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# Our Heritage

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**Two Day National Conference  
Exploring Spiritual Foundations  
of Leadership And Management**

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14 & 15 February 2020

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Affiliated to GGSIP University, New Delhi  
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GURU GOBIND SINGH  
INDRAPRASTHA UNIVERSITY



## Two Day National Conference Exploring Spiritual Foundations of Leadership And Management

14 & 15 February 2020

Knowledge Partners:



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The Conference aims at discussing spiritual foundations of leadership and management. Strength of spirituality has been depicted in the verses of the mighty texts which gives powerful and meaningful management tactics to achieve mental equilibrium and come out of any crisis. It has been a catalyst for transformation at personal, group and organizational levels. India has been the land of great spiritual wisdom and intellectual knowledge. Time and again we have witnessed cases and situations where in spirituality has paved way to solve diversified problems in the area of management and business. This conference is a platform to provide an opportunity to participants to exchange their respective viewpoints and perspectives to meet current challenges in business world through Indian ethos and spirituality.

The Conference has so far seen contributions from various renowned Universities like University of Delhi (DU), Ambedkar University (Delhi), GGSIP University (New Delhi), Dr. A.P.J. Abdul Kalam Technical University (Lucknow), Rajasthan Technical University(Kota, Rajasthan), Department of Management Studies, SBBS University (Jalandhar, Punjab), Sharda University( Greater Noida) and many more across the length and breadth of India.

The research papers encompass relevant themes and sub themes of the Conference revolving around spirituality at workplace, moral behavior, ethics, spirituality and marketing, Indian ethos and leadership. The Conference aims at achieving substantial interaction and seamless flow of ideas on the relevant issues with a vision to make a significant contribution to the body of knowledge.

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The Embassies of both the Kingdom of Belgium and the Grand Duchy of Luxembourg in addition to their Trade Offices are the patron partners of BLBA. The Belgian and Luxembourg Ambassadors and their teams work very closely with BLBA. They share the same vision of business promotion and offer tremendous value. BLBA is committed to add value to its members and to bring India, Belgium and Luxembourg closer in business and commerce.

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Our Heritage with ISSN 0474-9030 is a UGC CARE Journal and peer-reviewed open access journal published monthly in English-language only. It is a multidisciplinary journal dedicated to the research publication in the fields of architecture, business, commerce, development studies, economics, finance, government policies, history, international relations, jurisprudence, knowledgebase, learning, management studies, novel and book reviews, organizational studies, poetry, quasi-judicial studies, resource management, social studies, temporal studies, universal laws, venture capitals, word economics, youth affairs, and allied fields. , Our Heritage publishes a wide range of researches and studies on diverse fields of knowledge.

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## Analysing Consumer Purchase Behaviour towards the Spiritual Products

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### ABSTRACT

*The consumer purchase behaviour has undergone a sea change in the recent years. It has been observed that the consumption habits are not solely driven by lifestyle goals but also by the spiritual motivations of the consumers. Various studies have supported the notion that spirituality is an indispensable element for leading a happy life and enhancing well being. Such revelations have spurred a new trend and opportunity for the marketers to offer a bundle of “spiritual products and services” which are being sold through specialised retailers and on-line providers. Fragrances, Incense, aroma therapeutic soaps, candles, healing crystals, relaxing music, magazines, pendulums, pendants and many more related products have experienced a burgeoning response and attraction by the consumers. This paper attempts to explore the factors and patterns that shape the consumer purchase behaviour towards the spiritual products. The connotation of spirituality for this paper is distinct from religion and primarily refers to spirituality as an ability to find inner peace and solace in the fast paced world. The study attempts to look into the purchase habits and behaviour of the consumers towards spiritual products by collecting responses to the self administered questionnaire. The purchase behaviour is studied with the help of statements describing consumer behaviour in terms of information search, evaluation, information seeking, and intention to buy. The responses are then analysed with a focus onto the study of variation in the purchase behaviour across various demographic variables such as age, gender, education, profession and income. The study will be useful for the marketers and product and service providers who are striving to innovate the products that help the ‘New Age’ spiritual consumers to attain personal enlightenment and find a more meaningful and peaceful life.*

*Keywords: New age spirituality, purchase intention, spiritual consumer, demographics.*

### 1. INTRODUCTION

In the modern times, when life is running at an unimaginable pace burdened by the pressures in personal and work life an individual is struggling to maintain a balance. To live a peaceful and healthy life has become one of the priceless possessions of present day scenario. These unavoidable moderations have spurred the interests and inclination of modern customers in spiritual products which help them achieve inner peace and overall well being. This avant-garde change in the lifestyle of people is often termed as ‘New age’ spirituality.

The interests of people in spiritual goods and services have found a new depth and meaning. It has traversed the meaning of religion and God and these new agers are given absolute freedom to devise their own methods and beliefs to connect with God. In the words of Wade Clark Roof, he explains spirituality as a source of value and meaning to understand inner awareness and integrating with oneself. According to Fuller spirituality is regarded as a journey closely knitted and linked with an individual’s personal growth and overall development. The young millennial generation does not follow and believe in blind views and sayings of the literatures, gurus and others rather they practice and experiment and then devise their own understanding and meanings to religion and spirituality. Spiritual practices like prayer offerings, meditation, yoga, therapies, massages etc. have inspired people and made help them in connecting with their inner selves. The people can realise their spiritual well being by practising Chinese meditation, listening relaxing music, creating a soothing surrounding environment by burning an Incense stick or enjoying aromatherapy massage or going on an outing to some Caribbean Islands. Any changes in customer lifestyle have a hidden opportunity for the marketers to design, create and offer a bundle of solutions to the needs and desires of the customers. This has been true in case of spiritual products and services too. Many marketing firms have started positioning their products in a way that contributes to the spiritual growth of the customers and attracted them as devoted

buyers. The spiritual products, both branded and unbranded have seen a tremendous increase in their sales in recent years. As per a study, the Indian spiritual markets are estimated to be over 30 billion US dollars and its growing exponentially over time. Needless to say, it has set in an opportune set of moment and time for various start-ups and e-commerce retailers to come up with market offerings that provide an ecstatic experience to the customers in this journey of realising oneself. The popular e-commerce giants like Amazon, Flipkart, and Snapdeal are brimming with a wide range of products under the category of religion and spirituality. It will be interesting to comprehend that what is the purchase behaviour of the customers towards these spiritual offerings and how it varies across various demographic variables like age, gender, occupation, income etc. This paper tends to analyse the purchase behaviour of the customers by collecting responses to a self-administered questionnaire which are then analysed using various statistical techniques. The broad objectives outlined for the study are;

- a. To study the purchase pattern of spiritual products by the buyers.
- b. To study the frequency of the purchase of spiritual products.
- c. To analyse how much amount the respondents actually spend or are willing to spend on the purchase of spiritual products.
- d. To assess what sources of information do they seek for purchase of such products.
- e. To study the relationship between the Gender, Age, Education and Occupation of the respondents and the purchase of spiritual products. (Hypothesis testing for each of the demographic variable using t-test and ANOVA).

## 2. REVIEW OF LITERATURE

The concept of Spirituality has been studied by various researchers and academicians over the years and they have drawn the different meaning and implications of the same. But a common theme that runs across various studies is that Spirituality is largely concerned about the connection with one-self. In a broader sense, spirituality has strong linkages with a good life. A study by Van Dierendonck suggested that people who lead a good and moral life possess very strong spiritual beliefs and resources to lead such a meaningful life. Spirituality is recognised as an essential element to enhance well-being of humans and accentuate their happiness. Various empirical studies have also supported this notion, like the one by Van Dierendonck & Mohan in 2006. The spiritual beliefs not only enhance our personal lives but also have bearing upon our professional performance at the workplace. Some studies about organisational behaviour, have established a positive relationship between the performance of the employees and organisational spirituality (Schmidt-Wilk, Alexander & Swanson, 1996). The importance of spirituality in the life of an individual can be summarised in a statement that a person who is able to express his/her spirituality can be regarded as a “whole” person who will be a “better and a more satisfied individual” (Petchsawang & Duchon, 2009). All of these above transitions and realisations have led to the proliferation of production and marketing of products/objects that can aid the spiritual journey of an individual. People now have an unprecedented access (Kale, 2004) to New age goods and services, like books, videos and CD's, self-help groups, talks, seminars, retreat centres, workshops and many more. A study by Hamilton (2000: 193) used the longitudinal data to elicit that how innovative products and areas relating to spiritual practice can be introduced to attract new customers over a short period of time. The consumer behaviour towards these products, their purchase patterns, habits, attitudes etc. can be studied using various approaches and theories of consumer behaviour like; Theory of Buyer Behaviour, Theory of Reasoned action, Theory of Planned behaviour, Consumer behaviour and Consumer Decision making etc. The relevant literature and studies about consumer decision making have been studied and statements designed to measure the consumer behaviour were adapted from various sources.

## 3. RESEARCH METHODOLOGY

To measure and analyse Consumer Purchase behaviour towards spiritual products primary data consisting of response to structured, non-disguised questionnaire is used to test the hypothesized relationship. As defined by Pinsonneault, 1993 Questionnaire is a method to gather information related to the opinions of a large group of people.

The questionnaire was divided into two sections, Section A comprised of questions related to demographics of the respondents, like age, gender, occupation, education etc. It contained questions related to the purchase frequency, possession of spiritual products, if any, the amount they are willing to spend on the purchase of spiritual products and the source of information about the spiritual products. Section B comprised of 25 statements about the consumer purchase behavior which were adapted from various sources by the author. These statements related to various aspects of consumer decision making like Information search, evaluation of alternatives, social influence on decision making( Blackwell,Minard & Engel,2004) ,importance of purchase , consumer purchase intention ( Dodds et.al,1991) willingness to purchase and the related constructs studied in various other aspects( different products and services). The respondents were asked to mark their responses on a seven point scale ranging from SA (strongly agree as 7) to SD (Strongly disagree as 1).

**Table 1**

<b>Statement</b>	<b>Label</b>
1. What spiritual product I buy is extremely important for me.	s1
2. I am really interested in buying spiritual products.	s2
3. I really enjoy buying spiritual products.	s3
4. To me, buying spiritual products is quite a pleasure.	s4
5. I asked my friends/relatives for information on what all spiritual products are available in the market.	s5
6. I searched for information on what all spiritual products are available in the market from time to time.	s6
7. I searched for information on where the spiritual products are available.	s7
8. I pay attention to how others behave /purchase the spiritual products.	s8
9. I always talk about the spiritual products with my friends.	s9
10. Purchasing of spiritual products is beneficial for my daily life.	s10
11. I am willing to recommend my friends/relatives to purchase spiritual products.	s11
12. Overall, I find purchase of spiritual products interesting.	s12
13. The spiritual products are valuable for me.	s13
14. The spiritual products are considered to be a good buy.	s14
15. The likelihood that I would pay for spiritual products is high.	s15
16. My willingness to buy spiritual products is very high	s16
17. In near future, I would consider purchasing spiritual products.	s17
18. Purchasing spiritual products increases my peace of mind.	s18
19. Friends & family are very helpful to me in making decision of purchase of spiritual products.	s19
20. I purchase spiritual products as they are in trend.	s20
21. Price is the most important factor when purchasing spiritual products.	s21
22. I purchase spiritual products because they are worth to use with reference to price and usage quality.	s22
23. Friends and family give me valuable advice when I buy spiritual products.	s23
24. I intend to purchase spiritual products in the near future.	s24
25. I will purchase spiritual products in the near future.	s25

*Source: Adapted from various sources wherein different constructs measuring Consumer behavior like willingness to purchase, information search, information about price, evaluation of alternatives, purchase intention etc. are studied.*

#### **4. RESEARCH HYPOTHESIS**

The frequency of the purchase, the amount the consumers are willing to spend and the source of Information they seek in purchase of spiritual products are analysed and interpreted with the help of charts and information obtained from the responses. The hypothesis relating to demographic variables, namely Age, Education, Occupation and Gender are as follows;

H1: The customer purchase behaviour towards the spiritual products varies different across different age groups.

H2: The customer purchase behaviour towards the spiritual products varies across different educational background of the customers.

H3: The customer purchase behaviour towards the spiritual products varies across different occupational background of the customers.

H4: The customer purchase behaviour towards the spiritual products varies across the gender of the customers.

## 5. DATA COLLECTION

The questionnaire was designed using Google forms and the link was circulated in various social groups via mail, whatsapp, Face book and LinkedIn. The method of sampling used is Convenience sampling .The respondents largely belonged to Delhi and NCR region. The data was collected from the period between 15 December 2019 to 10 January 2020. A pilot testing was done wherein the data from 30 respondents was taken to ensure that the statements were clearly and readily understood by the respondents. No statement was added or removed based on the results of the pilot testing. As the statements measured varying constructs explaining consumer purchase behavior, it is imperative to check its Reliability. Wilson, 1995 defines *Reliability* as the extent to which a scale gives consistent results if measurements are done on a repeated basis. The most common measure of internal consistent reliability is Cronbach's alpha (  $\alpha$  ) which is the average of all possible split half coefficients resulting from different splitting of the scale items. The coefficient varies from 0 to 1, and the measure of 0.6 or more is considered satisfactory for considering scales as internally consistent and reliable for the purpose of further analysis. The results of Reliability testing are:

Reliability Statistics(Table 2)	
Cronbach's Alpha	N of Items
.969	25

## 6. DATA ANALYSIS

The demographics of the data and the hypotheses are analysed using t-test and ANOVA. The software used for the analysis is SPSS version 22. Before analysing the data, some initial screening and cleansing of data is done, for example, the data was tested for outliers, normality etc.The demographic profile of the data is as follows;

- Gender:** Of the total 115 responses received, 58 were males and 57 were females, depicting an equal representation of both the Gender groups.
- Age:** Of the total 115 responses received, the majority belonged to the age group of 21-30 years, followed by 34% share of people belonging to the age group of above 50 years.
- Occupation:** The majority of the respondents, 55% were students, followed by employees (17.4%) and then 14.8 % were the people who worked as professionals.
- Educational:** As majority of the respondents were students, their highest educational qualification was either graduation followed by up to 12<sup>th</sup> standard (33%). 25.2% of the total respondents were post graduate.

ANOVA test is a robust test which is used to analyze the differences among group means and their associated procedures (such as "variation" among and between groups).One of the important assumptions of this test is Homogeneity of variance, which is checked with the help of Levene's statistics in SPSS. If the resulting p value of Levene's test is greater than 0.05, then the assumption of equality of variance is met.

The hypotheses H1, H2 and H3 were tested using ANOVA and H4 was tested using the t-test. The results are presented in the following tables;

**H1: The customer purchase behaviour towards the spiritual products varies different across different age groups.**

Test of Homogeneity of Variances (Table 3)			
cpb5			
Levene Statistic	df1	df2	Sig.
2.071	4	110	.089

ANOVA (Table 4)					
cpb5					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.271	4	2.068	1.401	.238
Within Groups	162.369	110	1.476		
Total	170.640	114			

The above table shows that there is no significant difference between the age of respondents and their purchase behaviour towards the spiritual products. The mean values for all the groups are centred on the value of 3.9 or 4.1 with a minor differences in various categories which are statistically not significant at 5 % level of significance. Hence we conclude that age does not significantly affect customers' purchase behaviour towards the spiritual products. **Hence, we reject H1.**

**H2: The customer purchase behaviour towards the spiritual products varies across different educational background of the customers.**

Test of Homogeneity of Variances ( Table 5)			
cpb5			
Levene Statistic	df1	df2	Sig.
.863	3	111	.463

ANOVA ( Table 6)					
cpb5					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.177	3	.059	.038	.990
Within Groups	170.463	111	1.536		
Total	170.640	114			

The above table shows that there is no significant difference between the educational background of respondents and their purchase behaviour towards the spiritual products. The mean values for the groups up to 12<sup>th</sup> standard(N=38,mean=3.8674),Graduate(N=38,mean=3.797),Post graduate(N=29,mean=3.8938), Doctorate(N=10, mean=3.8670) with a minor differences in various categories which are statistically not significant at 5 % level of significance. Hence we conclude that educational background does not significantly affect customers' purchase behaviour towards the spiritual products. **Hence, we reject H2.**

**H3: The customer purchase behaviour towards the spiritual products varies across different occupational background of the customers.**

Test of Homogeneity of Variances ( Table 7)			
cpb5			
Levene Statistic	df1	df2	Sig.
2.418	4	110	.063

ANOVA ( Table8)					
cpb5					

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.681	4	.170	.110	.979
Within Groups	169.959	110	1.545		
Total	170.640	114			

The above table shows that there is no significant difference between the occupational background of respondents and their purchase behaviour towards the spiritual products. The mean values for the groups Student (N=63, mean=3.7867), Self-employed (N=8, mean=3.9), professional (N=17, mean=3.8824), employees (N=21, mean=3.9695) and not working (N=6, mean=3.9755) with a minor differences in various categories which are statistically not significant at 5 % level of significance. Hence we conclude that occupational background does not significantly affect customers' purchase behaviour towards the spiritual products. **Hence, we reject H3.**

**H4: The customer purchase behaviour towards the spiritual products varies across the gender of the customers.**

Independent Samples Test ( Table 9)					
		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
cpb5	Equal variances assumed	.022	.883	-1.594	113
	Equal variances not assumed			-1.596	112.983

Independent Samples Test (Table 10)					
		t-test for Equality of Means			
		Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
					Lower
cpb5	Equal variances assumed	.014**	-.36137	.22673	-.81055

\*\* Significant at 0.05 level

Table 10 signifies that there is a significant difference between the gender of the respondents and their purchase behaviour towards the spiritual products. The number of females N=59 have a mean value of 5.0278 whereas males N=56 have a mean value of 2.6664 signifying that women have a greater tendency towards the purchase of spiritual products as compared to their male counterparts. **Hence, we accept H4.**

Of the total responses received, 86.1 % of the respondents have purchased some spiritual products like fragrances, incense, therapeutic soaps, candles etc. indicating the wide range of popularity and inclination towards the purchase of spiritual products.

7. Have you purchased any kind of spiritual products, such as Fragrances, Incense, aroma therapeutic soaps, candles, healing crystals, relaxation techniques, pendulums, detox baths and pendants etc.?  
115 responses

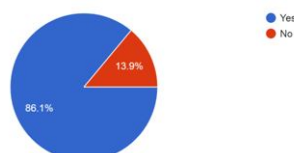


Fig.1: Percentage of respondents who have purchased Spiritual products

With regards to the Frequency of the purchase of Spiritual Products, the respondents were asked to mark their responses against sometimes, often or rarely. The results showed that majority of respondents (42.61%) purchase spiritual products sometimes, as compared to 40% of respondents who

purchased it often and 17.39% who purchased it rarely. The data is indicative of the fact that a lot of people are interested in purchase of spiritual products and the frequency is adequately uniform.

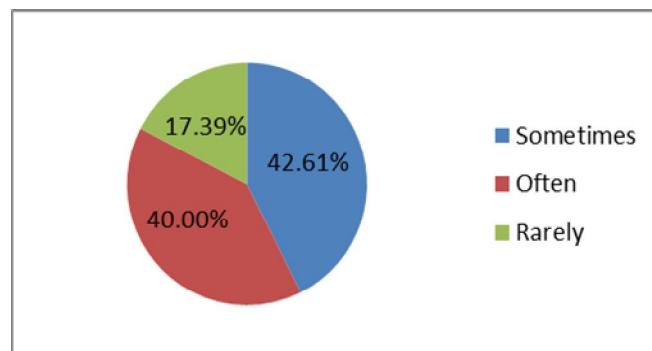


Fig.2: Frequency of purchase of Spiritual products

The data was also gathered to know about the maximum amount that the customers are willing to spend on the purchase of spiritual products. The analysis gave the results that 89.6% of respondents were willing to spend less than 5000 (in INR) on the purchase of spiritual products, and a very meagre share of the respondents were willing to spend above 20,000(in INR).

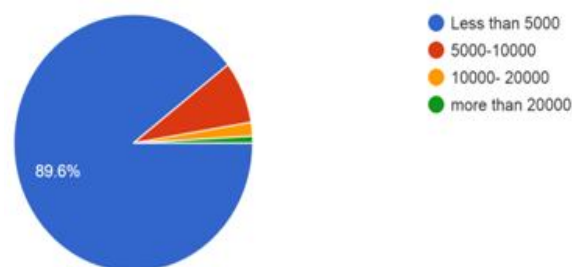


Fig.3: Amount of money willing to spend on purchase of Spiritual products

The data gathered about the Source of information available for the purchase of spiritual products revealed that majority of the respondents have their friends/relatives as the source indicative of the importance of social influence in the purchase of such products. Television and social media platforms also prove to be a promising source which can be tapped by the marketers who sell these products.

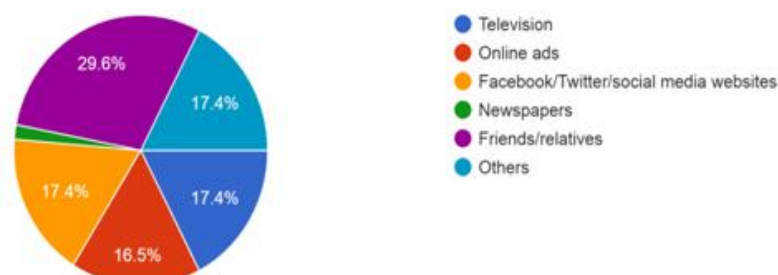


Fig.4: Source of Information about Spiritual products

## 7. RESULTS & IMPLICATIONS

The results of ANOVA with respect to the demographic variables like age, educational and occupational background of the customers have significant implications for the marketers and designers of spiritual products. As supported in the study, that people belonging to varying age groups be it young millennial, or the middle aged or the elderly all have inclination towards the purchase of spiritual products. The results are consistent with the various studies conducted to assess the attitude of youngsters towards the purchase of spiritual products, like the one by Pew studies (2009) wherein it was shown that the young generation aged above 18 years are really interested in spiritual nourishment and handpick spiritual products as they find it useful and enjoyable. Our study did not show any significant



differences between the educational and occupational background of the respondents and their purchase behaviour of spiritual products. One significant conclusion that can be drawn from the results obtained is that the behaviour of the respondents is consistent among that particular group, may it be students, employees or working professional. Such uniformity in the behaviour can have significant bearing in product design and development for a particular category of the respondents. With regards to the Gender, our study supported that females have a greater inclination towards the purchase of spiritual products. The results are consistent with various studies that have proven that women are more active spiritual consumers than males. They are the major buyers of products like aroma candles, fragrances, home decor, and books on self healing. This can help marketers to devise strategies that are consistent with the female choices and preferences and cater to their needs. The data on the frequency of the purchase of the spiritual products indicate that most of the buyers purchase these products “sometimes” and not very “often” suggesting that the purchase decisions are largely guided by the situations may be impulsive buying or stressful phases of lives or some occasional purchases. The data on maximum amount that the customers are willing to spend on spiritual products indicated that customers (90%) are willing to spend less than 5000 INR indicative that the spiritual products do not constitute the necessities and often come as a choice or higher order need only when the basic necessities are met. The purchase behaviour of spiritual products is largely guided by the “social influence” wherein information from friends/relatives is mostly sought after. Majority of the respondents (53.71%) agreed (Agree= 6) that they ask their friends / relatives before the purchase of the products. Various researches have supported the fact that social groups and references such as family, relatives, friends, religious associations, political parties all have a bearing on the consumer purchase behaviour.

## 8. CONCLUSION

A careful study of the literature and examining the practices and attitudes towards the spiritual products vouches the fact that the interest of the consumers in ‘New Age’ spirituality and spiritual practices has risen and intensified significantly. Most of the individuals, whether young or old, working or not working, male or female always desire for attaining personal enlightenment. They thrive to live a peaceful life enriched with a relaxed heart and mind. The process can be aided through a careful selection of various products and services which enhance their spiritual journey. The marketers who sell such products have well recognised this need and responded effectively. Consumers now have an access to the spiritual market place through a number of varying channels. This paper made an attempt to probe into how the consumer purchase behaviour varies across demographic dimensions, frequency, source of information seeking etc. But the purchase patterns are guided by a myriad of other factors that are beyond the scope of the study. Customer satisfaction, repeat purchases, role of spiritual gurus and idols, and experiential marketing are some of the broader areas of research which can be explored by further studies in this area.

## 9. LIMITATIONS & SCOPE FOR FUTURE

The study was conducted only for a limited sample drawn from the population majorly from regions of Delhi/NCR. In order to have a holistic and a wider analysis of the purchase behaviour towards the spiritual products, an attempt should be made to study a broader area. A comparative study shall be useful to analyse how the purchase behaviour varies across different countries, namely Western and eastern economies. The various constructs explaining the purchase behaviour like information seeking, willingness to purchase, price sensitivity can be further examined using Exploratory Factor analysis (EFA) or a Confirmatory Factor Analysis (CFA) approach to provide a strong theoretical background. The study was limited to the consumer behaviour towards the spiritual products but the marketers’ side of the story is not catered to. Further studies, can analyse that how marketers and product/service providers of these spiritual products can influence consumer behaviour and work upon the factors that influence such behaviour.

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## Assessing the Importance of Meditation for Corporates: A Case Study Approach

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### ABSTRACT

*In a recent Motor show at Frankfurt (September 15, 2015), the Chief Executive of BMW Harold Kruger,(i) collapsed. India's youngest CEO & MD of SAP Indian Subcontinent, who was barely 42 years old, died due to massive cardiac arrest in Mumbai(November 2009)(ii). In a similar vein, Raghu Pillai (Age 54),(iii) CEO of Future Group, passed away on April 10, 2011, leaving behind wife, son and a daughter. Seeing such a trend in the early lives of CEOs forces one to raise questions, especially with respect to India. Now a question arises, are people really stressed out at work? And if this is true what can be done? This is where this paper will talk about the importance of meditation and how it can be included in the daily life of business personnel. How it can affect the lives of people and should it be included as a routine activity. A dedicated section of this paper will discuss some case studies of well-known industrialist and what they did to keep themselves out of work stress. The paper will also put light on what is work stress, what are its root causes and how it affects a person. The study aims at highlighting the contemporary issues of work-related stress experienced and unspoken by various people working at different levels in an MNC unless the repercussions are faced. It is high time that some efforts should be made by the corporate entities to ensure a congenial and healthy work environment. As it is truly said, a healthy mind resides in a healthy body, therefore to achieve the maximum results from their workforce corporate must incorporate practices like meditation and yoga sessions on a regular basis.*

### Topics to cover

- Introduction of the topic
- Introduction of work stress
- Importance of meditation
- Case study 1
- Case study 2
- Practical aspects
- Conclusion

*Keywords: Meditation, corporate life, workplace stress, healthy lifestyle.*

### 1. INTRODUCTION

#### 1.1) Literature review

Meditation is a mental exercise that involves relaxation, focus, and awareness. Meditation is to the mind what physical exercise is to the body. It is a precise technique for resting the mind and attaining a state of consciousness that is totally different from the normal waking state. It is the means for fathoming all the levels of ourselves and finally experiencing the center of consciousness within. It may be used with the aim of reducing stress, anxiety, depression, pain, in increasing peace and for well-being.

Most companies enter the conscious movement, realizing that placing their workers' mental health first increases innovation, concentration, and efficiency. Big corporations are smart. They have read the studies and taken meditation as it can improve the performance of work, personal relationships, and health. Only five minutes of deep breathing in an average of 9 to 5 working days, just five minutes of deep breathing, meditation, and relaxation of anxiety will reduce stress levels and increase overall efficiency.

A daily practice implementation has helped many working adults. Even one week of brief practice of daily mindfulness meditation has been found to yield significant benefits. Corporate enhance their ability to sustain attention by adopting meditation in their core routine and decrease external and internal distractions. Many companies, large or small, have worked hard to achieve this In-office program to help employees address anxiety and pressure at work. In addition to cultivating positive work environments, thanks to the meditation program, many employers have experienced huge improvements in the workplace. Many workplaces provide space for meditation while others provide guided workshops that aim to promote conscientious activities during the working day to workers. Awareness meditation is the most common practice in the office, which is a technique that takes the attention of the mind to the body and relaxation to help improve concentration.

Meditation's benefits are visible over a period of time, rather than being immediately apparent in the short term. Long-term stress exposure can risk managers and employees ' health. Meditation helps to lower the risk of workplace injuries. It also reduces the risk of illness affecting staff and supervisors.

Everyday business interactions induce anxiety and can be burdensome. The effects start to show in our interaction with different people in the workplace when we meditate. This helps to reduce the confusion and frustration arising from the conflict.

Meditation offers a rubric on how to handle most of the situations that have been thrown at you, and nowhere has it been more useful to business than to business, an environment full of uncertainty, risk, and a lot of stress.

## **1.1) Purpose**

To understand how and why corporate have stress issues and how can meditation help them overcome a serious issue like this

## **1.2) Objective of the study**

To check the following

- Are corporate more stress prone?
- Is the work-life imbalance of these top honchos so stark that it has now started taking lives?
- Do Corporate find it hard to cope in a globalised setup?
- How can meditation help corporate with a healthy life style

## **1.3) METHODOLOGY**

To do any particular study we pick out a Methodology, which is commonly said as a systematic, theoretical analysis of the methods applied to a subject of look at.

It comprises the theoretical analysis of the body of methods and the principles associated with a department of knowledge.

Typically, it encompasses principles inclusive of paradigm, theoretical model, stages and quantitative or qualitative techniques.

The technique does not set out to offer answers—it is consequently, not similar to an approach. A technique allows in finding solutions Instead, a method offers the theoretical underpinning for knowledge which technique, set of strategies, or high-quality practices may be implemented to a particular case.

The paper makes use of a Case Study methodology that gives equipment for researchers to take a look at complex phenomena within their contexts. When this method is carried out correctly, it turns into a valuable approach for fitness science studies to broaden theory, evaluate programs, and develop interventions

## **2. WORK STRESS**

Stress in the paintings vicinity is a developing concern inside the present-day nation of economy, in which personnel increasingly face situations of overwork, activity insecurity, low stages of process

satisfactions, and lack of autonomy. Workplace strain has been shown to have a detrimental impact on the health & well being of the employees, in addition to the negative impact on the place of job productivity & profits. According to an International Labour Organization(ILO) Report entitled “Job Stress: The twentieth Century Disease”,(vi) pressure is putting the burden on workers. In view of the ILO task stress expert Vittorio G Di Martino, “Job pressure is a global phenomenon. We notion the white-collar people in the industrialized countries. Its the time to place that fable to rest.” A\*British Study determined that repetitive work isn't necessarily demanding but that after the worker is needed to preserve up with a machine, anxiety ranges boom. The ILO estimated the value of activity stress in the USA by myself at \$two hundred billion yearly from the compensation claims, reduced productivity, absenteeism, added-health-insurance prices and direct medical costs for related diseases along with ulcers, high blood stress, and heart assault. Stress-related on the process injury claims climbed from 5 percent of all occupational disease claims in 1980 to 15 percent a decade later. Work stress is so severe in Japan that the Japanese have coined a phrase for death with the aid of overwork-“ karoshi”. A survey stated inside the report said that 40 percent of all Japanese people worry that they literally will work themselves to death.

### 3. WORK STRESS RELATED PROBLEMS

Stress is a normal adaptive response to stressers in our environment. Our bodies are designed with a set of automatic responses to deal with stress. But this is for short term ‘fight’ or ‘flight’. The body has already ‘Generalized Stress Response’(GSR) system which takes care in case of activated stresses for short duration. When an individual is exposed for long term GSR, it starts giving signals through various ways- physical, psychological or behavioural.

According to Canadian Centre for Occupational Health & Safety (2000)(viii), following symptoms can be identified in workplace stress:

**Table-1: Symptoms of workplace stress in an individuals**

Physical	Psychological	Behavioural
Headache	Anxiety	Over eating or loss of appetite
Grinding Teeth	Irritability	Impatience
Clinched Jaws	Sadness	Quickness to argue
Chest Pain	Defensiveness	Procrastination
Shortness of Breath	Anger	Increased use of alcohol/drugs
Pounding of heart	Mood swings	Increased smoking
High Blood Pressure	Hyper sensitivity	Withdrawal or isolation from others
Muscle aches	Apathy	Neglect of responsibility
Indigestion	Depression	Poor job performance
Constipation	Slow Thinking	Poor personal hygiene
Diarrhoea	Feeling of helplessness	Change in religious practices
Increased perspiration	Hopelessness or being trapped	Change in close family relationships
Fatigue		
Insomnia		

Source: Report by Canadian Centre for Occupational Health & Safety(2000)

- **Sleep Disorders**

– In most of the cases, no proper sleep is one of the potent reason for other body ailments like high blood pressure and cardiac related problems.

**Table-2: Relation between Sleep Duration, BP and Age**

Type of sleep	Blood pressure	Comment	Source Authenticity
Short sleep duration <5 hrs or 5-6 hrs	High 350%-500%	In comparison to those who slept 6 hrs	Paper published in 2009
< 5hrs	Twice likely High BP for young people	Age group 25-49 yrs	Published in 2006

<5 hrs	High BP	Three fold increase in heart attack	Published in 1999
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Source: compiled by the author

- **Rise in mental –ill health**

A wave of suicides occurred at France Telecom in 2008 and 2009 that led 35 workers to commit suicides due to mental unbearable pressure. This may be attributed to information overload, intensification of work and time pressure, high demand on mobility & flexibility, being “on call” due to mobile phone technology and finally, the worry of losing job.

- a. **DO CEOs MATTER?**

In one of the research papers authored by Morten Bennedsen (INSEAD), Francois Perez Gonzalez (Stanford University & NBER) & Daniel Wolfenzen (Columbia University & NBER) entitled “Do CEOs Matter?” (2011), it has been clearly stated that CEOs are extremely important to firm performance. In one of their findings, it was also evident that CEOs’ own death and deaths in their families lead to economically and statistically large declines in firm performance as measured by firm profitability investment, and sales growth. It implies that Indian companies are also prone to financial losses in case of demise of a higher executive.

#### 4. **WHY CORPORATES ARE UNDER WORK STRESS?**

In fact when a corporate is asked about his/her routine, the answers- “I start the day earlier and finish the day later”. However, the other basic reasons to this malaise are:

- Longer work hours
- Incessant travel
- Endless conference calls across the zones
- Reporting to various bosses due to matrix structure
- Problematic clients &
- Constantly buzzing cell phones

This can be said that he/she wants to please everybody and be at the centre of all actions, which often leads to a lot of stress.

#### **CASE STUDY 1**

##### **APPLE**

It is no mystery that employees of Apple Inc. enjoy excessive amount of stress. The steady deadline, the rush for brand new and innovative ideas and the consistent nagging from confused clients are just some example of factors that contributes to apple employees’ strain. So how do personnel at apple live sane? Through meditation and stress control Steve Jobs is one of the or three greatest icons of excessive tech, rivaled only via Bill Gates and possibly Mark Zuckerberg. He’s usually acknowledged for his legendary potential to create innovating, groundbreaking products. What’s less regarded, though, is that Steve Jobs turned into a pioneer in what was once a as an alternative esoteric, he married in a Zen ceremony. Steve activity (founder, apple) has brought corporate meditation as a productiveness hack or as a genuine way to beautify lives. He took an exercise that labored for him and shared it with apple’s corporate culture. He changed into taken into consideration a pioneer of “thoughts technology” while he added Zen mindfulness meditation to the company structure at Apple. employees have get right of entry to to a meditation room, 30 –minute each day meditation breaks, and on-site yoga and meditation instructions, which had been all part of a procedure that Steve used to lessen his own strain, gain more clarity, and decorate his creativity. There are many companies that do not provide this break in the paintings day for pressure relief. Although 30 minutes may not seem lots for a piece day, spending 30 mins every day to misery can do wonders for an character. Reducing strain can growth a person bodily and mental health. It also can help them perform higher at paintings and make work more enjoyable. In extreme cases, like Steve jobs, meditation and the principles he learned through meditation was a chief key to his fulfillment at Apple. If man or woman are given greater time

throughout the day to practice strain management techniques, they'll be capable of provide their most to the organisation and will be living healthier lives.

## CASE STUDY 2

### GOOGLE

It's no surprise that activity –associated pressure has serious consequences- each on a character degree and for administrative center as a whole. Research has shown that administrative center strain can take a beating on our our bodies , affecting the entirety from our heart charge and blood strain to our intellectual capacity at work location . If there's any one organization pioneering stress control for personnel , its Google unsurprisingly . But the organization realizes the perks that come with working there, which might be plentiful, are now not enough to address the stress pandemic head on. Taking a greater targeted , Google additionally provide precise instructions to personnel with Zen –centric names like meditation 101 ,search inner yourself . And mindfulness primarily based pressure reduction . The employer has additionally created a each digital and in –man or woman community referred to as gauze to help aid and encourage meditation exercise , including function like day by day in-person meditation sits at extra than 35 offices, what the organization calls “ mindful eating meal ,” and day meditation retreats at a handful of location. Google changed into lucky enough to have one in all their unique software builders spearhead a application at Google that began in 2007 referred to as, “ search internal yourself” , believing that meditation can help enhance not best worker mental fitness and properly-being , however the agency's bottom line as nicely .Google is taking notice and additionally getting extra creative inside the technique- trying out unconventional techniques to help employees better manipulate their stress at place of business and at their home as nicely . This is how meditation is the key cause for the success of Google.

“ In the workplace , you can't remove stress from life ,” says a corporate at Google . “ All you can do is react better to stressful events .” why not get creative in the process ?

## 5. HOW CAN CORPORATES BEAT STRESS ?

The US based Wellness Guru, Deepak Chopra, was in his view that the first sign of ‘ New Age Consciousness’ (xv)in India came in the corporate sector only. Programmes focussing on physical & mental well being of individuals were institutionalized. Workshops related to communications, yoga, meditation and gym exercises highlighted the importance of stress busters. Today, corporate have taken them seriously and made a part of their regimen.

Some of the example of novel ways to beat stress shown below:

**Table-3: Select CEOs and their way of stress busting**

	Designation	Company	How to de-stress
Atul Singh	President	COCA COLA INDIA	Watching sports, bollywood movies
Kishore Biyani	Founder &CEO	Future Group	Spiritual craving
R.Chandrasekaran(50)	President & MD	Cognizant Technology	Fitness freak, jogging, gym
Ranjan Srikant(45)	MD	Asia Pacific/Mercer	Bonding with people & family
Ajay Bijli(40)	CMD	PVR	Switches mobile off, with kids, watching movies
Rajiv Mehta(29)	CEO	Puma India	Regula exercises, disconnect at weekends.
Satish Reddy	MD & COO	Dr.Reddy's Path Lab	Meditates
Martin Dlouhy	MD	Metro India	Keen mountain biker
Siddharth Shriram	CEO	SIEL	Yoga

Source: Compiled by the author from different sources

## **a. STEADINESS**

In contrast to work stress, steadiness is becoming a mantra which refers to your response to strong feelings and how to manage those feelings. One may also be asked whether he/she is capable of effectively controlling his/her emotions? Do you lose your temper often or do you manage your frustration well? Keeping these things in mind one may say that the corporate and many others have already evolved their way of going steadiness thus balancing the work-life challenges.

## **STRESS PREVENTION AT WORK CHECKPOINTS**

In order to mitigate stress at work places, ILO has come out with certain suggestions in its report entitled “ Practical Improvements for Stress Prevention in the Work place”(2012).These includes:

- Changing starting/finishing times
- Inserting breaks
- Allocating holidays
- Arranging for flexitime
- Providing for part time work
- Arranging job sharing
- Optimizing shift schedules & length

## **6. DICUSSION AND IMPLICATION**

Work- associated stress has ended up a major reason for distress in cutting-edge life. The regular paintings strain and the rat race to stay in advance of the competition are making employees assume more responsibilities than they can possibly handle, main to eventual emotional and physical exhaustion. With mounting paintings strain, greater and extra employees are looking out for a job, which adds which means to their lives and make contributions to their overall properly-being. They no longer regard work just as a supply of livelihood but rather as an opportunity to realize internal pride and away in the direction of a bigger end. In this moving scenario, place of job spirituality can play an essential function to impart a feeling of fulfillment and job delight that the employees nowadays crave. Many accept as true with that spirituality and enterprise are distinct domain names with little or no scope of overlaps .whilst spirituality is regarded as a non-public quest to get in touch with the internal being, corporations are handled as rational entities driven more often than not through earnings with little regard to individual trust. As personnel has started out spending a majority in their waking hours at work, it has emerged as critical to permit them to exercise their spiritual ideals on the place of business as properly. By integrating spirituality and paintings, an agency can now not best make sure extra successful operations however additionally raise the sense of meaning for personnel. Inculcating spirituality at the place of work lets personnel harmonize their non-public and business life making them happier and greater productive. Despite an exponential upward thrust in applying mindfulness to bodily and intellectual intervention programs, there may be restricted evidence-based studies focusing on meditation or mindfulness related to organizational contexts, which reveals a need for deeper research. The large spectrum of research themes on this evaluation illustrates insightful applications, via meditation or mindfulness-based training, toward heightening emotional intelligence competencies, which include self-regulation, meditation, focus, and compassion. Similarly, practicing meditation can cultivate crucial self- reflection and teach attentive listening capabilities which can be overarching qualities of “conscious leadership” vital to building a conscious organization. Such an agency attains stronger resilience, stepped forward organizational effectiveness, and more rapid –organizational development so as to combat the severe rivalries that exist in the commercial enterprise world. Meditation is a possible strategic instrument for management improvement and management succession. This overview factors out the usefulness of meditation and mindfulness, and hence suggests practicing it on an ordinary basis.

## **a. RECOMMENDATIONS FOR CORPORATES FOR COPING WORK STRESS :**

- Relaxation techniques: it is slowing the heart & pulse rate by breathing techniques



- Deep Breathing- helps in calm down of body & mind
- Progressive Relaxation – relaxing each muscle in turn
- Focus your mind- through meditation, yoga, pursuing hobby, laughing therapy
- Healthy habits
- Balanced diet- drink enough water
- Adequate sleep
- Cut caffeine consumption
- Exercise, walk the dog, yoga, swimming, cycling, bike riding, dance class

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## Attention Deficit Hyperactivity Disorder

**Tavleen Kaur Narang<sup>1</sup> and Dr. Gaurav Jindal<sup>2</sup>**  
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### I. ABSTRACT

*“Attention Deficit Hyperactivity Disorder” is a psychological issue (ADHD) of neurodevelopment type. It is portrayed by problem in focusing, not keen on doing unreasonable movement, and acting without considerations to results, which are normally not fitting to individual's age. People suffering from ADHD suffer emotional imbalances. These symptoms are seen before the age of 12 years and after six months of age. Normally parents do not know about this disease and ignore it. No one knows that this can be a severe issue. Every one scold their kids for not paying attention*

*But actually, it can be such a severe issue. ADHD also depends on the environmental factors and genetic factors. What are the symptoms, measures to be taken, cure for this and actions to be taken should be known and explored so every parent should know about it and doesn't ignore these symptoms? ADHD, its diagnosis, its treatment is in controversy from 1970s, these discussions have included a few instructors, guardians, clinicians, and media.*

*Most “social insurance suppliers” acknowledge it that ADHD is real problem in kids & grown-ups. The main causes of this disease are genetic factors, environmental factors and societal factors. All this research's motive is to find out symptoms, causes and to spread awareness about it in the society.*

### II. Keywords

- *Mental Disorder*
- *Lack of Attention*
- *Emotional Imbalance*

### III. INTRODUCTION

“Attention deficit hyperactivity disorder” (ADHD) is a psychological issue of neurodevelopment kind. It is portrayed by “trouble focusing”, unnecessary movement and acting without considerations to outcomes, which are normally not suitable for an individual's age. People with ADHD can thus show issues with directing feelings.

The indications show up before an individual attains the age of twelve years, are available for over a half year, and mess up in any event two settings, (for example, school, home, or recreational exercises). In youngsters, issues of “focusing” may bring about poor school execution.

Likewise, there is an association with other mental issue and substance misuse. In spite of the way that it causes impedance, particularly in present day society, various people with ADHD can have bolstered thought for assignments they find intriguing or satisfying.

This disease is caused in kids before 12 years of age. This is important as parents to know about this so that you can pay attention towards your children and take necessary actions towards it.

There are different symptoms that can be seen in children which are ignored by parents and teachers because

They seem very casual to us. But to be a responsible parent it is very necessary to know and keep in mind all the symptoms of this disease.

Special counselling should be done, proper medications should be provided and some necessary lifestyle changes should be maintained for making your child overcome this problem very quickly. There are some symptoms, causes and therapies to overcome this disease.

### Some major symptoms are-

- The one suffering from this disorder find it difficult to pay attention to details.

- The person may feel trouble in keeping intact the attention on a continuous basis in various tasks.
- Has many troubles in organising tasks, activities and loses necessary things.
- The person may tend to forget the trivial activities of his/her daily routine.
- Get easily distracted and has difficulties in doing structured work.
- Consumes a lot of time in doing tasks.
- Unable to sit stillfidgets, squirms in seatleaves seat in inappropriate situations.
- A person may develop tendencies to undertake risky tasks oblivious of the dangers involved therein.
- Talking more than others, often answers quickly, has trouble waiting their turninterrupts or intrudes on conversation.

In consideration problematic conduct, and impulsivity are regular in ADHD. Academic challenges are visit as are issues with connections. The manifestations can be hard to characterize, as it is difficult to draw a line at where ordinary degrees of negligence, hyperactivity, and impulsivity end and critical levels requiring mediations start.

#### IV. CAUSES

Some causes which lead to this disease in children are Genetics, social factors and environment. As environment effects children the most, they get attached, de attached, hurt, the most by reacting to their environment.

##### 1. Genetics

Twin examinations show that the disarray is much of the time gained from one's people with inherited characteristics choosing about 74% of cases. Kin of adolescents with ADHD on various occasions bound to develop the unrest than family of children without the turmoil. Hereditary variables are furthermore acknowledged to be related with choosing if ADHD proceeds into adulthood. In cases where the disorder advances, it leads to development of hyperactive and incautious qualities in folks. Some have speculated that a couple of women may be more pulled in to folks who are brave individuals, growing the repeat of characteristics that grade to hyperactivity and impulsivity in the quality pool. Others have stated that these attributes may be a modification that helps folks with facing troubling or hazardous circumstances with, for example, extended impulsivity and exploratory direct.

##### 2. Environment

Liquor admission during pregnancy can cause deadly liquor range issue which can incorporate "ADHD" or side effects like it. Youngsters presented to certain poisonous substances, for example, lead or polychlorinated biphenyls may create issues which look like "ADHD". Usage of tobacco or smoking during pregnancy can cause issues with focal sensory system advancement and can build the danger of "ADHD".

##### 3. Society

Youngsters in a class have been seen as bound to be analyzed as having "ADHD", potentially because of their being formatively behind their more seasoned cohorts. This impact has been seen over various nations. They additionally seem to utilize ADHD prescriptions at about double the rate as their companions.

Now and again, the conclusion of ADHD may mirror a broken family or a poor instructive framework, as opposed to issues with the people themselves.

#### V. DIAGNOSIS

"ADHD" is analyzed by evaluation of kid's conduct and mental improvement, including precluding the impacts of medications, prescriptions and other therapeutic or different issues as clarifications for the side effects.

It regularly considers input from guardians and educators with most judgments started after an instructor raises concerns. It might be seen as the outrageous finish of at least one nonstop human characteristics found in all individuals.

Regardless of whether somebody reacts to prescriptions doesn't affirm or preclude the finding. As imaging investigations of the cerebrum don't give reliable outcomes between people, they are utilized for inquire about purposes and not conclusion.

In this manner, guardians should take important activities towards it with the goal that this sickness can be limited and their youngsters can move better in considers and respond in a superior route to the general public.

## VI. CONCLUSION

- 1) This disease is being ignored by the society especially by the parents of the children.
- 2) Awareness should be spread about this disease so that parents should become more careful about their children.
- 3) Teachers should also not ignore the behaviour of a child and should immediately inform their parents.
- 4) This disease has normal symptoms like ignoring people, not paying attention, behaving unusual etc.
- 5) Causes are related to genes, environment and social factors. Parents should be more careful in dealing with all these factors.
- 6) Encouraging children, counselling them, dealing with them patiently are some of the measures taken by parents.
- 7) A doctor should be consulted and proper medications should be taken.

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## Corporate Karma Leadership is needed to be guided by True Spirituality

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### ABSTRACT

*It is been observed that now a day's business leaders get involved in some unethical practices to achieve their short-term goal. We know according to the law of Karma; the activities of a person are adjusted by the outcomes. Success and failure depend on the karma of the leader. Spiritual principles are the missing constituent (which shows innovative progress in the inner mind of the leaders) in most past approaches of leadership. Bad Karma of leader like, cruelty, lie, partiality, hatred, intolerance, violence, cheating and gross exploitation of basic human rights are to be replaced by good karma truthfulness, honesty, compassion, love, creativity, innovation, kindness, integrity, peace, wisdom, spirituality, respect, tolerance, self-reliance, justice, etc. Leader's Consciousness will not be in the grip of blind desires. His consciousness will be pure. Spiritual Leaders are embodied of spiritual values such as integrity, caring and concern and will be guided by spiritual unattachment. A leader must adopt a mission to create and sustain values. Unity of consciousness is needed. The leader will find that there is but one absolute existence. The true knowledge of the leader comes from the perception of self, the true spiritual knowledge. Leadership karma will be guided by spirituality for higher motivation which will help attaining the ultimate truth of self-realization.*

*The present study supported the secondary knowledge, collected from the various sources. In the light of Indian Spiritual literature. A qualitative study will explain Corporate karma leadership, for attaining material success as well as the goal of peace and bliss for the leader, followers and other Stakeholders. With a value-based ethical organization structure, as a by-product of the true spirituality.*

*Keywords: leadership, Karma, Spirituality, Innovative progress, Pure Consciousness, knowledge.*

### INTRODUCTION

Ancient age, primitive man had to work the whole day to gather food, shelter and other necessities of life. Their working is for the sustenance of life. In today's advanced and complex industrialized civilization, work in our life has become an important part. Our identity and purpose, as well as the meaning of life, is also guided by work. Attitude towards work and ethics of work has widened the dimension with integrity, loyalty, honesty, service to God and society. Work ethics in corporate karma leadership shows the performance will be excellent and quality of work will be excellent for better corporate achievements and sustainable social development.

Now a day's in globalized open markets leaders face steady complex challenges that leads different confusions. There is also the prerequisite for interaction by a extensive variety of participants those include suppliers, customers and people from diverse cultural and religious backgrounds.

This is a massive task for performing with brilliance. Often, a company's harmony with the rapid upgradation of technology, social media, modern culture and face disruptive situation depends on how fast the corporation can absorb the upgraded knowledge to interpreted the dynamic situation of the world.

Our karma, the work and the activities both physical and mental guides our achievements and success. We know that work (karma) is the primary step in spiritual development. Karma, for instance corporate karma will be guided by spirituality for supreme quality leadership. Good habit formation with proper work on oneself for the better psyche, better concentration, better orientation, and better self-management goes with corporate goals. Profit and wealth maximization are the byproduct of good Karma. A general individual can earn Dharma, Artha, Kama Moksha, by following leaders performing good karma. Gita, Upanishads, Bhagabatam, Ramkrishna literature, shakta, Aurabindo

Vivekananda literature analyse the supreme spiritual facts and are scientific psychological approaches in understanding the human mind and its applications in self-management and leadership.

‘Pure spiritual development finds expansion in character development, capacity to work together in team and love and sacrifices’ (Ranganathananda 2007). Great Indian leaders are

Guided by, and controlled by, spiritual ideas and principles. The individual atman assimilates into Brahman that is a microcosm to macrocosm. Spiritual liberation in Advaita is the entire comprehension and awareness of oneness, that one's unchanging Atman (soul) is the same as the Atman in absolutely everyone else, as well as being identical to Brahman. Spirituality is observed in the knowledge and realization of God, Pawar(2013) study showed that “individual spirituality will moderate the effect of workplace spirituality aspects on work attitudes”. Transformational leadership (Lee & Koh, 2001)

In modern world facing complex situation like corruption , disparity , terrorism , trade war , climate change and poverty. Here, imparting Spirituality for the leader can bring some sustainable solution. So it is now a days a burning topic with a wide view (Chawla & Guda, 2010,). Diverse viewpoints of Literature reconcile into a more consistent conceptualization. Spirituality and Leadership (Cavanagh & Bandsuch, 2002; Other dimension can also be explored , for example, inspirational harmony (Vallejo,2008; Yang, 2004),

Participative leadership might affect work performance Huang et al (2010), acts between social regulator and non-managerial assistants.

How leadership may deliver a positive alternate that enables the corporation to enhance and be innovative inside the modern-day business environment. If there's no leadership inside the corporation they will no longer can business within the way, they desire and could be negative business activity instead.

Huang et al (2010) urged that participative leadership might influence effort routine with different mediating mechanisms, that is, for subordinates. We tend to observe work which means, and self-concepts don't lead to completely social control. A leader's spiritual belief is that faith in God and love. in time of loneliness, he will explore relationships with everyone.

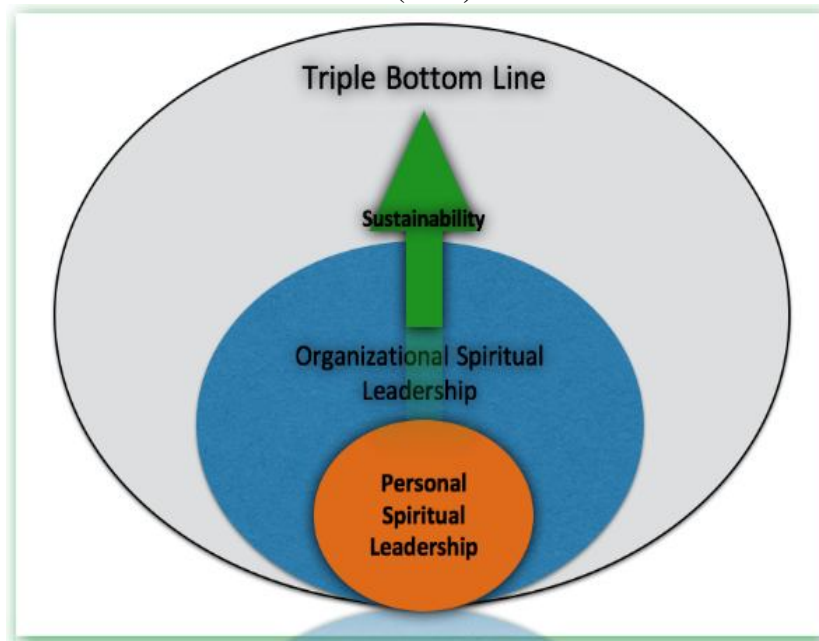
## **REVIEW OF LITERATURE**

A leader always impacts on others agree upon, what need to be done and how to do it for achieving the organization objectives. The leadership is the procedure of smoothing through collective efforts to realize common objectives through continuous upgrading knowledge and different soft skill.

The leadership is a continuous process of in-depth self-exploration beyond personal consciousness. A Leader should always remain aware about Knowledge of pure consciousness of which we all are the part. The concept is found in the oldest scriptures, known as Vedanta and Upanishads of India. Vedanta speaks of the bondage of ignorance and illusion in individuals. The Person who lacks the cognitive content of the eternal self, need to develop to become effective Leader through following the path of the realization that we all are of part of Universal One Consciousness (Adyata).

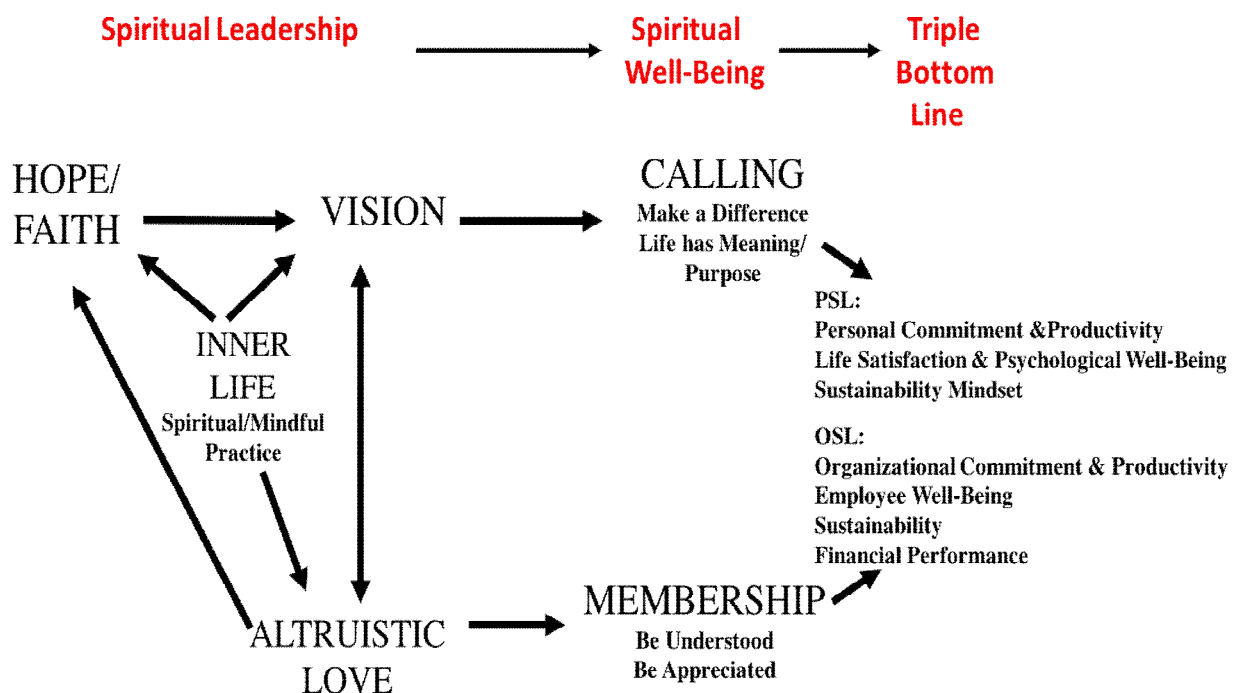
The idea and faith on universal soul and relation between individual souls which generate selfless love, empathy. It also gives extra power to acquire knowledge and leadership qualities. The Spiritual leaders of this kind can stimulate others in culture (macro-level factor) and social control position (micro-level factor). ( Chen et al., 2013) Spirituality and Leadership was elucidated in a wider view (Cavanagh & Bandsuch, 2002) .

**Figure-1: “Spiritual Leadership: Embedding Sustainability in the Triple Bottom Line” Bentley, J. C. (2019).**



Source LOUIS et.al (2017)

**“Spiritual Leadership: Embedding Sustainability in the Triple Bottom Line”**



Spiritual leadership (SL) has familiar as an value -concerned with leadership. (Avolio et al., 2009). Fernando, M. (2011). He explained the approaches to study Spiritual Leadership. Researchers are applying the concept.. A theory of leadership introduced by Judge et al (2003). The Accomplished leaders frequently offered identical importance to the assignments and social or other challenges that their team meet.

Kerr and Jermier (1987) recommended alternates for leadership concepts by fluctuating the focus to situations that incline to defuse the personalities .

The stress is the leadership potentials to the demands of a given condition. Kriger, M., & Seng, Y. (2005).

The Contingency Model also makes the general assumption that hierarchical leadership is important there is difference Between Contingency and Situational Leadership. Piya. (2019,)

“Over time organizations cited as being spiritual may lose some of their spiritual characteristics” Benefiel (2005)

Rojas' (2002) Spirituality Valuation Scale to learning the “Spiritual Consciousness” .

(Hannah, Walumba, & Fry, 2011); explains “the experience of transcendence or how one makes a difference through service to others and, in doing so derives meaning and purpose in life” Spirituality an evolving position which is a suitable melody and should be appropriate in organizations (Ngunjiri, 2010).

Biberman (2009) stated, “It should be noted that organizations change, just as people do, and their levels of spirituality may go up or down because of various factors, such as mergers, acquisitions, leadership directional changes, Change is macro situations and the like”

A contingency theory of leadership reinforced the worldviews of five religions. It further explores the inferences for organizational leadership in an progressively. Primarily from the succeeding spiritual societies:, Judaism, Hinduism Islam, Christianity and Buddhism evidences have been composed. Leaders whose values and behaviours formed by a spiritual pattern. For this purpose spirituality can choice self-transcendence and the associated connectedness with all things inside the creation. Kriger, M., & Seng, Y. (2005).

## THE OBJECTIVE OF THE STUDIES

In this study, the basic four points which can be counted as

- To analyze the good karma for a better leadership style.
- To discuss the strategies for good corporate karma leadership
- To show the importance of leadership guided by spirituality.
- To understand Ethical value education as a byproduct of higher spiritual realization

## RESEARCH METHODOLOGY

The procedure assumed for the study is both investigative descriptioive and expressive. The study is based on the contents found from the secondary study. The study is constructed on qualitative secondary facts obtainable in the literature.

## THE BHAGAVAD-GITA FOR SPIRITUAL DIMENSION AND CREATING GOOD KARMA

Those who have understood the truth live in peace, in steady wisdom stage alike in and heat, cold, pain and pleasure, admiration and blame, Stitapragya considers “clod of mud, a stone, and gold are the equivalent, because they are impartial, they are god lover and equal seer and they rise to great heights.”

Those who cling to pleasure and power cannot have the steadiness of mind they are dominated by egocentric development. They cannot concentrate or meditate because of impurity of mind with asuri qualities instead of daivi qualities. They are ever busy in planning projects for the achievement in terms of wealth and power they are not ready to sacrifice material short term benefits and selfish interests. Their minds are restless not under control. They have no dignified understanding instead they like enjoyment rather than beneficial. Preyo is more attractive than sreyo.

In the minds of those who delight in enjoyment and affluence, and their intellectual appreciation is not for something transcendental then One-pointed faith and conviction do not become established. Perpetual reality and universal nature, the soul can't be ruined promptly is understood



Duplicitous, self-centered, clinging to their wrong notions, materialistic in their requirements, they follow contaminated ends, with anxiety, anger and greed, they gather by any means, they're successful to a hoard of money for the fulfillment of their desires.

Arrogant, stubborn, trapped by the pride of Affluence,

Self-cantered, malicious, arrogant, immoral, shameless, annoyed, jealous misuse the existence .

Understanding of the Gita and it brilliance helps vanish the ego and evaporate the variance between persons.

We understand that all may be a appearance of an act of the Brahman ( Universal oneness).

Factual reality is non-dual; God exists in everywhere.

Human life needs Self-realization and therefore the body, sense organs, mind are simple devices to love the divine. Leader will be a servant to the God.

Leader can intellectually appreciate spirituality will free from askti or attachment, who has skillfully control the mind and sense organs, by avyasa, practice and bairagya , renunciation and who is free from requirements, reaches the highest excellence as a glass is covered by dust, wisdom is concealed by self-centered longing .Recognizing ourselves not with the body, but the soul straight changes all. Soul is powerful, it's perpetual, and it's God himself. We've infinite spiral of insight, knowledge and bliss inside us as soon as we get avoid our lower identification.

Souls that have attached themselves to incorrect things, may not remain in peace, renunciation to God The formula to ultimate freedom, knowledge and bliss the Entire world is going to be then converted to the manifestation of God. We must then become a true worshipper of God and our work will become worship

Steady wisdom leads mental purification which automatically maintains values and ethics in individual social and corporate level. Pure consciousness is universal love and universal bliss. (Bharadwaj, Samrat July 2018)

## **SPIRITUAL LEADER AS ICON FOR CORPORATE LEADERS SWAMI VIVEKANANDO**

Swami Vivekananda's wisdom maintain to motivate men to live their maximum beliefs and devote themselves to their maximum quest. He is still a guiding force for leaders of the world. Swami Vivekananda preached sacrifice, commitment, service and absolute commitment. He aroused the maximum skills in a man by altering them of their personal divinity. Vivekananda practiced social service under inspiration from Ramakrishna he gave idea of "shvo gyane Jivo seva" The life of Ramakrishna states that all religions lead to the same God. Bhawuk, D. P. S. (2003).

National Youth Day we celebrate to give weightage to the wisdom and teachings of Swami Vivekanand.

According to him our qualities as a leader to be developed even at taking life risk.

Take risks in your life. If you win, you'll lead. If you lose, you'll guide. He encouraged the leaders by his inspiring words.

1. Believe in oneself.
2. Dedication for the betterment of to
3. Problem" to be faced.
4. The focus will be on the goal
5. Motivator to believe in the fact that goal should be achieved
6. Robust Purposes and Determinations
7. Disciplined in all aspects.

**A Spiritual leader are the greatest leaders in all respect they get sincere support and faithful followers. Aurobindo is an example.**

Sri Aurobindo the freedom fighter became increasingly interested in Yoga and in meditation. He succeeded in entirely emptying the thoughts and entered a state of nirvana. His entire work is a guideline for us.

“Thou art all, everywhere, and in all, and this body which acts is the visible universe in its entirety.” Sri ma

**King Janaka an example of spiritual leader with ability to control the Kingdom.**

Young Ashtavakra giving response to Old king Janak – for liberation knowledge and non-attachment.

The answer was to give up the desires as poison and exercise of compassion, straightforwardness, kindness, satisfaction, and truth as nectars

As the private observer of all that is, you are almost always free. Understanding the seer to be somebody different is your only bondage

**Christ to be followed as a leader**

Christianity Maintains a private relationship with Jesus

Lordship of Jesus in one's life most important

Spiritual maturity have to be a quality of spiritual leader?

Constantly reads, and applies scripture to his natural life

Prayerers will be in life.

A good reputation, humbleness, growing, a compact understanding of God's word, Christ-likeness, humility, thankful, confidence to figure over His word., love as the excellence, to serve God's people.

Sharing boundless news with nonbelievers

The devotee should be helping in some form of ministry, “Joel Gilbert

If activities stimulate others to vision more, study more, prepare more, then he is a leader.

**Goutom Buddha on effective leadership**

Buddhist theory offers significant insights into how individuals and organizations can efficiently adjust to individual level, the group and organizational levels

Buddha's answer to his follower Ananda's appeal on the destiny of the Sangha.

Buddha, having silent an choice of a purpose is essential, said: to Ananda, it not ever arose around to him that the priests are depending.

He had agreed, and the policies of field he even has introduced.

First sixty Arahants he himself and they may have freed from all chains, human and godly. Buddha anticipated the followers as his equals.

Thus, he teaches self-assurance in the devotee by resounding that the characteris required . This benefits to progress love and gratitude in the thoughts of the devotees. This displays leadership brilliance .Leaders reflect it a significant organization excellence.

The modest chief can speech the followers in a kindlier way. Friendliness is a excessive good quality Budhha was sympathetic and friendly trainer.

Approach to Buddha any time and speak about their problems or experiences by the priests was first-class leadership made on trust, Excessive degree of integrity with love and know-how. The Buddha was an excellent role model

Buddha was believer of purity according to him it is impossible pull out another who's sunk within the mud if he himself sunk inside the mud .

He had personal integrity and expected that his own persona to be examined through his followers. Testing religious leaders was required, he thought and asked his followers to check to his as well. His lifestyles had no secrets methods for the followers. He thought that the juniors should respect and examine the seniors. Buddha had recognized eighty senior monks as experts in numerous arenas.

Sariputta and Moggallana shaped the measures of ideal behaviour.

The leaders can educate others also for management. They must see their talents, and introduce to others too.

Buddha teaches introduces his students to his colleagues.

Any leader must satisfy with correct policies. A leader is not a chairman and use harsh procedures. With exact communicative techniques, He should make himself a pleasing person to live with.

Leaders ought to be compassionate imaginative prescient and morally integral.

They will not abuse their management for private gain (The Buddha's concept of leadership. (2020)

In Buddhism good qualities are as follows

Good conduct(sila)

Concentration for balanced state of mind (samadhi)

Cultivation of insight (Pragya)

Evils of mind in leaders

Passion

Aversion

Confusion

Mind Gets peace with

Benevolence

Compassion

Joyous sympathy

Equinity

Boundless Goodwill

The leader can find cause of suffering their origin and path of cessation and the practice of noble path.

Eight fold path all right

Understanding

Mindedness

Speech

Action

Living

Effort

Attentiveness

Concentration

Evils to be avoided by leader

Performed by Body

Killing,Stealing,And UnChastedness

Four evils performed by mouth

Duplicity,Slandering,lying,and idle talks

Three evils performed by mind

Wrong thinking,anger, and foolishness.

Ethics in Sufism

God is pure being and absolute beauty.He is every where and in every thing path of divine by the leader to be followed in seven stages

1. Observance of the law and serves to the God
2. Love Of God
3. Renunciation of worldly desires
4. Knowledge
5. Joy
6. Union and see the God
7. Absorption in the essence of the Eternal being

## **Corporate leader Sundar Pichai A case study of Good corporate karma leadership for earning Dharma, Artha, Kama, Moksha**

Nilekani Infosys chairman told about Sundar Pichai "I was very impressed, he had a very calm demeanor and was very humble." (Times of India Nilekani 5.11. 2019)

He had a keen eye for element, capable of share facts a product he has attention to Detail, The big amount of information break-Out of Comfort Zone hardworking

With extra tasks, bigger responsibilities.

He started with Product Management and climbed to handle the breadth of contributions at google. He knows the art of prioritizing - mechanize or accomplish to delegate, the work as needed. No task, undone. Also to examine the micro and macro requirements continually and plan to be very much successful.

Sundar was able to encourage professionalism, innovation, enthusiasm, and brilliance with integrity—.

He had earned respect from the team, bosses, customers, and even rivalry.

Humbleness, maintained with a low profile ,his internal self was – friendly, kind, approachable and gentle.

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A case study of Satya Nadella

Nadella has leadership with prosperous mindset and empathy.

Increasingly popular with mental attitude is servant leadership—

Hope, Despair, and Forgiveness each of those have helped him shape what he has achieved. –

Nilekani told Satya Nadella and Sundar Pichai wear their job lightly “they are not big ego guys”. That’s the kind of leadership they are not unpredictable (Nilekani 5.11. 2019TOI)

## **Upanishad giving Direction to the Leaders**

1. Upanishads describes the path of knowledge through which Knowing what is right and wrong is possible through spiritual upliftment
2. Enhancing self-awareness and assembling our life better-off, more emotionally steady, and less traumatic.
3. Understanding Indian philosophy,
4. Liking the most valuable and incomparable gems that we already possess.
5. Ideal self and thus lift our self into our developed higher self.

Self-Knowledge which refers to the continuous process of in-depth self-exploring beyond the limitation of personal consciousness, should be maintained by effective corporate leaders. It is certainly worthwhile knowing how to control the mind.

Stress management for the leaders

Struggle Resolve

Exercise

Receiving a hobby

Meditation

Profound breathing

Yoga

Technique of relaxation

Creative appearance

Outlay in nature

Natural medication

Time Organization

Hearing relaxing Music

## **Anger management for leaders**

It is one letter short of danger. Rajjoga Meditation control in the germ at root. Burnout their seeds

## **Causal process of unethical Behaviour**

1. Continuous thinking of worldly objects
2. Attachment

3. Desire
4. Anger
5. Confusion
6. Loss of memory
7. Loss of discretion
8. Destruction

**Ethical values of Bhagabat Gita as a by product of spirituality which is mentioned in 16<sup>th</sup> chapter. Leaders can adopt these “Daivi guns” the divine virtues**

Truthfulness

Compassion

Poise

Cooperation

Sacrifice

Restrain

Simplicity

Cleanliness

Non cruelty

Non fault finding

Courageous

Impersonalisation

Purity

Forgiveness

Patience

Fearlessness

Commitment to divine knowledge

Renunciation

Peace

Non injury

Non greedy

Non egoistic

Dignified

Commitment to welfare of others

**Findings:** Findings of the study that are found are

- 1) Spiritual awareness is needed for a better leadership style.
- 2) Leadership need proper karma strategies for achieving success.
- 3) Leadership guided by spirituality plays a significant role in organizational success
- 4) Ethical value education is a byproduct of higher spiritual realization.

## CONCLUSION

The study shows that for achieving success or continuously complete the Mission for a corporate Leader only possible through good corporate karma, are not out of dated. Good karma can contribute financial growth, reputation and satisfaction for all stakeholder in the corporate world also. Individuals then use very progressive methods all round accomplishment and contentment. So, it positions our second objective the strategies of leadership should be effective in the present-day time and is applicable. The lessons of Gita support in helping in continuous upgrading mission and vision of any organisation. It promotes definite vision and thoughts, which help in redefine the target in the contemporary world as a key basis for achievement to any organization or an individual along with Inner-peace,

Swami Vivekanand was the excellent spiritual leader and his teachings have far-reaching effects on our society and therefore the youth. He asked for the manifestation of Divinity already in man, according to him all suffering has all one because which is our weakness. Our weakness comes from ignorance, and with this ignorance comes our misery.

The paper demonstrates that faith influences leadership roles, moral and spiritual value aspects of leadership aligns with transcendental base. The highest Karma is our elevated thoughts, meditative thoughts. Creation of thoughts regarding pure consciousness are the creator of excellent Karma and blessed destiny Leader can earn peace and bliss. The paper but advises leaders to take care of the extent to that faith affects their leadership designs and roles to mitigate the negative influence of faith like autocratic tendencies and blaming in the face of crisis. Mental virtues create better Karmic account, in corporate world, harmony and love for all could be established by pure consciousness of the leaders. So, we can conclude Corporate Karma Leadership is needed to be guided by true spirituality.

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## **Diversity Management in Higher Education in India**

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### **ABSTRACT**

India is a land of diversities. Today's classroom is a portrait of multiple hues dotted with students of different gender, sexual orientation, languages, religions, and regions, etc. The teachers of Institutions of Higher Learning must possess the necessary skill and art of managing diversity of students. This paper provides a detailed exposition of the issue and attending challenges. It provides an insight into what strategies teachers should adopt to integrate themselves and students as one unified whole, where commonalities rather than differences become the dominant classroom culture.

### **1. INTRODUCTION**

The philosophy of Vasudhaiv Kutumbham, a Sanskrit phrase meaning "the world is one family" has led to a World over movement wherein humanity is creating an equitable and egalitarian society. An effort is being made to develop a society such that individuals irrespective of their social identity, sexual orientation, physical ability, economic status, are given an opportunity to participate in the processes of educational system. We all understand that education is the chief vehicle for the upward social and economic growth on one hand and the support system for shaping and developing intellectual horizons as-well-as skills on the other. Further the education system provides an opportunity to gain insight into inner calling of one's own self and make a mark in life by discovering what gives the meaning to one's life. Therefore, it is essential, that the educational system in general and teachers in particular are responsive to the needs and demands of all sorts of groups in the society, with a vision to develop a harmonious environment by uplifting the individuals in such a manner that the goal is accomplished across the diverse group without hurting their self-respect. Now from here lets go back, When majority of the students in the classrooms were males; where women as part of family were considered good only for home; where transgender child was kept behind the veil, till they grew up and later left for begging or abandoned, India has come a long way, but a lot more needs to be done.

### **2. ISSUES AND CHALLENGES OF DIVERSITY MANAGEMENT**

If every class room "had a tiny peep hole that anyone could look through, at any point in time throughout the century they would find many interesting and perhaps alarming things. Peering into any class room, one will find desks, a chalk board, and books. These are not any different from any class room throughout time. However, there are many things that have changed. While the nation evolves, everything from politics to families to class rooms has changed" (Sturz, et al., 2005, pp. 57). As India is a land of diversity, we find students in different forms with respect to background, color, culture, structure, and features along with variation in terms of their thoughts, beliefs and ways of learning. Majority of this transformation in the composition of classrooms in India and addition to the existing cultural diversity is because of globalization and amplified mobility of people across the globe. This includes diversity in terms of nationality, religion, background, gender, disability, sexual orientation and so on.

Does diversity experience affect the process of learning to become better citizens and professionals? Research says that "students who interact with diverse students in classrooms and in the broad campus environment will be more motivated and better able to participate in a heterogeneous and complex society" (Gurin, et al., 2004, p. 19). Responding to this challenge, instructors are changing the mechanisms of delivering knowledge in the classrooms by making it more relevant and engaging, rather than rote learning. However, this entire process can turn out to be futile if the instructor is unaware about the various stereotypes and chauvinism that exist in different communities. Therefore it is imperative for the teacher to accommodate culture through thorough class room management. It is not just teachers but also the institutional community as a whole that ought to be "committed to discovery and innovation, creative and collaborative achievements, debate and critical inquiry, in an open and inclusive environment that nurtures the growth and development of all faculty, students, administration

and staff. These are institutional Principles which are essential for ensuring a welcoming and inclusive environment for all members of the institution and for serving as a guide for our personal and collective behavior” (Garibay, 2014, p. 2). Also, for multiplicity to flourish it is essential to foster open-mindedness, understanding, compassion and inclusiveness among individuals and groups on one hand, and have zero tolerance for acts of intolerance, persecution, violence or other misconduct which causes harm to individuals on the basis of color, caste, gender, age, disability, religious beliefs, political preference, sexual orientation or national origin among other personal characteristics on the other. Therefore, if this is the environment in an institution, then such an institution will be committed to ensure freedom to discuss, debate, exchange views and express opinions in a civil manner, on the range of views held by diverse individuals. After having discussed what diversity comprises of and the issues that may arise thereof, it is equally important to address some of the challenges the instructors may face in and outside the classroom of a diverse institution:

- 2.1 ASSISTING DELIBERATIONS on the subject of diversity in the classroom can present a variety of challenges for the instructors. “The particular challenges will likely vary depending on whether one is a faculty member of a minority group in a classroom that is largely composed of students from a dominant group or one is a faculty member of a dominant group in a compositionally diverse classroom” (Garibay, 2014, p. 8). For example, being a female professor in a classroom of nearly all male students may present particular challenges as they might attempt to weaken the professor’s proficiency and ability.
- 2.2 Not just facilitating discussions and deliberations but THE CLASSROOM CLIMATE is also a significant contributor of students’ experience and engagement in an institution of higher learning. For instance, if, during a discussion, the instructor appears hesitant which engaging students for a dialogue on diversity or circumvents such a topic, it can demoralize and discourage students for any further deliberation, which may also create a negative environment in the class. Therefore it is extremely important for instructors to create such an environment where students have room for expressing their concerns and feel safe and valued, which could be done by encouraging an ethic of respect and engaging in issues of diversity in the classroom.
- 2.3 Another huge challenge before the instructors today is to prevent micro aggressions in the classroom. The term “micro-aggression” was originally coined by Psychologist Chester Pierce in the 1970s to describe “subtle, stunning, often automatic, and nonverbal put downs”. These aggressions are stunning statements, subtle in nature but may hurt very deeply, as has been defined in the words of Sue et al. (2008) “as the everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, that communicate some kind of hostile, derogatory, or negative messages to some target groups based on them being from a minority”. Such micro aggressions can lead to a cumulative impact in terms painful psychological stress, adverse mental health, hostile environment, physical health problems and also reduce students’ sense of belonging on campus, which may sometimes also lead to extreme consequences such as self harm and suicide. These micro-aggressions may turn macro at any given time; therefore it is important to understand micro-aggression in today’s globally diverse classrooms, with their hidden underlying messages, which may lead to undesirable consequences. FOR INSTANCE, differently-abled students may not be given suitable aid to have success in the classroom. There are various forms of aggressions which can pop-up through someone’s race, disability, gender, sexual orientation, region, caste/community with some hidden messages which, the instructor may not be aware about such as:
  - 2.3.1 RACE: An Indian American student born and raised in the U.S. is complimented by an instructor for speaking “good English.” Hidden message: ‘You are not a true American. You are a perpetual foreigner in your own country’.
  - 2.3.2 DISABILITY: An instructor raises her or his voice or speaks slowly when addressing a blind student. Hidden message: A person with a disability is defined as lesser in all aspects of physical and mental functioning.

- 2.3.3 Micro aggression can also be expressed in terms of GENDER, for instance in a class, a male instructor tends to call on male students more frequently than female ones. Hidden message: The contributions of female students are less worthy than the opinion of male students, or that female students are less capable than male students.
- 2.3.4 REGION: The instructor teaching in Delhi, in an English medium institution, talks in Hindi with students who come from UP, Bihar. Hidden message: They are not good at English.
- 2.3.5 CASTE/COMMUNITY is one of the biggest forms of micro aggressions that exist in India, may be because of the diversely rich nation that we are, it may sometimes create issues like for instance, A teacher gives more marks to the students who belong to the same community as her, and penalize those from minority groups or those who do not belong her community.

Having discussed these forms, it is extremely important to know how we can overcome these aggressions since we live in a setting where there are individual, institutional, and shared preconceived notions associated with caste, gender, and background, that we are at risk of inheriting these notions of our society and surroundings. Therefore we must be alert about our own biases and fears. We should also look for evidence that contradicts these biases in our everyday life, as they could be because of our past experiences. In this perspective, self- awareness could lead us the way which may be achieved through mindfulness that is living one's life on a moment to moment basis (Makkar & Singh, 2018).

### 3. DIMENSIONS OF DIVERSITY MANAGEMENT

There is an urgent need to prioritize inclusive and engaging learning environment in the classrooms of higher education institutions in India to be able to accommodate diversity. In this context Hurtado et al.'s (2012) model highlights four central areas that outline the diversity setting in the classroom:

- Social identity of students,
- Faculty identity,
- Curricular content,
- Pedagogy/teaching methods

In other words, “who we teach, who teaches, what is taught, and how it is taught”; plays a collaborative role in the overall confidence building and morale boosting of the students.

3.1 SOCIAL IDENTITY of the students: Individual and social identities of the students, including race/ethnicity, socioeconomic class, gender, sexual orientation, and dis/ability, among others shape students' experiences within classrooms. Students bring their own multiple social group identities to the learning environment, to which the broader society has already ascribed meaning and given status and power. Something similar can happen in the classroom as well, that is within classrooms, interactions among students with various social group identities may easily replicate the normative power relations in society, which may privilege certain groups over others. A hostile learning environment within the classroom for students from minority groups is created by not taking notice of and opposing such interactions. So what as an instructor should you do? As instructors, it is essential to know more about students and understand the nature of student interactions in the classroom in order to create inclusive educational environments. How really do we do it? We may ask all the “diverse” students of the class to bring home cooked food on a given day that is there family recipes from different cultures, in that way we all the students could sit together, briefly speak about the food brought by them and then they could all share it amongst themselves. This could be an instance where they learn each other's culture and diverse background which will help to bring about mutual respect and harmony in the class.

3.2 INSTRUCTOR'S IDENTITY plays an important task in the diversity dynamics of the classroom. For example, a transgender teacher may have to go through many hardships, and their challenge begins the moment they appear for an interview, as they are asked all sorts of questions to make them feel uncomfortable, except academics and their credentials. One such incidence occurred with a teacher while she applied in various schools in Kolkata, India, wherein she was asked if her

private parts of the body were real, or whether she could bear a child. Taking these hardships as challenges and overcoming them, she has been teaching at a school which gives her due respect. However the story of India's first transgender principal at a college has not been as pleasant as she had to resign after about one-and-a-half years in office, expressing frustration at "non-cooperation" of a section of teachers and students of her institution in Nadia District, west Bengal. She alleged that she started facing non-cooperation from a section of teachers soon after she took over as the principal of the well-known women's college. In addition to faculty members' social identities, their professional identities also have a bearing on the classroom climate. For instance in University of Delhi, where majority of professors are working on Ad hoc Basis, with uncertain future and insecurities which is also known to the students, puts them at a vulnerable end and their capabilities are often undermined.

- 3.3 **COURSE CONTENT:** Making the program of study more comprehensive by including diverse perspectives creates a more welcoming environment for all the students. There are Meta-analytic studies on courses with diversity content which demonstrate a consistent relationship between diversity coursework with students' cognitive development, civic behaviors and dispositions. Students who take courses with diversity content also show significant change in the reduction of prejudice toward other ethnic groups. While it is important to make the curriculum more inclusive in general and across different departments, it may be more difficult to achieve these goals in particular disciplines. For example, how can courses of science, computers, technology, engineering, or mathematics include content knowledge about diversity, justice, and social responsibility? Therefore, Each major field should identify its own diversity challenges faced by practitioners within that discipline, and make sincere efforts to discover examples of courses within their field that include diversity content and provide courses for students to develop their diversity-related capacities and ensure that graduates are prepared to meet those challenges.
- 3.4 **PRINCIPLES OF INCLUSIVE PEDAGOGY:** Inclusive pedagogy may be defined as teaching practices that embrace the whole student in the learning process and are engaged in a broader vision of social transformation. Tuitt (2003) identified several principles of inclusive pedagogy such as creating a warm and welcoming learning environment so as to enable students and teachers to have wholesome interactions, sharing responsibility with students of certain course content whereby they get an opportunity to put forward their knowledge, which may lead to construction of enhanced, out of the books content for the students. The third principle is of supplementing lectures with mock parliaments, dialogues, debate on certain topics which would encourage students to participate and help them build confidence. Also, Personal narratives could be used to concretize subject matter and make connections between classroom and life experience. Teaching methods and teaching practices can have an impact on student learning, behavior, and achievement, therefore what type of teaching practices faculty utilize can create or inhibit a welcoming learning environment for diverse students. Inclusive pedagogy is described as teaching practices that embrace the whole student in the learning process and are engaged in a broader vision of social transformation. The inclusive pedagogy scholarship generally involves students in a process of knowledge construction and connects content to students' lives, values the experience and voice of the learner, focuses on consciousness rising, and helps students become active citizens. Some teaching practices that faculty may incorporate into their courses in order to help students bridge theory and practice and gain a better understanding of themselves and the world include, project-based and experiential learning, research projects, class discussions, using student inquiry to drive learning, reflective writing, cooperative learning and group projects, student presentations, and allowing students to select topics for course content.

#### **4. DEMOGRAPHICS OF DIVERSITY IN HIGHER EDUCATION IN INDIA**

India is a land of diversities which encompasses various sectors, climate, population, institutions, ethnicities, societies, etc., therefore it is essential to know how educational institutions respond to and accommodate with such diversities.

Higher education in India has undergone remarkable transformation in the last few decades. As per the All India Survey on Higher Education (AISHE), Government of India, Ministry of Human Resource

Development, Department of Higher Education survey report, There are 907 universities, 10,000 stand-alone institutions and about 41,000 colleges in India and 40 million Students are enrolled in these institutions today, having more than 1.5 million teachers. In spite of this massive increase in numbers, has higher education been able to adapt with the changing needs of the youth? In spite of the expansion in terms of number of institutions, barriers exist, which restrict the access of education to a limited few. One step in this direction has been taken by the government of India in 2019, by introducing Economically Weaker Section (EWS) quotas i.e a subcategory of people belonging to the General Category having an annual family income less than ₹8 lakhs and who do not belong to any reserved category such as SC/ST/OBC (Economically Weaker Section, 2020). It is often observed that there is huge gap in student composition with respect to gender in STEM that is Science, technology, engineering, and mathematics subjects, where majority of students comprise of men. In this direction, the incoming class of 2021 at the Indian Institutes of Management (IIMs) has set a new gender diversity benchmark for the flagship two-year MBA programme. Most of the leading IIMs such as Bangalore, Calcutta, Kozhikode, Indore, and Lucknow have admitted the highest ever number of female students. According to data provided by the country's premier business schools, IIM Indore has 42% women in its newest batch, followed by others. This trend at IIM's, has the most welcoming response from the recruiters, as according to them, the so-called 'glass ceiling' problem in C-suite and boardrooms actually has its roots far earlier in the talent pipeline. Top recruiters like Deloitte say that workforce diversity is the collective responsibility of all stakeholders. As far as IIT's are concerned, only one in every 10 students is a female that is only 10% of the learners enrolled at IITs are women. However, the government's aim is to progress to at least 20%, by 2020. It will also create more supernumerary seats by then if that is needed to achieve the target.

These concerns (UNSECO Chair, 2018, p. 3) "lead us to re-think the value of 'diversity and inclusion' in higher education. Being a nation which is characterized by its diverse population and processes, its higher education should appropriately respond to it, by being comprehensive, and reflective of the rich diversity its society possesses. However, it is important to note that diversity in the society is not just limited to class/caste divisions, but there also exists a diversity of languages, cultures, choice of livelihoods, careers, knowledge systems, values, beliefs and practices. Higher education, by virtue of its function as public good, must essentially echo the richness of this diversity, by being socially inclusive. Simply put, inclusion in higher education, 'does not only refer to the number of excluded communities, but also exclusion in syllabus, context and pedagogies, and how these can be made more inclusive, given the diversity of our country'".

In this light, the draft National Education Policy 2019 provides wide-ranging information on the present scenario and its vision for the future along with stressing upon diverse issues presently prevailing in higher education system of India, some of which are:

- "Lack of accessibility to Higher education institutes is identified as one of the reasons for low enrollment at college/university level in the country. India's current Gross Enrollment Ratio is 25.8% and substantially less than the developed countries" (Kancharla, 2019). However, as per the Press information Bureau, (2018) the Government has set a target of 30 % as Gross enrollment ratio by 2021 and in order to increase the enrolment in higher educational institutions, various measures have been taken which include:
- Issuing of new UGC regulation for Open and Distance Learning that allows entry of reputed institutions to offer education on the distance mode. And
- Using of ICT technology- SWAYAM portal to reach out to people and allow them to secure good quality education.

Another issue highlighted by the draft committee is that, "the higher education system in India is burdened with high level of segmentation and specialization, which restricts the students to develop a holistic understanding of different concepts. For example, students studying engineering, do not have any scope to learn about liberal arts. Even in Engineering, the boundaries of specializations are so drawn up that students do not get an opportunity to develop an inter-disciplinary understanding" (Kancharla, 2019) hence diversity takes a back seat. In this context some pertinent questions arise, such

as: What is the point of learning a theory, which does not reflect local contexts and backgrounds which the students come from? How do we respond to the disconnect an IIT student in Guwahati experiences, who, while studies the principles of water resources engineering practiced in a distant country, fails to understand the traditional water management practices in her/his own community? Hence, “In order to develop a liberal multi-disciplinary education and promote diversity which enables flexible curricular structures, Students would have an option to choose specialization as Major and an optional subject as a Minor area of study. The committee has further recommended establishing 5 ‘Indian Institute of Liberal Arts’ within the next 5 years” (Kancharla, 2019).

## 5. CONCLUSION: WAYS TO PROMOTE DIVERSITY

WAYS in which diversity could be promoted in the classrooms and institutions of higher education:

- 5.1 In order to create an inclusive and welcoming environment in class, it is essential to engage the students in issues of diversity. According to Garibay (2014), the most structured approach to engaging in diversity topics in the classroom is through the inclusion of diverse perspectives into the content of the curriculum. However, including diverse perspectives into the course content addresses only one aspect of creating inclusive learning environments. In order to create inclusive learning environments that promote learning outcomes for all students, it is best to take a comprehensive approach and address student and faculty identities, curricular content, and pedagogy/teaching methods as has been discussed in the previous section”.
- 5.2 Also, Multicultural education could be used to teach students about various cultures. Instructors could encourage learners to read books, listen to diverse forms of music, and even coach them about popular phrases from various languages. Students are more adaptive to learning today as they are aware that diverse educational background would play an essential contributor in their success and teachers can help them by supporting their diversity in the classroom.
- 5.3 Higher education presents students with numerous opportunities and interactions with a variety of people from different backgrounds, this heterogeneity will not only help them in dealing with on-campus living situations but also later at their workplace, as they will be able to work in harmony with their co-workers. In order to train them for future workplace, teachers can organize visits at those companies, who have actively implemented and addressed diversity at their workplace so that they are sensitized towards appreciating people from diverse backgrounds when they join the workforce in future.
- 5.4 Another concern to be addressed is that of communication, as educator should be responsive of the communication styles of their culturally diverse students in order to effectively engage them and avoid any miscommunication. In addition to this Teachers must be familiar with stereotypes, and the prejudices that occur within the community.
- 5.5 Different teaching approaches and multicultural teaching also adds on to the success of a diverse class room and teachers can help students develop a greater understanding of their world and provide a deep and meaningful education for their students and their parents.
- 5.6 Instructors using this approach can state examples of the significant contributions and laudable accomplishments of people from different races and cultures, without changing the lesson plan or goals of the unit being taught. For example, in a marketing unit students could learn of the contributions of marketing gurus from different countries ethnicities.
- 5.7 Inviting varied speakers for guest lectures on topics like stress management, balance of social and academic life, real meaning of being successful, etc. could also be a means through which students could vet out their inhibitions, share their concerns, ask questions without being conscious, since those speakers are not their regular teachers.
- 5.8 Often ignored is the understanding that the respect and concern students have for each other and the instructed in the classroom, needs to be created intentionally and nurtured. For example, on the first day, introductions can be shaped to be a little more personal than just names and percentage, while not being intrusive. Depending on the size of the class, you may also choose to

have students talk in small groups, or as a whole group. For instance, a teacher who would be teaching law as a subject could divide the students into small groups and ask them to prepare a short promotional advertisement to bring awareness about any law in the country, of their choice, with a limited time frame, this could be considered as an ice-breaking session for all the new comers in the class, as they would immediately share their views and have discussions to bring out the best in them as a group.

- 5.9 Collective and shared goals and guidelines for discourse could be prepared by the instructor and put on display in the class and open to further additions. This gives students a sense of belongingness and ownership, and the collective generation lets them discover shared values.
- 5.10 In order to realize the goals of diversity, there is a need for institutions to uphold the spirit of equity. Institutional leaders can significantly impact the culture prevalent in their campuses, by purposefully being agents of change. For this they can constitute a statutory diversity committee with the power to coordinate, monitor and supervise various institutional mechanisms such as the cells and committees designated to ensure the welfare of the diverse student body.
- 5.11 Additionally, revitalizing women's cells with a planned set of activities on gender sensitization, providing information and professional counseling on career opportunities and organizing awareness programs for gender issues would help boost confidence and a sense of security among female students.
- 5.12 Organizing well designed orientation programs for the fresh batch of students during the early days of the academic year, as this is when students are most likely to encounter difficulties, specifically in their struggle to catch up academically and adjust socially to the higher education culture, as they may also be subject to ragging.
- 5.13 Ensuring equal participation of students from diverse backgrounds in extra-curricular activities in order to make the social and cultural life of campus inclusive.
- 5.14 Assuring transparency, efficiency in the flow of information and wider dissemination of information about entitlements and opportunities for students from the disadvantaged groups.
- 5.15 Today majority of the university lecture halls and auditoriums are equipped with computers and projectors. For instance at Shri Ram college of Commerce, University of Delhi, in order to ensure diversity at campus, the college devotes special attention to the needs of Differently-abled persons. The college has a unique resource centre for visually impaired students to enhance their learning abilities with screen reading software and a range of text magnifiers. Apart from this the entire campus area is connected with a network of ramps and an elevator to ensure smooth movement of physically challenged persons. The college also has electronic wheelchair facility for the aid of students with locomotive disabilities. Also, a separate canteen has been setup for facilitating differently abled students.
- 5.16 Students today want to learn new things. They come to colleges from different regions to study and often there is a lot of stress, as discussed earlier, that students from rural region or those belonging to minority groups may be subject to bullying and often feel detached or alienated at campus, in addition to this when employers come for on campus recruitment, they feel that life skills like confidence and problem solving is lacking in them. Therefore it's important for institutions of higher learning to solve this dimension of diversity as well. One such step in this direction has been by Ramanujan College, University of Delhi, wherein the college is providing a 6 months course in happiness. The course, open to all DU students, and will have candidates participating in community service, yoga and meditation, and activities which would improve their personality, life skills, communication skills, reduce anxiety, depression and stress, as Students would also be introduced to glimpses of Vedas and spirituality (Singh & Makkar, 2015).
- 5.17 Last but not the least, we can all learn and teach our students the philosophy of "ubuntu" a South African word, which means "I am, because you are". It speaks to the fact that we are all connected and that one can only grow and progress through the growth and progression of others.



That my humanity is not embedded in me solely as an individual; my humanity is co-substantively bestowed upon the other and me. Humanity is a quality we owe to each other. We create each other and need to sustain this otherness creation which in the true sense of the spirit, is, diversity management.

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## **Emotional Intelligence through Shraman (Self-Reliant) Way of Life for Sustainable Leadership**

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*A trust dedicated to the propagation of Shraman Way of life*  
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In the dominion of world wide web, the internet and the artificial intelligence, we humans are digging our own graves by empowering machines more and more, to upheaval the dominance of the Homo sapiens race and indirectly of humanity too.

Some 200 years back, when industrial revolution began, its primary aim was to empower humans to deal with the atrocities of the mother nature, but as the old proverb says “Every action has an equal and opposite reaction”; this industrial era, instead of empowering people has turned them weaker and completely dependent on machines. Results of this can be seen extensively in the society where today’s human society is largely dependent on machines. Be it the routine mundane routine work or the highly specialized work, they have maximized the machine interference and minimized the human dependency. Hence, industrial revolution ended up giving more power to machines and now machines are the new masters of the Homo sapiens.

Recent studies, has put this fact in the spot light that today’s generation has started avoiding human interaction in their day to day life. They feel more comfortable to interact with their gadgets rather than fellow humans. This is scary. Day by day, every person is creating virtual world around themselves hence direct human interactions are taking back seat. These days, the trend is to talk less and text more.

When two individuals interact, it is just not the words but their body language, emotions and expressions, colossally contribute in the exchange of thoughts and opinions, where they try and understand each other not only mentally but also emotionally. But while interacting through the medium of the virtual world like texting applications, only plain words gets transferred. Most of the time, leaving other person confused about any unwritten meanings of the conversation. Though, these days, lots of emoticons are used in order to express emotions, but can they really match the dynamism of the human emotions?? No.... In fact, it has started limiting their emotional personality, where they are able to only text the information and not feelings.

Emotion Dynamics are the most distinctive feature of the Homo sapiens, that makes them, stand out from other species. It is the human race, that since their evolution, is known for deep understanding of the emotional personalities of all the living beings existing in this world. It is the human intelligence which allow them to feel, to be empathetic, and stand up for the needy.

But in the changing times, these expressions and emotions are getting subdued by the mechanical systems. Today, everywhere, humans are required to follow some order where it is becoming difficult to listen to their emotional side. They are required to keep their behavior in the set patterns, without any emotional qualms. Moreover, now when machines are the new masters, humans are also expected to act like machines Technology slowly and gradually, is taking away our empathy. Be it any kind of human network at home, in the school, college, workplace or society by and large, we often find people saying that it’s difficult for them handle emotions.

These days, with the onset of artificial intelligence, machines have become much better in the aspect of knowledge. But, the emotional existence of a humans is so dynamic, that it is not possible for any machine to reciprocate it. Ironically, the same set of emotions like empathy and humanity can also lead to crisis and destruction, if not managed in the proper way. What, when, and how to think and feel, is the subject of deep contemplation.

In order to feel, understand and champion this realm of emotions, instead of pressing mechanical buttons, more of emotional buttons of the people should be pressed. Just as everything around has fundamental laws, similarly, human interactions also have some fundamental laws, which can be easily understood and followed, if one pays attention in developing a good emotional quotient.

*Mērī-Bhāvanā* is a call for being *emotionally intelligent*. It is one of the early works from the orient, much before the west could conceptualize and commercialize it. Reading it is soothing, re-reading it is therapeutic and putting it into practice is a way of living.

Followed in this paper is the interpretation and life application of an age old rhetoric titled as *Mērī-Bhāvanā*. This eternal absolute knowledge has been passed through ages and generations through voice hearers or *Shrut Parampara*. More than 100 years back in 1916, this knowledge was documented one more time, by *Kaviśrī Jugalakiśōra* in his own way, the way of verses. These verses are encased in eleven stanzas and has a huge following around the world, as a guide to set your intentions or *Bhavana*, in order to champion them in a permanent way.

Further, research can take this preliminary effort to a higher altitude. A scholarly effort in integrating this intelligence in profit chasing corporates of today will bring amazing results.

## **To differentiate between knowledge and emotions, let's first understand, what knowledge is?**

**Epistemology** <sup>(1)</sup>, (Greek ἐπιστήμη), *epistēmē*, meaning 'knowledge', and *ology means 'study'*) is the field of philosophy that is concerned with the theory of knowledge. Therefore, it can be referred as the study of the nature of knowledge, justification, and the rationality in belief.

**Plato** <sup>(2)</sup>, an Athenian philosopher who was also the founder of the Platonist school of thought, famously defined knowledge as "justified true belief". He is widely considered the revolutionary figure in the history of Ancient Greek and Western Philosophy, along with his teacher, Socrates, and his most famous student, Aristotle.

Scholars of ancient Bharat had defined Knowledge <sup>(3)</sup> or *jñāna* as "neutral truth that is felt inside". Knowledge is not good or bad, it is a raw or neutral fact, which is not conditioned with feelings of happiness or sorrow. The division of knowledge is based on the subject. There are five major subjects – looks, flavors, smell, words and touch which are based on five sensory organs.

According to Jain philosophy, **Absolute knowledge** (*kewal jñāna*) or Omniscience <sup>(4)</sup> is the highest level of knowledge that can be attained by a soul. It is the idealist philosophy and is "the sum of all being, actual and potential". In monistic idealism, it serves as a concept for the "unconditioned reality which is either the spiritual ground of all beings or the whole of things is considered as a spiritual unity". This knowledge transcends all barriers of time, space, matter and energy. It is rare to attain such life state. The karmic forces act as barriers and one needs to shed of all the karmas before reaching to such epitome.

Now, let's define emotion. Technically speaking, emotion is a mental state associated with the nervous system brought which leads to chemical changes with a particular pattern of physiological activity. Emotions produce different cognitive behavioral and physiological, changes and a degree of pleasure or displeasure. <sup>(5)</sup>

Emotion is often intertwined with mood, temperament, personality, disposition, and motivation. The original role of emotions is to motivate adaptive behaviors that in the past would have contributed to the passing on of genes through survival, reproduction, and kin selection.

Emotion is a human characteristic, that he/she is born with whereas knowledge is always an acquired feature.

However, there is no unanimity on a specific definition of emotion till date. Studies on the concept of emotion as a subject has increased significantly over the past two decades with many fields contributing to it including psychology, neuroscience, endocrinology, medicine, history, sociology of emotions, and computer science. The specialization in understanding the dynamic world of emotions, turned out to be called emotional intelligence.

Emotional intelligence (EI), emotional leadership (EL), emotional quotient (EQ) and emotional intelligence quotient (EIQ), is the capacity of individuals to identify their own emotions and those of others, distinguish between different feelings and label them suitably, use emotional information to guide intellect and behaviour, and manage and/or regulate emotions to adapt to environments or achieve one's goal(s).<sup>(6)(7)</sup>

We all have different personas, different wants and needs, and different ways of depicting our emotions. Steering through these variations, it takes thoughtfulness and cleverness – especially if we hope to succeed in life. This is where emotional intelligence becomes important.

Emotional intelligence is the capability to identify your emotions, understand what they're conveying, and realize how your emotions affect people around you. It also involves your perception of others; when you understand how they feel; this allows you to have effective communication and manage relationships successfully.<sup>(8)</sup>

It is a crucial factor in the arena of leadership. There are many people who are champions at managing their emotions and of managing human resources. They have the ability to remain calm with all sorts of emotions, be it anger, stress, or happiness, they do not get overwhelmed. They're excellent decision makers, as they know how to distinguish between rational decisions and intuitions. In the times of crisis, they take advantage of both, to find long term solutions of problems. They also understand the importance of self-reflection and are honest and sincere with criticism as well, and when to use it to improve their performance.

People with such qualities get noted for a high degree of emotional intelligence. They know themselves very well, and they're also able to sense the emotions of others. As more and more people accept that emotional intelligence is just as important to professional success as technical ability, organizations are increasingly using it when they hire and promote employees.

It is very important to understand, the correlation of emotional intelligence with Shraman Way of Life. Definition of "Sramana" (Sanskrit: श्रमण Sramana; Pali: समण samana) means "seeker." Wikipedia elaborates, Sramanic exercise and inquiry contends direct and authentic investigation of the experience of being human. The Pali samana, Sramana are assumed to be derived from the verbal root sram, meaning "to exert effort, labor or to perform austerity". "Sramana" thus means "one who strives" or "laborer" in Sanskrit and Pali.<sup>[9]</sup>

Ex. *Director-General of the Archaeological Survey of India*, M. N. Deshpande states, "This path of the *Shramanas* inculcates complete *nivratti* (turning away completely from worldly life) and *pravrajya* (renunciation), enjoining total *anagaratva* (the state of homelessness) together with the vow of non-killing, truthfulness, non-stealing and celibacy. The concept of "*Triguṇ*" or the total abstinence by mind (*manas*), body (*kaya*) and speech (*vacha*), further tends to sharpen the ascetic ideal to a point that casting one's body by prolonged fast (*sallekhana*) is recommended in no other religious order. Among other distinctive practices of the Jain faith mention may be made of *alochana* or confession of sin's and the daily ceremony of *pratikramana* or expiation of sins". This extract helps in satisfactorily understanding the distinctive nature and origin of Jain asceticism which was distinct from *Brahmanic* asceticism.

In the words of Bruce H Lipton, Ph. D. a renowned cell biologist, in his book "Biology of belief" writes "Endowed with the ability to be self-reflective, the self-conscious mind is extremely powerful. It can observe any programmed behavior we are engaged in, evaluate the behavior, and consciously decide to change the program. We can actively choose how to respond to environmental signals and whether we even want to respond at all. The conscious mind's capacity to override the subconscious mind's preprogrammed behaviors is the foundation of free will."<sup>(11)</sup>

All the verses of *Mērī-Bhāvanā*, has the expertise to instantly take the reader to the realm that raises the emotional quotient, practicing all 11 stanzas, makes the reader emotionally intelligent. Then instead of avoiding interactions, human management or leadership; the reader can become the champion of human resources.

The key factor in becoming emotionally intelligent are Thoughts. Thoughts or (Bhavna), is the first abode or birth place of any future action or behavior or feeling, be it pleasant or unpleasant. Taming mind, thought process which is beneficial for everyone while discarding low quality thoughts, is a continuous process.

Emotional Intelligence constitutes five essentials such as - self-awareness, self-regulation, motivation, empathy, and social skills. Based on this, following are the narration and the explanation of this eloquent composition.

What is **self-awareness**? If one is self-aware about who he is , his likes and dislikes; his strengths and weaknesses; and registering and examining every moment of his life, then one will be in a better position to manage himself and also to understand others and address every situation in more effective way.

## [Stanza 1]

Jisanē rāga-dvēṣa-kāmādika jītē, saba jaga jāna liyā |  
Saba jīvōm kō mōkṣamārga kā, nisprha hō upadēśa diyā ||  
Bud'dha-vīra-jina-hari-hara-brahmā, yā usakō svādhīna kahō |  
Bhakti-bhāva sē prērita hō yaha, citta usī mēm līna rahō ||1||

## Translation

The one who has known what is there to know and won over attachment, aversion, covetousness, amorousness like strong emotions; and who afterwards becoming omniscient is now enlightening all the living beings with the ultimate knowledge (*kewal jñāna*) of the path of emancipation (ultimate freedom). We may call him by different names viz Buddha; Vira; Jina; Hari; Har; Brahma; Svadhina(liberated). Inspired and bowing down to his vastness, devote and align my mind and intentions with his.

## Life Application

1. Strong emotions like attachment, aversion, covetousness, amorousness; requires to be managed properly, that they enhance our view of this world and does not make us negative.
2. Slowly, taming these emotions leads to attainment of ultimate knowledge and thus emancipation. This can be achieved through aligning our intentions with HIS. Just start following the thinking patterns of the Omniscient.

## [Stanza 2]

Viṣayōm kī āśā nahim jinako, sāmya-bhāva dhana rakhatē hairm |  
Nija-para kē hita-sādhana mēm jō, niśa-dina tatpara rahatē hairm ||  
Svārtha-tyāga kī kaṭhina-tapasyā, binā khēda jō karatē hairm |  
Aisē jñānī-sādhū jagat kē, du:Kha-samūha kō haratē hairm ||2||

## Translation

The one who has no inclination towards materialism; for whom equanimity is the only wealth; who is constantly devoted to self upliftment and that of others; who practice the difficult austerity of parting away with all sort of greed and self-interest; such saints –omniscient-seers tries and eliminate the whole cluster of sufferings from this world.

## Life Application

1. Being aware of such emotions and maintaining equanimity has been regarded as the greatest virtue.
2. This world full of emotions like pain, agony, anguish, misery, distress, but play at major role in the human growth, befriending them, remaining calm and composed is the panacea.

3. In any of the above mentioned states, try to react to as less as possible, and act towards solution as soon as possible.

What is **self-regulation**? Self-regulation is the next step wherein you are conscious before speaking anything. It is an important aspect when one needs to regulate their behaviours. This will impact others in a positive way. Holding yourself accountable in case you make a mistake, and trying to remain calm in every situation. How can you do this, is explained in the next two stanzas.

## [Stanza 3]

Rahē sadā satsaṅga unḥīm kā, dhyāna unḥīm kā nitya rahē |  
Una hī jaisī caryā mēm yaha, citta sadā anurakta rahē ||  
Nahīm satā'ūm kisī jīva kō, jhūṭha kabhī nahīm kahā karūm |  
Para-dhana-vanitā para na lubhā'ūm, santōṣāmrta piyā karūm ||3||

## Translation

May I always dwell in such seers' good company; May they become my contemplation and may I follow their footsteps. May I do not harass any being; do not utter lies; do not get lured by others' wealth and others' women; and keep imbibing the nectar of contentment always.

## Life Application

1. A man is known by his company. Seers' companionship is the path to self-actualisation. In the absence of this company, we may read and contemplate their valuable thoughts.
2. Being contented and ethically right are the doorways to the peaceful life.

## [Stanza 4]

Ahaṅkāra kā bhāva na rakkhūṁ, nahīm kisī para krōdha karūṁ |  
Dēkha dūsarōm kī baṛhaṭī kō, kabhī na irshyā-bhāva dharūṁ ||  
Rahē bhāvanā aisī mērī, sarala-satya-vyavahāra karūṁ |  
Banē jahāṁ taka isa jīvana mēm, aurōm kā upakāra karūṁ ||4||

## Translation

May I keep away from ego; refrain from anger; denounce the growth and wellbeing of others and abstain from jealousy. May I demonstrate a simple and truthful conduct and may I be as much benevolent as I can.

## Life Application

1. Emotions like ego, anger, jealousy should be abstained as much as possible as they are the easy carriers of destruction and if taken positively can bring unprecedented, it has the power of bringing unprecedented human revolution in your life.
2. Simple and truthful behaviour, may look absurd in today's smart world but it is a sure shot way to long term mental peace and happiness.

## [Stanza 8]

Hōkara sukha mēm magna na phūlē, duḥkha mēm kabhī na ghabarāvē |  
Parvata-nadī-śmaśāna bhayānaka-aṭavī sē nahīm bhaya khāvē ||  
Rahē aḍōla-akampa nirantara, yaha mana ḍṛṛhata bana jāvē |  
Iṣṭa-viyōga aniṣṭa-yōga mēm, sahana-śīlatā dikhalāvē ||8||

## Translation

Let us stay balanced in pleasure and pain. Let us not jitter from mighty mountains, forceful rivers, dreaded crematory and fearful forests. May our heart always remain unfluctuating and grow stronger. May we demonstrate tolerance in loss of what is dear to us and during occurrence of unwanted happenings.

## Life Application

Every day, iterating these above mentioned words to empower our self is the “to do” work of the wise men. Equanimity, fearlessness, tolerance and inner strength in difficult times, stable and unwavering mind then becomes the powerful tools that can make us win any situation.

What is **motivation**? When you are motivated to do a various responsibilities you will be in a better position to influence others. Work towards your goals steadily. Show other people, how the work is done and lead by example. Even if you are faced with a challenge try and find something good about the situation. How to strike this equation? is mentioned in the following stanzas.

## [Stanza 5]

Maitrībhāvajagatmēmīmērā, sabajīvōmsēnityarahē |  
Dīna-du:Khijīvōm para mērē, urasēkaruṇā-srōtabahē ||  
Durjana-krūra-kumārga-ratōm para, kṣōbhanahīmujhakōāvē |  
Sāmyabhāvarakkhūm maimuna para, aisīpariṇatihōjāvē ||5||

## Translation

May I always have friendship with every being. May I become compassionate when I see others suffer. May I not be disappointed with evil-cruel people who have lost their path and may I be even to them; as this becomes my life state.

## Life Application

One needs to breed Eternal friendship; Empathy and Equanimity (3E) before they start motivation others. This comes out only with an honest attempt to bring universal harmony leading to individual's internal harmony.

## [Stanza 6]

Guṇī-janōm kō dēkha hṛdaya mēm, mērē prēma umaṛa āvē |  
Banē jahāṁ taka unakī sēvā, karakē yaha mana sukha pāvē ||  
Hō'ūṁ nahīm kṛtaghna kabhī maim, drōha na mērē ura āvē |  
Guṇa-grahaṇa kā bhāva rahē nita, dṛṣṭi na dōṣōm para jāvē ||6||

## Translation

May I be filled with joy as I see competent people and feel pleasure in serving them. May I never be thankless and may disloyalty never fill my heart. May I always focus on what is good in others and do not pay attention to demerits.

## Life Application

1. Virtue to recognize merits and overlooking demerits of others, is a valuable gift that helps to acquire more qualities.
2. Appreciation for competence; a feeling of gratitude and pleasure of serving the competent people adds a mileage to life.

What is **empathy**? When you are able to put yourself in other's shoe and think about a situation, it is known as empathy. Every successful leads should know how to empathize with others, if you want to earn their respect.

## [Stanza 7]

Kōi burā kahō yā acchā, lakṣmī āvē yā jāvē |  
Lākhōm varṣōm taka jī'ūñ yā, mṛtyu āja hī ā jāvē ||  
Athavā kōi kaisā hī bhaya, yā lālaca dēnē āvē |  
Tō bhī n'yāya-mārga sē mērā, kabhī na paga ḍiganē pāvē ||7||

### **Translation**

In praise or in criticism; in presence or absence of wealth; in longevity or instant death, or in case of any kind of fear or greed; may I never move away from the path of justice.

### **Life Application**

Being just and fair above all and under every circumstance is the mantra for the emotional wellbeing in the ups and downs of life.

## [Stanza 9]

Sukhī rahēm saba jīva jagat kē, kōi kabhī na ghabarāvē |  
Baira-pāpa-abhimāna chōṛa jaga, nitya nayē maṅgala gāvē||  
Ghara-ghara carcā rahē dharma kī, duṣkṛta duṣkara hō jāvē |  
Jñāna-carita unnata kara apanā, manuja-janma-phala saba pāvē ||9||

### **Translation**

May every being in this universe stay in the state of bliss and may not go haywire. May everyone keep aside hostility, sins, ego and dwell in goodness. May there be discussion of righteousness in every home and may it become extremely difficult to do malfeasance. May everyone succeed in uplifting knowledge cum character and thereby fulfilling the purpose of this human life.

### **Life Application**

1. Strengthening of the character for ourselves and for others is the ultimate purpose of human life.
2. Being aware of this eternal truth makes us emotionally intelligent and enables us to embrace life the way it comes.

## [Stanza 10]

Iti-bhīti vyāpē nahīm jaga mēm, vṛṣṭi samaya para hu'a karē |  
Dharmaniṣṭha hōkara rājā bhī, n'yāya prajā kā kiyā karē ||  
Rōga-marī-durbhikṣa na phailē, prajā śānti sē jiyā karē |  
Parama ahinsā-dharma jagat mēm, phaila sarva-hita kiyā karē ||10||

### **Translation**

May it rain at the appropriate time; may the world not fear; may the ruler be righteous while giving judicial decisions. May there be absence of malady, plague, famine and the natives of the state abide peacefully. May non-violence extends as a mega religion and brings common good.

### **Life Application**

1. Natural and socio-political environment around us, impacts our goals deeply and they should be amicable in order to fulfill any kind of objectives.
2. Non-violence or Ahimsa is the only Mega-Religion that has the answer for any sort of conflict.

What are **social skills**? The last feature is social skills and it is one of the important facets. Social skills are regarding conveying your point of view to others. They are able to build a rapport with others which makes the relationship more comfortable.



## [Stanza 11]

Phailē prēma paraspara jaga mēm, mōha dūra hī rahā karē |  
Apriya-kaṭuka-kaṭhōra śabda nahirī, kōi mukha sē kahā karē ||  
Banakara saba ‘yugavīra’ hṛdaya sē, dēśōnnati-rata rahā karēm |  
Vastu-svarūpa-vicāra khuṣī sē, saba du:Kha-saṅkaṭa sahā karēm ||11||

### Translation

May love prevails but may we keep away from attachment. May no body utter obnoxious, acerbic and harsh words. May every citizen be heroic by heart and strive to serve the growth and prosperity of the nation. Being aware of the true aspect of reality of all the things around, is the key to go through sorrows of life.

### Life Application

1. Love is the progressive emotion whereas attachment is recessive. So love as much as you can, but refrain to get attached with either people, objects, emotions, and memories. Attachment finally brings sorrow.
2. Being aware of each and every moment of your life, like a witness of the events that are happening in your life, is the only way to the ultimate bliss called “SUKH”.

### CONCLUSION

As we say, history repeats itself, time has again arrived, when we are equating artificial intelligence with emotional intelligence. Today’s youth doesn’t have clarity about which intelligence should supersede, when we talk about life of a human being.

But the true aspect of reality is that, where ever human stays, on earth in a cozy office or at home with the dear ones, or on any planet of the solar system, it is the emotional quotient (EQ), that would make humans feel like humans. Otherwise there would be no difference in the machines and humans.

EQ, is the only lifeguard for humanity to save them from arriving at a catastrophe. Today’s generation must pay attention, must develop their EQ just like their IQ from the very childhood. Parents, mentors and leaders should support, guide and corporate with young souls, that they can feel themselves as humans and find it easy to correlate with fellow human beings in an easy and effective way.

The two major take-backs to attain anything in the world, it to accept the below mentioned points as the fundamental pillars.

- Being aware of the true aspect of reality of all the things around, is the key to understand, accept and live Equanimeous life.
- Ahimsa(non-violence), the fundamental nature of the soul, the ultimate Mega Religion, which any soul can correlate with.

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## **Empathy Approach and Spirituality: Potent Recipe for Individual and Social Change**

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### **INTRODUCTION**

The world has always been pondering over finding ways and means to allow individual and social transformation to ensure happy life for all. Initially the world believed material and physical wellbeing to be the ultimate source of happiness. These led to the modernization efforts across the globe; transforming societies from primitive stage to a stage of mass production and consumption (Rostow, 1960). Rostow and other scholars of economics have laid ample emphasis on the transformation of the societies through economic means. The world underwent paradigm shift post world war II and the newly independent states and societies had the idea of modernization through economic upliftment in their mind. These economic transformations happened earlier in some societies and relatively very late in the other parts of the world. This led to a global structure comprising of the core-periphery states where the core belonged to the developed first and second world while the states on the periphery were primarily the developing third world economies. It was believed that the trickle-down effect would lead to more equitable distribution of the resources across the world. This however never happened and the world started witnessing a wider gap amongst the haves and have-nots. The third world then eventually started looking for alternative approaches to ensure a more fulfilled societies even if not an economic superior one. In such an attempt, 'Gross National Happiness', as an indicator, was introduced by the 4th King of Bhutan, King Jigme Singye Wangchuck, in 1972 (OPHI, n.d.). He declared GNH more important than the GDP (ibid.). All these mentioned changes accompanied greater emphasis on the use of communication to catalyze the process of development in societies. 'Development Communication' emerged as a popular branch of studies in social sciences. One aspect of development communication laid emphasis on specific use of communication to enhance development. This approach was called 'Empathy Approach' of development communication. This specific approach will be discussed in detail later in the research paper. However it is imperative to note that this particular approach can be very potent when blended with certain aspects of spirituality. Before discussing the effective mix of both, it is vital to have a clear understanding of what spirituality stands for. There should be consensus and clarity over the use of term 'spirituality' for taking the discussion further.

### **SETTING CONSENSUS OVER THE USE OF THE TERM 'SPIRITUALITY'**

Forming consensus over 'spirituality' is difficult due to the metamorphosis this term has undergone right from its birth until today. It has so many views and beliefs attributed to it that it is difficult for one to be able to clearly explain it. Asking people about how they see spirituality is bound to bring contrasting examples and some also contradicting with each other. Nonetheless, it doesn't take away the sheen of this amazing practice that is bring changes in the lives of the people on all fronts. The ones, who drew inspiration from the religious texts tend to have a different view of spirituality than the one who may have taken it from the other source (Sheldrake, 2016). It is therefore of paramount importance to generate consensus over the definition of spirituality that will be used as the reference in the research article further.

The most common definition offered by google dictionary states that spirituality stands for "the quality of being concerned with the human spirit or soul as opposed to material or physical things" (Google Dictionary, n.d.). Merriam Webster defines it as "sensitivity or attachment to religious values" (Merriam Webster, n.d.). Other definitions offered by the various dictionaries and plenty of texts lay a great deal of emphasis on the relationship between religion and spirituality. Plenty of literature on spirituality has used this term as a synonym for religion (Sahaja Online, 2017, para. 4). Even today, on being asked about spirituality, people call themselves spiritual just because they believe they are religious. In the present scenario, a new idea of spirituality has emerged where people associate it with

the paranormal, psychic powers and much more (Sasson, 2018). The more we delve deep into the idea of spirituality, the deeper and complex it gets. But we need to have a clear definition that would form the basis of the discussion further. In the wake of the different variants of spirituality, one very appropriate definition states, "Spirituality can also mean the process of making the mind free from fears, worries and nonstop thinking, and experiencing inner peace and bliss in one's everyday life" (Sasson, 2018). This definition fits the modern day scenario and would be used as the basis for explaining its potent mix with the empathy approach in development communication. The definition highlights fearlessness, open mindedness, thinking and a sense of contentment and satisfaction in the day-to-day activities.

## **NEED FOR INDIVIDUAL AND SOCIAL TRANSFORMATION**

Development has always been at the forefront for all the economies, developed or developing. From the period of pre-neolithic agricultural revolution to the stage of mass production and consumption today, the world has taken a giant leap forward. This has generated very different kind of aspirations and needs today. These needs are however not uniform across the globe. While the developed north aspires for political and military hegemony over the rest of the world, the developing economies aspire to be able to provide the basic needs to their people. The need for individual and social transformation is more in such economies than ever before.

Many factors contribute to such ill fate of the developing economies. The low aspiration of the people, the lack of clear vision and fatalism are few of the many factors that have pulled these societies backwards. The decade long feudal practices not only kept people deprived from what they deserved but also destroyed the thinking ability of the masses. The masses went into spiral of degradation that, over a period of hundreds of years, has kept them devoid of the basic necessities. 2011 census data claims that 21.9% of the Indian population lived below the poverty line (Asian Development Bank, 2019). Even the ones who are slightly above the poverty line are no better. They too live life full of miseries and extreme hardships. Uplifting such people out of their miseries has been the priority of every government and five year plan of India. Still the number of such people is unimaginable. The more obnoxious fact is that the ramifications of such extreme hardships reflect in everything which they are part of. It includes their ability to pull themselves out of such situations.

The poverty-stricken people in India for long have lived under the blanket of scarcity. This has led to the dead aspirations and lack of a clear vision. People who are suffering from chronic poverty; generally lack the requisite exposure to the outside life. It makes them unable to aspire a life different from what they usually live. This lack of clear idea and vision blunts their ability to act upon and change their lives through acting differently and altering the course of action. People become passive and dormant. They become the punching bags for the others. Shah (1998) claims Indian population to be "... integral to fatalism..." (para. 1). This causes them to be vulnerable to a wide range of atrocities. The individual and social transformation aims at pulling the people out of these traps of guaranteed despair. The lack of basic needs as per the Maslow's Basic Needs hierarchy is to be guaranteed to all and for that the people need to be pulled out the situation that causes obstruction in their growth and development. In this case there are two options: either change the conditions they are part of or lift them above the conditions. This is where development communication and its empathy approach comes into play.

## **BRINGING TOGETHER EMPATHY APPROACH AND SPIRITUALITY**

This unique approach of development communication focusses on enabling people to imagine a better and different life. The foundation of this approach finds its roots in the notion that ideas are the starting point of transformations and changes whether big or small. People who have been living in the decades old practice of mental slavery can only be transformed through inciting change at the level of the thought. It is assumed that once the thought changes, everything else follows. Here everything stands for the desired behavioral changes. This approach first gained prominence in the work of Daniel Lerner. He authored a book called 'The passing of traditional society: Modernizing the Middle East'. This study on the middle eastern countries offered a holistic view of the role media had been playing in instilling change in the lives of the people through roping in the idea of modernization (Shah, 2008, n.d.). According to Lerner, the media served people with images that allowed them to see themselves in different situations. A farmer, living a miserable life, was able to see himself in a better state and

condition. This is where spirituality can come together with this approach to elevate people above the problems.

One major issue with problems at individual and social level involves people not able to see the problems as a separate person. People are not able to elevate themselves against a problem because they are too attached with the problem itself. A marginalized labor or a farm or factory worker cannot draw inspiration to do better in life easily without dissociating oneself from the problem itself. The media did the task of dissociation on behalf of the people but it worked well at that time. Today, the media does not possess the similar charm it carried years ago when it had just come into the existence and was a 'out of the world' experience for the people. Today people are in a state of saturation with the abundant media message all around. The media does not mesmerize people as it did and hence people have become more critical towards media messages and content. These messages just does not ensure a state of empathy. This is where the spirituality can be adopted at the interpersonal level to complement and supplement the media to ensure a society that is clear about its higher goals which would further help them in surging ahead to achieve the desired goals.

Spirituality as explained above, talks about creating a fearless mind, a mind that is free from worries and a mind that does not indulge in wasteful thinking. The spirituality further helps one "in experiencing inner peace and bliss" (Sasson, 2018) in his or her life. Empathy as mentioned above talks about a state of mind. A state of mind that has certain images and that helps in igniting action and so does spirituality. It also talks about a certain state of mind. Both these state of minds help in achieving higher goals and helps the people in coming out of the chronic poverty and 'self-destructive thought' cycle. A person who is poor, but is shown the future, and is dealt with in such a way that he believes that no barrier is big enough to not allow him to pursue his dreams is more likely to achieve what is desired. A person with multiple apprehensions is less likely to show enterprising tendencies while a fearless and worriless mind is more likely to exhibit the same. A mind that does not indulge in wasteful thinking is more likely to be taking right decisions at the right time while a person who indulges in heavy wasteful thinking is likely to focus more on the probable outcomes and results that would be stripping him off the valuable time at his disposal.

There have been instances where people belonging to the deprived castes and class in India are reluctant to indulge in certain acts that they attribute only to the castes and class that are higher up the order. On the other hand, some people in similar situation take the risk of doing all that is otherwise limited only to handful people who have control over most resources. This risk taking ability comes due to a strong desire and the ability of such people to live in the present moment. This is what even spirituality can also help them in achieving if utilized properly.

Despite all this, it is to be understood that the variant of spirituality chosen as a path towards the individual and social transformation has to be chosen properly. It should not be ignored that the spirituality that has its roots in the feudal and highly religious societies tends to have the feudal values and religion embedded into it. The Buddhist spirituality or other types of spirituality that came from the Asia is patriarchal and obstructive to the growth and development of women. While the same spirituality turned to west and came back more refined and the variant received from there is relatively very less patriarchal or not patriarchal and does not carry with itself the burden of religion (Sheldrake, 2016). Those are the most useful and potent variants of spirituality that can help in individual and social transformation and help in bridging the gap between the deprived and the enriched.

## **CONCLUSION**

The world and especially the developing economies are suffering extremely due to the economic inequalities and other social evils. These social evils further accentuate the unequal distribution of wealth and the unequal distribution of wealth gives rise to more audacious ways of maintaining the status-quo (by the rich class) to keep their hegemony intact. This crisis widens and makes the problem worse, creating more miserable living conditions for the people. Working for a more fair and just world requires the impoverished and deprived class to be pulled out from this spiral of despair. Since any development begins with an idea and the resonating frequencies then lead to the action and consolidated actions lead to individual transformations and social transformations at large. The idea or the change of

mind can only be done through the use of communication which in the normal parlance can be called development communication. This emerging field of study focuses on raising the aspirations of the people called 'Empathy Approach'. While the communication on one hand tries constantly to lift the aspirations, the other conditions try to drag them down. Now, it is the responsibility of the governance and the state to change those conditions, but at the individual level, if the mind is altered, then these surrounding issues cannot become the hurdles. This is where the spirituality comes into picture. Since it allows one to be close to itself, elevates one over a lot of material existence and brings clarity in the mind. This can join hands with communication to create a more energy and action driven society that craves for transformation. It is however to be noted that either of the two or the two together alone cannot guarantee the transformation but if the other efforts are well in place then these two together can work as the catalyst speeding up the process of individual and social transformation.

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## Exploring the Modern Aspects and Dimensions of Spiritualism and their Influence in Shaping the Work Environment and Culture of Indian Companies - A Literature Review

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### ABSTRACT

*This research aims to explain the meaning of spiritualism, the difference between religion, ethics and spiritualism, the spiritual methods and techniques, emerging modern dimensions of spiritualism and the role of these dimensions in shaping the work environment of Indian Companies.*

*Spiritualism is being employed nowadays as a tool for reducing stress levels of the employees by various Indian and Multinational Corporations. Techniques like Yoga, meditation, holistic sessions are being organized along with Seminars, Conferences and meetings at the workplace. Team building exercises are also conducted so that colleagues see themselves as friends also apart from being competitors. The top management nowadays is actively involved in motivating employees at all the levels to become spiritual and connect with their environment and their inner self. In contemporary world, performance pressure is rising because of competition, changes in technology, awareness amongst the customers, online market players, legal regulations, economic forces, etc. This performance pressure causes dissatisfaction, frustration, anxiety, fear and stress amongst the workforce, thereby hindering productivity and results along with causing higher employee turnover. Thus there is a need for using something to reduce stress and create job satisfaction like spiritualism.*

*This research is a descriptive study focusing on theoretical aspects of Spirituality, difference between spiritualism and religion, countries which are highly spiritual and modern day dimensions of spirituality in contemporary world and how these dimensions have changed the working of modern day corporates.*

*Keywords: Spiritualism, dimensions of spiritualism, productivity, holistic sessions, motivation, efficiency.*

### INTRODUCTION

Indian Society has been one of the oldest and most work oriented civilizations. For centuries, India has also been the home of many businesses may it be small may it be large. It has been one of the most prominent and oldest market place, renowned trading center, agro economy, commercial hub, and now it is gaining popularity in the outsourcing activities especially in service sector in the fields of consultancy, legal and professional services, medical services, financial services, BPO's etc. Due to Globalization, India has also established deep linkages across the borders and frontiers, and becoming the part of a bigger and flatter world, a global village.

This rapid growth of businesses has also led to competition within and beyond national boundaries. The competition in today's scenario is focused towards cost cutting, price fixation, quality control, economies of scale, expansion, advertising and marketing, sales volume, market share, higher than ever profits and much more. This all has somewhere caused serious and enormous health problems and tensions in the personal and professional life of the workforce not at just top or bottom levels but at all levels.

As instructions and directions follow the top bottom approach, same way follows the stress of targets, fear of losing sales, losing revenues, etc. When the rival firm fares well, the enterprise sets a goal beyond what rival has achieved, what we call the passion to outperform the rival. This causes the top management and directors to be stressed out by that target. The top management in order to achieve that

goal tries to stop all the leakages and be strict and harsh with middle and lower level management, as they believe it's because of the negligence at middle and lower levels that the enterprise could not exceed. Hence they pass their own stress to middle and lower levels in the form of new orders, new targets, new instructions, and more penalties for non compliance. Thus stress follows a hierarchy.

Stress in modern world is not just because of competition, but in India this is somewhere because of complex economic and social structures, changing customer preferences, liberalization of the majority sectors, tax rules and other legislations as well. Recently the Companies Act, 2013 was introduced which replaced The Companies Act, 1956. This caused changes in many areas like Governance of Companies, appointment of Independent and Dependent Directors, CSR Contributions by the companies, employment provisions, etc. Similarly GST introduction in 2017 has also led to slow down of market and slower growth of many businesses. There are other reasons of stress and frustration at work place. But one thing is also sure that if there are troubles, there is a cure as well.

Modern day enterprises are trying to overcome workforce stress through a tool called "Spiritualism". Spiritualism has been defined vaguely in the literature available. In the olden times it used to mean any activity, belief, process, event or phenomenon that links a person to God. Earlier form was synonymous to religion comprising of activities like worshipping in Temple, Mosque, Gurudwara, Church, etc. or being connected with the soul which is a mirror image of God only. This notion and understanding of spiritualism had somewhere caused rifts between people as they used to link it with a religion specific and used to create myths around the concept that it will prefer only one community and make it superior over others.

Spiritualism somewhere also got surrounded with suspicions and superstitious beliefs as people in the past lacked the genuine and proper understanding of it. But researchers have differentiated between the two.

Koenig H.(2009) says that religion relates to mystical, supra natural, almighty, God and in Eastern nations and traditions, it is linked to the biggest reality, the biggest truth of life, which may comprise of beliefs about good like God, bad like demons or devils, God's agents called angels. It sets out rules and regulations for people related to birth in a community, reasons behind it, death of humans and that religion though majorly practiced along with community, still people can feel it alone. It is a collective approach of a group of people that form a religious community and preach the sacred in an established way.

But Spiritualism is not bound by a community, not bound by rules and regulations, traditions, customs etc. It is an individual concept that varies from one person to another. In fact Koenig called many people as spiritual yet non-religious for whom spiritualism is above religion.

Modern day spiritualism is not any religion specific. It is now being conceived as a multi dimensional belief. Like Taylor EJ in his research titled "*Research on Spirituality, Religion and Mental Health*" says that spiritualism is a feeling of a human being to generate meaningfulness and purpose of his life through connecting with himself, his peers and other creatures and trans-personal connection. People establish this link with themselves and others to get peace, satisfaction, harmony in survival. He also says that this notion revolves around Values, meaning of and from life, connecting with inner and outer self and knowing yourself from other dimensions.

Thus it's derivable that spiritualism is a broader concept than religion. It is a sum of many ideas and thoughts. Researches do claim that it is a belief that every creature is divine, a form or a creation of God, which deserves respect, dignity, praise for every good activity and a reasonable lesson for something bad; it's a belief that every event, everything may it be good or bad that happens around us, is leading us to something good in future, even if it's looking harsh right now; a belief that happiness and sorrow both are temporary not perennial and someday Sun will shine again if its dark now; a belief that changes and work challenges are meant to grow a person not to stop him or not to cause fear; a belief that some cosmic force is there to help us if we are stuck in something or facing some sorrow, may it be God/Allah/Ram/Nanak any form tangible or intangible or any cosmos; a belief that we need to be kind, humble, good and nice with everyone even if somebody doesn't like us and keep a positive

vibe or sphere around us so as to ensure our own success and prosperity. This feeling is being implemented as a work culture practice in the contemporary organizations in India and abroad in the form of exercises, counseling sessions, yoga, ethical governance and leadership, ensuring recognition and dignity of employees at all levels, asking the employees to participate in charitable activities, green marketing, plantation drives, connect with the nature and stress bursting sessions, team building sessions, women empowerment, etc.

This research aims to explore the earlier versions of this concept, its evolution and what type of dimensions these modern day corporations, may it be public sector or may it be private sector are evolving and how are they adopting these dimensions to ensure that workers remain happy and not stressed out or frustrated while working in today's highly competitive, customer oriented, globalised work environment. It also aims to explore how these spiritual orientations have changed the practice culture and behaviour of these Indian companies.

## PROBLEM OF THE STUDY

This research tries to explore the meaning and various modern dimensions attached to spirituality and what impact they have made on India's business culture and work practices in both small scale and large sized enterprises. Some foreign nations that are going highly spiritual are also mentioned and India's ranking with respect to them has also been analysed.

## REVIEW OF LITERATURE

As per Dr. Goswami (2017), who is currently working as an Indologist and a philosopher of Krishnaite Studies, spiritualism in Indian context has been in origin since the Veda's and Upanishad's came into existence. It is believed that the Indians have nurtured it very well. They have adopted this as an inheritance from their elders and ancestors and they have further diversified the Indian spiritual systems into different forms and evolved certain philosophies, principles and out of that.

Some of them are: "Nyaya" means Justice, "Vaisheshika" meaning that God is the founder of all the life forms and all the life forms are made of atoms of various substances called "Padhartha". These substances are air, water, earth, fire, soul, mind, time and space, etc. The next principle that evolved in Indian Spiritualism along with the time is "Yoga" which as per different spiritual organizations has been defined differently like Anand organization (anand.org) has defined it as a union between an individual and the almighty, the cosmos, the divine power that has created all of us. As per the Ministry of AYUSH, it has been defined as the exercise of developing inner power to balance yourself internally and externally through various exercises, postures, meditation, and thereafter going to attain self esteem. Vedanta means the conclusion of Vedas and Upanishads.

As stated by Bouckaert and Laszlo (2011), in their article titled "*Palgrave Handbook of Spirituality and Business*", that initially firms followed business ethics concept starting in 1970's. But sooner this concept turned into an instrument of pursuing business and statistical research merely and as the twenty first century began and reached its initial decade, this definition demanded some improvement because scams like Enron, Tyco, Worldcom, Parmalat and then in 2008 the Lehman Crisis occurred and shook the corporate world and economies globally. These scams justified that business ethics concept definitely needed some major improvements and changes. They have emphasized out on the "crowding out" of morality and commitment from the contemporary business ethics. Thus, as per their opinion and whatever was happening globally, it was deeply felt that there is a need to bring something better like "spirituality" into picture. It was being believed that people need to practice their profession and occupation just like they worship Jesus or any God or faith in which they believe. As per their review and research, it was found that Green Technology can be the very first move towards a spiritual world.

In India, as per the Forbes article by Ruchika Shah, in 2017, the Carbon Clean 200 Report was released, which revealed that India's seven top companies were employing green technology. In the Carbon Clean 200 report, 68 green companies were there from China and the leading company was Siemens AG headquartered in Munich. India stood behind just 4 countries in this race and some of the few Indian companies that made this image were: Suzlon Energy, Tata Chemicals, Bharat Heavy Electricals, Exide Industries, etc.



Green companies show spirituality in terms of respect for the environment, respect for the public and consumers, respect for natural resources in terms of lesser use of paper and wood, planting trees, lesser waste disposal, using renewable power sources like solar power and thereby fully going compliant with the latest CSR regulations of Companies Act, 2013. Apart from Green technology, companies have also adopted the practices of Green Marketing in their advertisements and making their products more eco friendly, and less resource consuming.

Green Marketing means producing, distributing and selling those products which do not cause threats like air pollution, water pollution, noise pollution, and/or problems like global warming plus ensuring sustainable development along with using resources effectively and efficiently. Now, in India like USA and other developed nations, people are beginning to understand its importance. Green Marketing offers multiple advantages as well like: Providing Competitive edge against the rivals, awareness among the consumers that company is going environment friendly, company becoming socially responsible and spreading the message, using resources optimally and promoting and enhancing the concept called Green Consumerism which means attracting those consumers which are conscious of healthy products, are conscious towards air water pollution.

As per Pradeep, Akhilesh and Kuckian (2017), titled *“Going Green in Business- A study on Eco-Friendly Initiatives towards Sustainable Development in India”*, some examples of the companies that have become green marketers are: SBI- it has adopted Green Information Technology in its business in the sense that around 10,000 ATM's were constructed by SBI based on eco friendly and power saving equipments, Green Channel Counters have been made, they have developed paperless modes of banking through Mobile app called Yono Banking, same way companies like Haier, Samsung, TCS, MRF tyres, have brought spiritualism in their working in the form of Green Tech and Green Marketing and this has not only resulted in improving work culture and goodwill amongst customers but also increased profits and reduced costs. The electricity costs are saved with more than expected percentage.

Another leading example is Voltas by Tata. Voltas in around 2007-08 had received Energy star ratings which is an International Standard for Energy Efficiency in USA and now it is a compulsion for electrical appliances companies to obtain and adopt this standard before selling the products to the customers. This has changed the business culture of India. Transition from just making cheaper A.C's to making energy efficient, quality conscious A.C's that save resources is occurring. Same way, HCL technologies had created a “Comprehensive Green Edge Sustainability Framework” for manufacturing laptops that are energy efficient. It has also received a “Five star energy efficiency rating” from Bureau of Energy Efficiency and this achievement of HCL has somewhere made it necessary for the rival Laptop manufacturing firms like Asus, HP, Dell, Toshiba to head on, for the same. Other leading examples of Green Companies are: Taj Hotel (introduced “Eco- Rooms” Concept introduced in hotel rooms), Panasonic India (Conserving Energy resources, less power more utility), Indian Railways (introduced E-ticketing system in India on national level and making ticket booking paperless), etc.

Spiritualism has been well integrated by Foreign Multinationals operating in India like Mc Donald's and KFC as well in their products and services. Seeing the sentimental and religious value attached by Indians towards Cow and the sacredness with which they perceive the animal as per the Hindu Customs and Traditions, they introduced Vegetarian burgers, Vegetarian food items, French Veggies, and other non-beef products especially for India, though their most of the products marketed in USA and other developed nations contain beef. This move did appreciate their presence in India and helped them open multiple franchises in the country. This happened because they consider Consumers as the king, upheld their sentiments above profits and marketability, understood the religious beliefs and faith of the consumers, and understood that every organism deserves respect, may it be an animal. This practice is now a part of their culture and employee's work protocol. Similarly many firms producing leather based products have developed synthetic leather manufacturing processes to prevent hunting and poaching of animals.

Along with Private sector's own interpretation of spirituality, Govt of India has also tried to supplement this notion and idea by introducing “Swachh Bharat Mission” and incorporating the approach in the minds of the people that Environment deserves cleanliness, hygiene, sensitivity, and holistic attitude.

Central Govt. in 2014 launched this Mission on nation-wide scale aiming to eliminate Open Defecation, building toilets, eliminating manual scavenging, ensuring proper waste management, segregation of organic and non organic waste, keeping nearby premises clean and healthy. This Mission was launched by Honourable PM Shri Narendra Modi with a belief that our environment is a gift bestowed by God to us, meant to be handed over to future generations, hence it is our prime responsibility to keep it clean, green, healthy and pollution free. Honourable PM after swearing in, asked the people to contribute at least 100 hours per year to this mission.

Bigger brands and reputed Companies have also participated in this mission. Some leading examples as per the article in Economic Times dated November 10, 2014 are Dabur India Ltd., Larsen and Toubro, Patanjali, Gas Authority of India Ltd., Oil India Ltd., PepsiCo, Unitech Group, etc. As per the reports, PepsiCo India Chairman and CEO D ShivaKumar said that if India gets cleaner and hygienic then it will lead to multi stage development, better working conditions, improvement in public health and welfare. But for achieving this vision employee practices need to be changed, additional shift needs to be added to inculcate the habits of cleanliness in the minds of employees. Likewise, Dabur introduced Swachh Toilet under the flagship of its Swachh Bharat Abhiyan and it will build clean and hygienic toilets across the country and will donate Rs. 1 out of the sale of its sanitary brand called “SaniFresh” towards this noble mission. Ajay Chandra MD of Unitech also believes this mission is a remarkable one as we need to feed civic senses into our minds not just profits and money whole of the time. CII i.e. The Confederation of Indian Industries had also declared that it will build approximately 10-11,000 toilets in all govt. schools pan- India to support this mission.

Believing that female literacy is also important for the national development, Gas Authority of India Ltd. Chairperson BC Tripathi said that the company will try to construct approximately 1200 toilets for girls throughout the nation in various govt. institutions, schools and try to reduce female wards dropouts from the schools due to lack of sanitation facilities.

In another article by Langton et al, Stefflar et al, Badhrinarayan and Madhavram, it is mentioned that spiritualism revolves around inner experience (which is linked with feeling of having meaningful work, inculcating the spiritual leadership capabilities), interconnectedness which can be horizontal, vertical (related to God, afterlife, good deeds pay well), community interconnectedness (expressed through communal service of helping others and making yourself contented), organizational performance (organizations doing sustainable efforts and practices that relates well with the minds of the employee), organizational values (ethics, morals, principles, vision, mission of the organization that motivates employee to help organization achieve its goal).

According to Daily Hive Staff report published on August 30, 2018 and as per the Global Spirituality Index Ranking which ranks countries based on religious diversity, wellness and quality of life, religious population, religion freedom, spiritual sights, etc. Canada is the topper in the list of most spiritual nations scoring 40 out of 49 (1-7 being highest score of each of the 7 parameters) followed by Italy (36), India (34), Japan (34), UK (34), USA (33), Mexico (32), Australia and Philippines. M.K.L. Loo in his Article *Spirituality in the Workplace: Practices, Challenges, and Recommendations*, published in the Journal of Psychology and Theology, Concordia University of Edmonton, also stated that Canadian Govt. and companies also believes that spiritualism is a very important. Like India, Canada is also facing diversity in workforce due to immigration of foreigners in the country in search of employment. He states that 75% of people in Canada used to link spirituality at workplace as a concept linked to religious practices or any religious group or ethnicity and 81% people in USA used to do that.

But in his research he has stated that spiritualism is not just linked to religion. It needs to be interpreted by organizations very seriously, differently and keeping in mind multiple directions and dimensions.

According to his research, spirituality at workplace has 4 dimensions to it- 1. Traditional approach towards Religion, 2. Thought of Community Service, 3. New Age practices and customs and 4. Creative skills. His research claims that spirituality in modern contemporary organizations is becoming more connected to creativity and community service. In this context team building exercises have also evolved. In his research he stated that organizations which practice spirituality as a culture, have stronger sense of purpose and vision, trust amongst each member and honesty, scope of mistakes and

improvement, equity, respect for women and diversity that exists at workplace, flexible work schedules, employee empowerment. He mentions that only money and paychecks can keep the inner sides of employees unfulfilled. As Maslow's famous "Need-Hierarchy theory" states they have other needs especially the self esteem needs placed at highest level. So, they need to be taught and allowed to integrate their personal values and beliefs with their work. This will help them manage stress and frustration.

This approach, is also being followed by Indian Public and Private sector companies and even multinational operating in India. They are now believing that women empowerment is essential for not only nation's development but for their own growth and survival as India is a market full of diversity. Also SEBI in 2015 made it mandatory for companies to have at least 1 woman member on Board. This somewhere makes it compulsory also for firms and businesses to become more spiritual in handling diversity at workplace and empowering women by treating both sexes equally not distinctively. Thus following the order, many Companies have now women leading them as CEO's, CFO's and other top positions in Board of Directors. As per the article of Economic Times dated Sept. 3, 2018 this fact gets proved as Biocon one of the largest Biopharmaceutical company has Kiran Majumdar Shaw at its throne. Similarly, Schauna Chauhan heading Parle Agro as CEO, Neeru Sharma Cofounder of Infibeam, Radhika G Aggarwal one of the founders of Shopclue.com a leading site for shopping online for variety of products justify this claim. Also, IIM-Calcutta in association with Times Professional Learning has also taken this approach ahead by organizing a program which had entered into its second year in 2018 itself. The program is aimed for bringing leaders out of women workforce named as "Transitioning into Leadership: A Program for Women Executives". Companies like Adobe India and Indigo Ltd. have gone few steps ahead. They are trying to strengthen the hold of women workforce by giving them requisite training, incentives at par with male workforce, advising them to enroll for leadership enhancing programs, and creating a healthy and competitive atmosphere for woman so that they can grow and develop themselves as future leaders and entrepreneurs. As per livemint.com, Adobe India has achieved equality between male and female pay package. The belief that equity, justice, healthy competition, rightful spirit of work and women empowerment is required in today's competitive world is somewhere making firms spiritual in the sense that now they are treating humans equally with full of dignity and respect irrespective of gender and other differences. Now the work and performance define one's stature not his caste, creed, sex, religion and/or other attributes which makes workplace holistic.

Spiritualism and spirituality these days is also exercised through physical activities like yoga, meditation camps, stress bursting sessions, laughter clubs, team building sessions to relax the employees and create a coherent environment full of positivity, good vibes and belief that everything will be fine at the end even if work looks challenging and stressful sometimes.

In India this trend is gaining popularity. Corporates are inviting speakers from Spiritual organizations like Akshay Patra, BrahmaKumaris and the famous Indian Spiritual leader of Buddhism- Honourable Dalai Lama.

Coca Cola in its press release has mentioned that it has joined hands with Akshay Patra Foundation in order to ensure waste management and cleanliness in Govt schools of India. Akshay Patra is a leading organization which strives to feed at least 1.6 million children a day through collaboration with Govt of India's renowned mid day meal scheme. It aims to reach the target of feeding at least 5 million poor kids by 2020. (Source- Livemint.com dated 15<sup>th</sup> March, 2018).

Akshay Patra receives funding from leading Corporates like Coca Cola, Auma India, Balajee Infratech and Constructions Pvt. Ltd, Bank of Bahrain and Kuwait (Bahrain), CNBC Awaaz (Indian News Channel) Blue Dart (Courier Services Company of India) which shows that companies are changing orientation from profit to community service.

As per findings and research of Jain V. and Maurya Alka (2018) in their article- *Materialism to Spiritualism* published in International Research Journal of Management and Sociology and Humanities, "Vipasanna" is an age old Buddhist technique of meditation practiced since long time in India that helps in tackling stress at work. In this the students or candidates are asked to spend few days

on a site away from peers, friends, with no awareness of external environment or work pressure and just realizing their connection to the God and the nature and their body. This exercise basically achieves this by focusing on three characteristics – dukkha (sorrow; dissatisfaction; suffering), ananta (not being one self; linked to God only), anicca (non permanence or temporary).

Another example of spirituality and how is it effecting modern corporations is given by “Art of Living Campaign started by Shri Shri Ravi Shankar”. A leading software company Hughes Software does not hire the employees unless and until they have completed a full Art of Living session successfully. TCS and Tata Institute of Social Sciences (TISS) have also reported that those employees who had done a proper Art of Living session under the mentoring of Shri Shri, could handle the stress and work pressure more effectively, got good promotions and rose to greater heights in career sooner and that too in the same organization.

Brahma Kumaris (short name for Prajapita Brahma Kumaris Ishwariya Vishwa Vidyalaya) which is an Internationally renowned Spiritual Foundation focusing on imparting the vedic and spiritual education in India and abroad, had devised a technique for corporate employees known as “Raj Yoga Meditation Program”. This was practiced by Maruti Suzuki in which its 18,000 employees were asked to do “Rajyoga” so that they can handle workplace conflicts, pressures of meeting targets on time, peer politics etc. This meditation program helps people to revitalize their mental and emotional energy, self control, creating peace and harmony within, developing patience, creating positive attitude and responses for negative situations, respect for seniors, through deep understanding of self, God and their existence. The “Rajyoga” program was adopted by SBI, Spicejet, Yamaha Motors, Moser Baer, Hero MotoCorp, Wipro, Honda Motors FCI, Suzuki Powertrain, IFFCO.

Also, Maruti Suzuki as per ET article dated September 12, 2014 launched a pilot meditation program under the leadership of Brahma Kumaris named “mind enlightenment”.

Somewhere these examples have also shown that organizations like Art of Living and BrahmaKumaris have made spiritualism as their business model by inculcating that approach in modern contemporary organizations.

A business organisation that stands on strong spiritual foundation today is “Patanjali Ayurveda Ltd.” founded by Yoga Guru Baba Ramdev and run by his mentee and disciple Acharya Balkrishna. The company keeps its customers health and wellness as the main motive of its business, ensures only production of natural unadulterated products mostly homeopathic or Ayurvedic in nature which are extracted and processed in India only. It Started operations a pharmaceutical company in 2006, and in few years became one of the leading entities in consumer products and FMCGG segment.

They have changed the notion of the Indian society that not only multinationals even Indian companies can produce quality jams, biscuits, confectionary items that too using herbal and Ayurvedic raw materials. They suggest adopting their products along with daily exercise and yoga for good health.

As per Economic Times article, dated September 26, 2014, different firms as per the convenience of their employees have even developed customized yoga forms like flight yoga, laughing yoga, Sahaj yoga, chair yoga. Doctors practicing psychotherapy in Hospitals like Apollo, Max, Fortis that approx 70% cases of employees have been reported related to stress and diseases associated with it. Thus, many companies like Times of India Group have introduced yoga forms even for its employees who are frequent flight passengers; similarly Abbot holds yoga sessions in evening work hours. Similarly the Chief HR Officer in Allied Blenders and Distillers, Mr. Sanjeev Dixit, reported that they have introduced “Sahaj Yoga” comprising of simple body exercises like meditation, Aasans, Surya Namaskar for distressing their employees. Preethi Madappa, the HR Director at Intel South Asia, Bangalore had introduced yoga sessions and now made it a part of their organizational culture in offices located in the city. Coca Cola India had started “Health Work Policy” whereby employees are encouraged to enroll for spiritualistic activities, meditation programs, yoga sessions, etc. Company incurs around half of the total expenditure incurred on these sessions especially where it requires special equipments and materials like Yoga Mats, ambience for meditation, rooms specially arranged with such interiors like Big Idols of Laughing Buddha, etc.

But this program also requires considerable effort and commitment on the part of management as well as employees themselves. Employees need to awaken that feeling that these exercises bring out clarity of thought and holistic thinking. One company that had to withdraw the yoga workshop sessions was Citibank Group. Due to lower employee attendance in these sessions and lack of interest in becoming spiritual and more relaxed, Citibank had to halt these sessions within months of commencement.

## RESEARCH METHODOLOGY

This research work is based on the descriptive analysis of the research papers published on the theme of Spiritualism in India and worldwide. The data is mostly secondary and qualitative data which has been deeply analyzed in the Indian Context and linked to various dimensions of Spiritualism that exist today in modern and contemporary world. Corporates today are implementing spirituality in their own manner and own style which has been explained through this research. The research has also shown what impact these approaches have showered upon the Corporates and their employees. Data has been taken from newspapers, journals, magazines and other internet sources.

## CONCLUSIONS

After conducting this research it can be concluded that Indian Corporations and renowned Institutions are realizing this that their workers are feeling stressed out due to multiple reasons. There is a need to encourage workers so that they feel like they are not working for the organization, they are a part of it and it's their duty to serve it and even themselves to their fullest. This research also shows that companies need to be considerate enough to allow employees adequate participation in decision making processes. Merely asking the employees to participate in yoga sessions or claiming to be ethical will not suffice in today's era.

Also the modern day spiritualism is moving away from the region specific orientation towards more ethical, tolerant, equitable, participative, community wide and greater good approach. People are viewing it as a multidimensional concept linked to environment protection, green marketing, sustainable development, cleanliness, women empowerment at workplace, using tech for the better good and ensuring satisfaction of all stakeholders, and ensuring techniques like yoga and meditation becoming a valuable part and parcel of our life.

Organisations like Brahmakumaris, Akshay Patra, Art of Living, Patanjali are shaping the modern day entrepreneurial scenario through their positive and spirit enhancing exercises of Yoga, and team building, and thus making companies second home for the employees thereby reducing labour turnover and ensuring success. Corporations that have heeded to them have also shown satisfactory results.

So, today spiritualism and its various dimensions are shaping the business culture of India towards a positive side though this approach is still operational mostly in bigger entities and Institutions not in small scale sector due to unawareness and lack of interest of the small scale entrepreneurs. It needs to be incorporated in small organisations and local level as well to see far reaching impacts.

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## Green Banking and Financing

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### ABSTRACT

*Sustainable development through preservation of environment is being given due importance world-wide. It has been converging the focus on reduction, reusing and recycling of fossil fuels to cause its reduction. Many researches examine have additionally brought up that expansion in carbon emanations and foolish advancement without focusing on conditions can be an explanation of event of cataclysmic events. Universally organisations show seriousness towards the environment deterioration. Banks and monetary foundations are likewise assuming a significant role in correcting or lessening carbon impressions in their lending activities.*

*Green Banking and Financing is additionally a piece of India's strategic "Practice environmental safety" and assumes actions to accept innate and organic perspectives as a major aspect of their loaning rule.*

*The development of green finance faces many challenges such as 'greenwashing' or false claims of environmental compliance, plurality of green loan definitions and maturity imbalances between 'long-term' eco-friendly investments and comparatively 'short-term' benefits of stakeholders. According to Reserve Bank of India report on 'Trend and Progress of Banking in India 2018-19', sustainable financial activities are relatively a recent advancement in the monetary universe. Sustainable financial activities enhance environmental amiable exercises for checking carbon imprint from commercial activities of the monetary organisations. Its major task is to take care of the circumstances taking into account the civil and instinctive consequences. Approach activity is expected to build up an empowering outline work that advances the green fund eco-framework in India by cultivating mindfulness through co-ordinated endeavours. This paper compiles the importance of expanding corporate bond advertise, evenness of green asset phrasing, persistent collective coverage along with getting rid of coverage imbalances between the venture capitalist and the beneficiary. By taking care of coverage imbalances, persistent collective coverage can be very useful in getting rid of some of the weaknesses of eco-friendly monetary advancement.*

*Keywords: Fossil fuel, Carbon-emanations, Environment, Green Banking and Financing, Green Washing, Eco-System, Eco-Friendly*

### INTRODUCTION

Today manageable improvement and conservation of condition are perceived all-inclusive and for this, principle centre is around lessening the interest of petroleum derivatives by executing CRC.

### **Curtail, Repeat and Convert**

Careless counterfeit development imperils the planet. Antagonistic results are shown in an abnormal irreversibility of weather, environmental change, flighty climate, floods, dry seasons, contamination, high ozone depleting substance outflows, and so forth. While still there is no agreement among the nations on sharing the weight of natural impression, the greater part of the nations have been taking forceful measures to handle an unnatural weather change and abnormal climatic changes. Sustainable banking is an additional development in the financial universe. Such type of banking takes care of civil and eco-friendly causes. Its primary explanation is to safeguard the surroundings. Far off banks are indulging in eco- friendly banking relying upon its authenticity. For the purpose of carrying out lending operations, a sub set of foreign banks attempted an academic 'Environmental & Social' context in the year 1997. They too are endorser to the 'Equator Principles' and bumped advance in the growth of banking activities to evaluate the civil and monetary consequences, reduction in the paperwork of full-time employees and conservation of water resources and so forth. The Indian banks are as yet stepping into this type of banking. All things considered, a large

number of them are quick to effectively seek after this procedure. In 2007, 'The Reserve Bank of India' issued a circular highlighting the importance of playing significant role by financial institutions in building the corporate arrangement to provide endurability.

## OBJECTIVE OF THE STUDY

- To study the importance of deepening of corporate bond market and steps taken in this direction.
- To highlight about the need of standardization of green investment terminology.
- To understand the importance of persistent collective coverage to get rid of coverage imbalance weaknesses between lenders and beneficiaries.

## LITERATURE REVIEW

Something worth being thankful for is that there is currently more prominent mindfulness and a developing promise to address natural issues. Financial foundations and banks specifically have a significant task to carry out in this setting by adding to the formation of a solid and fruitful less charcoal economy. They must be committed to increase the application of innate statistics in their lending activities and in the selection of the project. The enterprise will assist them aggressively to develop their eco- friendly display distant future impetus for their venture. In future, ventures with bigger soot impact would be considered as risky and financial institutions may find it difficult to extend finance to such ventures. Institutional arrangement would be looking for innovative projects that that reduce the charcoal emission, for their lending activities. The Eco-friendly Banking is therefore, being beneficial for banks, trades and planet, has become need of the day. As the interest for a progressively feasible society increments, embracing a manageable financial methodology fills in as an upper hand for banks that are centred around achieving bank reliability. This investigation rotates around understanding the job of supportable financial practices in bank faithfulness while investigating the intervening impact of corporate picture on the connection between feasible financial practices and bank dependability. For this examination, 511 responses were received from clients of the financial area. Results from basic condition demonstrating indicated that manageable financial practices emphatically and legitimately influenced bank unwaveringness and corporate picture additionally interceded the connection between feasible financial practices and bank dedication.

Increased carbon discharges and foolish advancement without focusing on condition, prompted atmosphere changes. Banks likewise add to environmental impression legitimately and in a roundabout way through venture/loaning in their client undertakings. Environmentally friendly financial institutions' guidelines and practices make the institutions sustainable economically and socially. Green banking can be a road to lessen contamination and spare nature supporting reasonable financial development. Prior to settling on the choice to back a venture, banks must see its natural dangers and guarantee the undertaking players have ecological wellbeing measures in their arrangements, including reusing offices or smoke and gas capturing units. A system of motivating forces for dependable banks and disincentives for poisons is a basic component for the advancement of green banking.

## DEEPENING OF CORPORATE BOND MARKET:

During the period from 2012-2018, India became the second highest displayer of sustainable bonds among expanding markets by issuing sustainable bonds at around \$7.7 billion as informed by Reserve Bank of India in its report on 'Trend and Progress of Banking in India 2018-2019'. In spite of the same, it lags behind highly from that of China, where attainment is \$108 billion during that period.

During the Paris Accord, which was attended by 195 nations to counter the threats to environment, made a basic assessment of \$2.5 trillion required by India during the period from 2015-2030 to meet the challenges pertaining to environment.

India's monetary changes since 1991 have prompted seismic changes in numerous regions and divisions. In any case, one fragment where development has been hindered regardless of the endeavours by policymakers in the course of the most recent three decades has been the improvement of the corporate security advertise. Progressive spending plans and at any rate about six panels commanded by the administration, RBI and Securities and Exchange Board of India (SEBI) to work out measures to



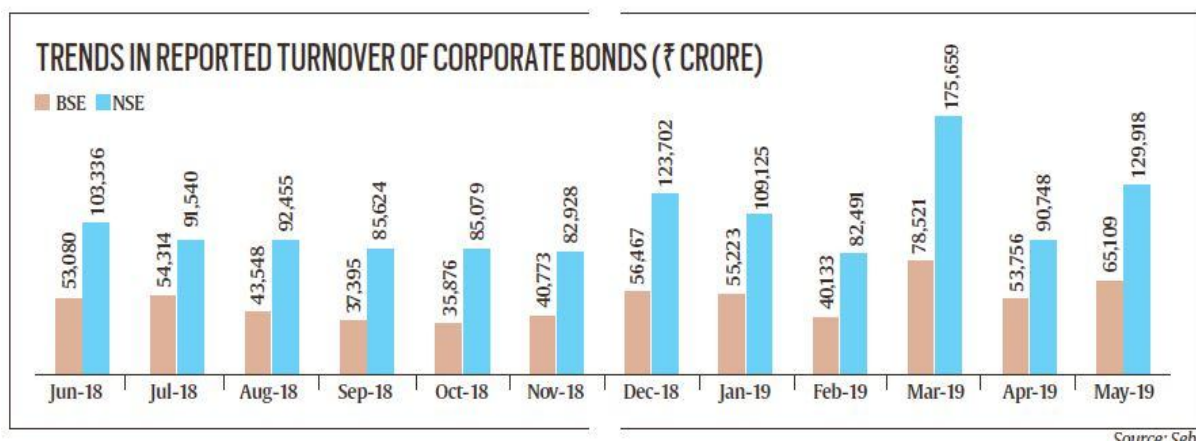
build up this market have to a great extent fizzled. In the current year's Budget, Finance Minister Nirmala Sitharaman has declared crisp measures to help the advancement of India's corporate security showcase.

## What are these measures?

In her Budget discourse, the FM had said that an activity intends to extend the market for long haul securities including for developing markets for corporate security 'repos', 'credit default swaps' and so forth, with a particular spotlight on infra structure sector, will be set up. She said 'Foreign Portfolio Investors' will likewise be permitted to put resources into debt securities issued by 'Infrastructure Debt Funds'. The FM additionally expressed that a 'Credit Guarantee Enhancement Corporation', for which guidelines have been advised by the RBI, will be set up in 2019-20.

## How will some of these measures help?

Not at all like the Indian values showcase where the day by day volumes of exchanged stocks are high, implying liquidity or enough open door for the both purchasers and vendors, the debt market is overwhelmed more by exchanging government bonds and securities. The greater part of the interest for these securities is from speculators, for example, banks that need to compulsorily hold these bonds as a major aspect of regulatory standards. After some time, progressively Indian organizations — both listed and unlisted ones — have begun giving bonds that offer semi-yearly interest instalments to financial specialists. In any case, these bonds aren't exchanged a lot, on account of a constrained financial specialist base and low liquidity. This, thusly, prompts lower volumes of their exchanges contrasted with the other fragment of the capital market. The point of the legislature and controllers is to help the liquidity and volumes and make the obligation showcase progressively dynamic.



## What is the importance of a 'Corporate Debt Market'?

In most universal markets including the US, exchange volumes the debt market are a lot higher than those in stocks. Liquidity, as well, is very high with enough purchasers and dealers ready to purchase bonds with low ratings in the desire for getting a major result. This empowers organizations to raise assets across various developments incorporating for infra structure bonds with long growth periods.

In India, given the nonappearance of a well-working corporate bond market, the pressure of financing infrastructure framework ventures, for example, streets, ports, and air terminals is more on banks and the general government. This, thus, puts moneylenders, for example, the banks under stress as reflected in the expanding of stressed assets. For example, in banks, such speculations make an advantage obligation confound. As it were, they are becoming tied up with long haul resources, for example, deposit with comparatively short-term maturity creates imbalance. In the long run, this outcomes in wasteful asset liability mismatch resulting in debilitating the bank accounting reports.

## How will a Credit Guarantee Enhancement Corporation help?

The proposed new company will help organizations to support their credit rating score, which thus, will empower them to raise resources at less expensive rates. By permitting repurchase agreements or repos (that enable an organization to raise resources by offering its securities and consenting to repurchase it

later) in AA evaluated debt obligations or securities, volumes could go up in the corporate security market. All the more significantly, it can help improve liquidity particularly if the RBI, in the same way as other central banks of the world, utilizes it for its repo activities. The other measure — of permitting ventures made by FPIs paying off debt obligations issued by Infrastructure Debt Funds to be offered to a household financial specialist inside a predetermined lock-in period — should help offer an exit choice for such speculators and improve liquidity. Correspondingly, policymakers need to build up the section for credit default swaps. This will mean security against the probability of an organization or backer defaulting on a reimbursement alternative and hence offering solace to a financial specialist ready to take a risky asset, all the while, adding volumes.

### **Recent steps other than the budget for the growth of the bond market:**

Since 2016, the RBI has pointed out that the big organizations would need to raise some portion of their long-haul borrowings from the corporate bond market as opposed to from banks. New standards from that point forward make it necessary for organizations with huge exposures to raise 25 percent of their steady or crisp borrowings from the bond market. This arrangement has been set up to make corporates to go to the bond market and to lessen the burden on banks. Administrative guidelines likewise make it essential for any organization that intends to raise obligation assets of over Rs 200 crore to execute it electronically. This is required to improve transparency too.

### **Reasons for the shabby growth of Indian corporate bond market:**

For quite a long time, the financial specialist base in the corporate bond has been thin – set apart by banks, insurance agencies, benefits retirement assets and now mutual funds. The FPIs are presently noticeable purchasers of top of the line bonds given the appealing returns particularly in the setting of a solid rupee. The greater part of these financial specialists doesn't exchange, however holds these ventures until maturity. With not many purchasers in the market or market creators who offer purchase or sell cites continually, there is little liquidity. There is almost no motivation for market makers. A dominant part of the securities issued by organizations are set with a select arrangement of investors in India without disclosure instead of through an open issue; this is done to both spare times just as maintain a strategic distance from more noteworthy revelations. Remote speculators would now be able to put up to Rs 3,03,100 crore in these bonds thus far, just somewhat more than 67 percent of this farthest point has been used. In 2019-20, ventures by outside assets in stocks have totalled Rs 28,268 crore and Rs 10,949 crore in debt. Another bother has been the differed stamp obligation in states on debt exchanges. However, this will before long be shifted through with a uniform rate.

### **Have the recent corporate defaults been a dampener?**

In reality, IL&FS auxiliary that had the most noteworthy rating defaulted on its commitments uncovering credit rating agencies, thus, harming institutional investors who got tied up with these and other comparable bonds, the financial specialists incorporated the EPFO — India's biggest retirement subsidize — and numerous mutual funds. This is probably going to deter investors, who may like to put resources into more secure roads as it were. The new bankruptcy law should give an additional layer of solace too with a speedier goal of focused on resources and an arrival of funds to bondholders. However, that has not been the situation with the cut off time of 270 days being ruptured much of the time.

### **Standardisation of Green Investment Terminology**

On the side of 'Organisation for Economic Co-operation and Development' technical paper on 'Commerce, Insurance and Personal Pension', means to fill an opening in the writing by giving an extensive survey of the ideas and definitions identified with 'green' investments (additionally differently alluded to as 'neat', 'continual', and 'climate variation' ventures) which the commercial centres use presently. The purpose of this expedition is not to emphasize on a specific definition but to examine what is being used frequently irrespective of the fact that there are commonalities and flaws and what action and what lesson can be learnt from this study. It results in two preliminary investigations:

1. Do the definitions agree to greater extent or do the concepts used in many ways by various financial experts and in different types of contexts?

2. Is it possible to evolve a premise for giving far-reaching meaning to 'Sustainable Investment' and conceivably a 'Sustainable Benchmark' or programme?

Due to the reason that organisational financial experts use many ways at different levels of fundamental leadership, the paper concludes that it is not possible to arrive at any consensus about correct viable context of 'Sustainable Investment'.

It is worthwhile to understand completely and exactly the meaning of the term 'Sustainable and Venture' before going into the detailed existence of consensus on the statement of exact meaning. As regards 'Sustainable' is concerned, some statements of exact meaning are exceedingly broad and inclusive while others are exceedingly exclusive and clear-cut. Even if there is existence of ample formal intersection flacks of various statements of exact meaning, but still there are some areas of conflict. Still there exist varying opinions about integration of statements of correct meaning. There is absence of fitting clarity about analysis of 'sustainability'. Sustainable project is a broad style. It turns to be persisted lonely a sub group of broader opinions or rigidly diagnosed with other operational surroundings.

Green banks are generally a new advancement, however are a zone of development. Statements of exact meaning (broad and narrow) are being investigated in the monetary business. This has been done for the purpose of suggesting some benchmarks for 'Climate Bond'. The insistence is traditional keeping in view the gains. Conflict of statements of correct meaning standards play significant role in the full employment of data application relating to the data accessibility.

### **Information Asymmetry between Investors and Recipients:**

It is difficult to appraise some of the continual advancements due to their opaque direction, non-availability of interpretation and definite detailed scope in monetary business. Such cracks result in incurring the exploration expenditure of viable monetary activities and impact their financials adversely.

There is an absence of lucidity on the revelation of natural data and execution of the undertakings, in this way diminishing the engaging quality of ventures by making data asymmetry among speculators and beneficiaries. This prompts mispricing of advantages, because of the higher hazard included. There are no settled guidelines, rules nor green definitions, hardly any motivators, and barely any extreme ramifications for not acting towards Environmental, Social and Governance (ESG). This absence of data and arrangement vulnerability brings about over the top hazard avoidance with respect to financial specialists towards green tasks. These market disappointments associated with data asymmetry add to, and are converted into potential dangers factors engaged with money related and financial, political and approach vulnerabilities. Money related markets are continually changing, in this way monetary conditions contrast, displaying difficulties for drawing in new wellsprings of capital and potential speculators. At the point when a higher hazard is seen, the expense of arranging funds will be increasingly costly and speculators will request a better yield on their venture. Further, strategy and guidelines are impacted by current systems, impacting the feasibility or engaging quality of a venture by making vulnerability in the political atmosphere and influencing the income of the activities. Along these lines, in-house budgetary ability is expected to quantify or control potential dangers.

Especially in 'Credit Markets', date imbalance is not only the cause of expenditure but also a vindication. In spite of the fact that many new categories of data imbalances are accessible in eco-friendly lending, there is non-availability of funds for contemporary ventures with inventive path to counter the risk arising due to carbon emission. There are specialized units who provide talented automation to enhance efficiency like Battery Technology Firms and Energy Service Companies, find it difficult to arrange funds for themselves or for their clients as financial institutions lack competency in appraising such proposals. There is also non availability of security on the part of the borrowers. It is also being perceived that realization of additional part of funds like fund flows from energy saving relies upon non accepted automation.

## **CONCLUSION**

The improvement of economy in all parts have the awful effect on environmental conditions. Until the finish of twentieth century, green was only the shade of cash for banks in India. With the presentation of Automated Teller Machines (ATMs) in 2001 in the financial segment of India, banking division stepped up to the plate towards a situation amicable financial framework. Green financial methods joining operational upgrades, innovation and changing customer propensities in banking business. The banks must be committed to sustainable banking activities and undertake the responsibility with competency and dynamism to take care of innate and organic ingredients in their lending benchmarks, which would drive enterprises to go for commanded speculation for ecological administration. From there on, notwithstanding numerous activities attempted viz. utilization of eco-accommodating papers, sunlight based fuelled ATMs, green undertakings, vitality effectiveness rehearses, working environment wellbeing and security, internet banking frameworks and so forth., there is have to build up the security market with noteworthy commitment of green bonds, adhering to the global models in articulations with straightforwardness. It refers to open doors for banks in regions like carbon credit business, green budgetary items, on line banking, incorporated IT condition, and so forth that can prompt improvement in green territory and generally speaking condition. The role of the Reserve Bank of India in detailing of approaches on green banking has been engaged upon for green development.

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## Healthy Lifestyle of People

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### I. ABSTRACT

*Physical fitness is not the sole basis of fitness or being healthy. The main basis of being healthy is maintaining a healthy lifestyle emotionally, mentally and physically as well. Our fitness and healthy lifestyle can prevent us from chronic diseases and long-term illness. Feeling good about yourself not only keep one healthy but also gives self-confidence. It also helps us to build our self-image. Maintaining a healthy lifestyle is very important for our body. Fitness for our generation only means physical fitness but in real sense they may be physically fit but not emotionally fit. It is very important to maintain balance in our life where we keep balance in our physical and emotional balance in our lives. The main factors on which we need to focus on is our “power of attitude”, “exercise” and “physical therapy”, “good nutrition”, “self-care” and “coping skills” and “assistive devices”. We should maintain everyday exercise routine, diet plans, engage in things for which you are passionate about and indulge yourself in things you like. In this research there will be causes of un-healthiness around us as well as measures to keep ourselves healthy and to maintain balance between mental and emotional balance. Hence it is important to be healthy from our brain as well.*

### II. KEYWORDS

- Exercise
- Lifestyle
- Fitness
- Body

### III. INTRODUCTION

Sound lifestyle is one which keeps and improves people's prosperity and thriving. Various assemblies and non-authoritative affiliations work at propelling sound lifestyles. They measure the preferences with fundamental prosperity numbers, including weight, glucose, circulatory strain, and blood cholesterol. Strong living is a profound established effect. The approaches to being sound incorporate smart dieting, physical exercises, weight the executives, and stress the executives. Great wellbeing enables individuals to do numerous things. It incorporates physical wellbeing, yet in addition mental and enthusiastic wellbeing too. There are numerous parameters on which we can continue our sound way of life. Solid way of life is, for the most part, related with:

- Proper diet
- Physical work out
- Proper dozing design
- Personal cleanliness
- Absence of negative behaviour patterns or enslavement
- Health training
- Safe condition
- Physical wellness
- Love through social help and solid connections
- Emotions

Carrying on with a solid way of life advances great well-being. And a more extended future by consolidating practices that improve well-being into an individual's way of life while maintaining a strategic distance from practices that are harming to wellbeing. Ways you can advance a solid and aching living is by doing these things: Exercise normally, a good eating routine, and abstain from “smoking” and abundance “liquor utilization” advances great well-being. Making these practices a piece of an individual's way of life lessens an individual's odds of creating genuine medical issues. Along these lines, the individual is bound to have great well-being and not have their life expectancy cut off by the impacts of a genuine medical issue.

Practicing consistently creates better wellbeing and a more drawn out life. Exercise requires the body's frameworks, your heart, lungs, muscles, psyche, and that's only the tip of the iceberg, to work at a more elevated level. This action makes the body keep up itself at a more elevated level than would be kept up without customary physical action. Exercise additionally keeps abundance weight from aggregating, and frees the collection of poisons. Exercise further aides in psychological wellness, by giving time to thought, or essentially by diminishing feeling of anxiety.

Without work out, an individual's body debilitates, and an individual is bound to experience the ill effects of cardiovascular issues. Practicing subsequently makes an individual's body frameworks increasingly fit, prompting the body being more advantageous after some time, and a more extended life expectancy by maintaining a strategic distance from life shortening medical problems like cardiovascular sicknesses.

As per these parameters, in the event that we have adjusted them all, we will have a solid existence.

#### **IV. BASIS FOR FITNESS**

Physical wellness isn't the sole premise of being solid; being sound techniques being mentally and truly fit. Being sound should be a bit of your general lifestyle. Continuing with a sound lifestyle can help prevent consistent illnesses and long stretch ailments. Enjoying yourself and managing your prosperity are critical for your certainty and mental self representation. Keep up a sound lifestyle by settling on the correct choice for your body.

##### **Power of attitude**

An uplifting frame of mind can help your vitality, increase your internal quality, motivate others, and gather the guts to address troublesome difficulties.

##### **Exercise and physical therapy**

Research has demonstrated that fortifying activities for fringe neuropathy modestly improve muscle quality in individuals with PN. What's more, activities to support fringe neuropathy, when done normally, may diminish neuropathic torment and can assist control with bleeding sugar levels. An exhaustive physical movement routine incorporates four sorts of exercises:

- Aerobic Exercise
- Flexibility Exercise
- Strength Training Exercise

##### **Nutrition**

Great sustenance is frequently the primary line of resistance to maintain a strategic distance from numerous infections, including fringe neuropathy. Discover guidance for keeping a solid eating routine, shopping and overseeing drug reactions.

##### **Self-Care and Coping Skills**

Guidance for day by day care of your physical needs and dealing with the pressure of managing fringe neuropathy.

#### **V. STEPS FOR HEALTHY LIFESTYLE**

1. Brush and floss day by day to keep your teeth and gums solid and liberated from malady.

2. Get a decent night's rest. Well-refreshed individuals adapt better to pressure, however may likewise have better control of their hungers. Research has demonstrated that an absence of rest can place our "hunger hormones" out of adjust and conceivably trigger indulging.
3. Enjoy customary family dinners. This enables guardians to fill in as great good examples, can advance increasingly nutritious eating, and makes way for energetic discussions. Being associated with family and/or companions is an incredible part of a solid life.
4. Smile and roar with laughter a few times each day. It keeps you grounded, and encourages you adapt to circumstances that would some way or another make you insane. Peruse the funnies, watch a sitcom, or make wisecracks to draw out those glad sentiments.
5. Meditate, supplicate, or generally discover comfort for in any event 10-20 minutes every day. Consideration is useful for your spirit, causes you adapt to the requests of day by day life, and may even assistance bring down your circulatory strain.
6. Get a pedometer and let it inspire you to walk, walk, walk. Disregard how long of movement you need; simply do all that you can to fit more strides into your day. Regardless of how you get it, physical action can help defuse pressure, consume calories, and lift confidence.
7. Stand upright. You'll look 5 pounds lighter in the event that you stand tall and fix your muscular strength. At whatever point you walk, figure "tall and tight" to take advantage of the development.
8. Try yoga. The stances help increment quality and adaptability and improve balance. These are basic regions for more established people particularly, and the two people can profit.

These means will assist you with being physically and intellectually new.

## VI. CONCLUSION

- You have to maintain a healthy lifestyle by being physically, mentally and emotionally fresh, stable and active.
- You can stay happy by being fit, by making your body active and ready for the day.
- You can follow some simple skills like fitness, meditation, yoga, coping skills etc.
- By making yourself active and making your body glow, by making yourself laugh, drinking ample amounts of water makes you feel healthy.
- You should be fit so that you can see your surroundings positively and getting all the positives vibes.
- By being happy you can give joy to yourself and to people that surrounds you.
- When you have completed all the three parameters of being physically, mentally, emotionally active and stable, you are completely fit and healthy.

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## **‘Impact of Workplace Spirituality towards Employees’ Work-Life Balance with special reference to Corporate Sector**

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### **ABSTRACT**

*Striking a balance between two things is a daunting task. The most imperative balance to be maintained in today's fast running life is the work-life balance. Achieving work-life balance is a myth, a challenge faced by employees to create equilibrium between their personal and professional lives. Irrespective of the relationship, be it a parent, a son or a daughter, an uncle or an aunt, everyone has a commitment and responsibility towards one's family. Work-life balance is tantamount to devotion to the other aspects of life which include health, free time, family and relationship.*

*Dedication towards a career is important but personal life is of utmost importance too. Hence, one must make sure that they fulfill their commitments apart from the professional ones. Spirituality is a concept with different perspectives. While in the workplace, spiritual employees try to seek the meaning and purpose of their work which requires a healthy mind and a competitive spirit, at home the same individual will seek the key to a happy atmosphere. Workplace spirituality can be achieved if the employees are creative, communicative and have a vision towards their work. Focusing on spirituality results in improved productivity, increased turnover, greater employee satisfaction, and increased organizational commitment.*

*This study will investigate the effect of spirituality on the work-life balance among employees in the corporate sector. It will focus on how an organization can achieve its goals by focusing on these two important aspects: work-life balance and spirituality. It will be survey-based research and it will find the relationship between two irrespective of the demographic profile.*

**Keywords:** Spirituality, Work-Life Balance

**“Remember that the happiest employees are not those getting more, but those giving more.”**

**H Jackson Brown, Jr**

### **INTRODUCTION**

Human Resources (HR) department is of paramount importance to any organization. Its main role is to make sure that the most important assets of the organization are controlled and managed properly. HR must ensure that there must be a positive work environment that enhances the performance of the workforce. To ensure that the organization runs smoothly, the major concern is shifting from increasing productivity to maintaining the wellbeing of the employees. The top management is concerned whether the employees are happy and satisfied with their work-life and they are not facing any hurdles and challenges in the organization. Various steps have been taken in the organizations for this purpose. One of them is the introduction of spirituality at work. Workplace spirituality has gained importance and awareness in the corporate world. With the increase in conflict, stress, complex and lackluster work, employees have started focusing on achieving mental peace, happiness, and strength to deal with difficult matters. People often use spirituality and religion interchangeably. However, they are like chalk and cheese. Spirituality refers to universal human feelings whereas religion is based on certain beliefs, rituals or practices.

The workplace can often be referred to as a second home since an individual spends one-third of his day there. Home is where the heart is. Thus, no one longs for a stressful environment at home. To ensure that employees work in a stress-free environment, HR officials are focusing on how to bring spirituality in the organization to make the employee establish peace with his mind and atmosphere.



**For this, they are encouraging employees to be:**

- Creative and bring their best foot forward
- Vocal and communicate effectively within the organization
- Respectful and understand the other person's point of view
- Visionary and achieve focus
- Team player and learn from other team members
- Energetic and let the positive vibe rule the mind
- Flexible and let the heart and mind have limitless boundaries.

HR aims at providing a meaningful workplace to their employees. For instance, HR should engage in conversations on a daily/weekly/monthly basis to make sure employees can talk about the obstacles in their growth, both professionally and personally at the office. They can devise a plan to conduct a one-on-one with the employees and conduct activities where they can judge the stress level of employees. Organizing meditation sessions, speaking your heart out, discussion forums can help employees to come out and enjoy some time from the monotonous work.

Another important factor that the HR department must focus on is creating work-life balance. With the introduction of the 21st century, creating a balance between one's personal and professional is not only a challenge but also a matter of concern that the employer must take seriously into consideration. An individual has personal responsibilities in their lives apart from their professional commitment. To make sure that one gives equal attention to all the priorities, work-life balance is important and has become a top-notch matter in the workplace. One of the prominent changes observed in the labor market is today a job seeker does not search for organizations offering the highest packages but looks for other factors such as working hours, security, culture, respectful nature, commitment, and other employees in the organization, etc.

The government also plays a pivotal role to protect the interest of the labor force in the corporate world. The government has introduced fixed working hours for the employees which imply the organization can only make their employees work for no more than 8 hours. If they work for more than 8 hours then the organization is bound to pay them for extra hours worked. Conveyance allowances have been modified and the rates have increased to 25%. This is done to enable employees to use faster means of transport and reach home early so that they can spend quality time with their family. One of the changes observed in the labor market is the rise in the number of women employees in the corporate sector. India's women are no longer a burden to the economy but a significant asset to society. For their wellbeing and to ensure that they create a balance between their personal and work life, the government has introduced "The Maternity Benefit Act 1961" which mandates every organization to pay 3 monthly paid leave to all women workers during their maternity period. Another benefit that is exclusive to the central government employees is the "child care leave." It is for the women government employees with children below the age of 18 years. The leave can only be taken for less than 2 years.

## **WORKPLACE SPIRITUALITY**

The employees have started experiencing the need for understanding the meaning and purpose of their work to boost productivity at their workplace. An organization needs to have a proper focus on workplace spirituality. Spirituality at work simply states the feeling of interconnectedness with the surroundings involved by creating connections with others. As a result, one gets to know other's inner values and inner power. This knowledge raises and maintains their sense of honesty, kindness, courage, motivational attitude, peace, trust and all other factors which help to maintain peace and harmony in the organization.

### **Spirituality revolves around 3 things**

- Inner life:- The personal values, beliefs, attitude, and state of mind.
- Meaningful work:- The work done by an individual is joyful, energizing and has value too.

- **Community:-** The place where individuals can grow, be valued for what they are and the sense of working together with other individuals.

Usually, when we go for an interview, the interviewer tries to suspect our inner values that are highlighted by our spirituality. It then helps them to know the attitude of the interviewee towards life, whether he will be able to adjust in the organization or not. Many organizations are encouraging the concept of workplace spirituality to create a win-win situation for both the employer and the employee.

In the 18th and 19th centuries, the main focus of the business was around spirituality principles. The attention was paid to the one working in the organization. However, at the beginning of the 20th century, spirituality somewhere lost its meaning. Businesses started giving priority to other factors such as profits, market, customer, research, strategies, planning, etc. As a result in today's corporate world, employees find themselves under threat. They do not find their jobs secure. Henry Fayol's Principle "Stability of Tenure of Personnel" where the manager should try to maximize employee turnover has begun to fail. This principle seems irrelevant these days. An employee who might be the best resource of an organization may find himself in a situation where at the time of layoff he/she is the first one to suffer. In that situation, the justification that is given claims that the action is done for the betterment of the organization and improvement of its profit but the ruinous impact it has on the employee is never given a thought. By taking care of the employees, the organization can sense how the impact of an employee's life can create a better work-life balance, have less ego and fewer conflicts, ultimately increasing the overall healthy competition. When an organization plans to introduce spirituality in the workplace, it should have the courage to create a competitive workforce and be ready to face some challenges on its way to success.

## **WORK-LIFE BALANCE**

### **"Transform your days from busy and overwhelming to under control and truly productive"**

Work-life balance is a challenge faced by the employees to create a balance between personal and professional lives. Being a parent, son or daughter, everyone has a certain responsibility towards your family. Work-life balance tries to make sure that you devote attention to the other parts of your life which mainly include health, free time, family and relationship. When an individual fails to maintain a schedule of his tasks and duties, his pressure increases which in turn makes him busy. As a result, he struggles to devote attention to his personal life

When employees get control over their lives, it leads to an improvement in their relationships. They can segregate their issues: deal with work issues at their offices and leave the work and all the related stress and enjoy the comfort and warmth of themselves and their families when at home. Those who are successful in creating this balance are more motivated, happy, confident, leading and less stressed. When employees are not able to give attention to their personal life, they carry their problems with them to offices or workplaces. It leads to stress ultimately affecting their productivity and performance. In turn, they engage in conflicts with their co-workers and management. Some employees give too much importance to their office life that they forget there is a life beyond that.

There can be certain factors that affect work-life balance such as age, changes in working conditions, the demand for new technology and poor management. Companies paying attention to work-life balance have become very attractive to workers and will continue to attract a prospective pool of candidates at the time of job openings. Those employees experience high retention rates which reduces training time. Employees belonging to these organizations are committed to the work, more loyal and are experts in their field of work. The employees who have a positive work-life do a great job at work. So the organization should raise the importance of work-life balance.

### **There are certain steps taken by the employer to promote work-life balance:-**

- **Encouraging exercise:-** Exercise is important for everyone. By encouraging employees to exercise for a minimum of 30 minutes a day will keep them fit. Eating healthy and exercising daily will keep them healthy and reduce the chances of getting sick which will affect the company by reducing absenteeism. Moreover, it will keep them active and motivated.

- Gym:- Offices can either build an in house facility of a gym for their employees or they can simply provide the membership of the gym near the employee's house. If the organization takes such steps, employees will be motivated to avail the benefit given by the employer.
- Encouraging employees to have fit bits which records the number of steps walked, how much time the employee remains at the same spot etc. Such a device can be motivating for the employees to walk and not sit at the same place for a very long time. This will encourage them to connect with coworkers for a little healthy competition and motivation.
- As a parent, an employee is always concerned about his child. By having a family-friendly work environment, both the organization and the employee will benefit in many ways. Organizations can provide child care facilities to employees by providing them a trusted staff member who takes care of their child. If this is not possible, the organization can provide childcare service discounts to reduce the stress of the parent about his kid's well being during the workday and reduce the amount of work missed.

One of the best ways to reduce the work burden and stress that the employee goes through is by organizing monthly/yearly outings which can be a stress buster and a motivator to the employee to connect with the co-workers apart from just work.

## LITERATURE REVIEW

Poohongthong et al (2014) in his paper stated the opinion that certain factors have an impact on the work-life of an individual that in today's world has become an interesting problem. These factors are changes in population, economy, and society as well. Work-life balance is considered as a potential of an individual to divide and manage daily life by giving an equal proportion of time to work-life, family, friends and the right time for oneself (Wongthongdee, 2009).

According to Friedman and Greehaus, (2000), the state service commission (2005) in Poohonthong et al (2014), they stated that if an employee maintains a work-life balance, they tend to have a feeling of safety and satisfaction including OCB (organizational citizenship behavior) in the workforce. According to Dublin (2000) in Poohongthong et al (2004) organizational citizenship behavior is considered as an act of employees willing to perform their roles which leads to effectiveness and efficiency in the organization. In their study, they also focused on how OCB has a positive impact on the work performance of the employees.

Results of the research done by Poohongthong et al (2014) proved that work-life positively impacts the OCB. the research was first conducted on teachers in North Thailand. It gave us the result that teachers were efficient to balance their work and personal lives. Further, the research was done by Prasertio (2016) that also showed the same results that work-life balance significantly impacted the OCB on BRI employees (Bandug Regional Office).

Workplace spirituality and organizational commitment are the two factors that the behavior of individuals in the organization. ( Podsakoff et al, 2000) claimed that the spirituality of employees in the organization is likely to be the same outside the workplace. It showed that they carry the values not only inside the workplace but outside also.

Research on spirituality done by Kazemipour et al (2012) showed the result that workplace spirituality has a positive effect on work-life balance on nurses at Kerman Iran Hospital.

## WORKPLACE SPIRITUALITY

A study conducted by Duchon and Plowman (2005) gave the results that spirituality focused on the recognition of meaningful work and a sense of connectedness within the organization are the essential determinants of spirituality. Spirituality in the organization makes individuals see work from a spiritual perspective. In an organization, it is seen as a growth opportunity and as an element that makes a contribution to society in a significant way. Bringing spirituality into the organization is not just an area of interest but also a challenging situation. It lays importance by finding deeper meaning and purpose in one's life, working on meaningful aspects and having concern for others too (Ashmos and Duchon, 2000: 135). With the introduction of knowledge-based economy and the speed of economic

development due to technology, many results have shown that by the end of the 20th century, employees in the workforce will begin to feel spiritual emptiness, moral abnormalities, twisted social values, greed and many crimes due to imbalance between the materialistic and spiritual lives (Chen and Sheng 2013: 267).

## **EXPECTATION TOWARDS WORK**

Shaw (2013) claims that employees in today's world experience work disturbance and disinterest in the work due to irregularity and disinterest in economies(&&&). Shaw (2013) identified five factors that create expectations for work. These are work-life balance, good pay and benefits, advancement opportunities, meaningful work experience and nurturing work environment.

Zhang, Straub, and Kusyk (2007) showed that generation Y pupils have seen their parents work long hours so that they do not become a victim of downsizing, layoffs, and high divorce rates. As a result of which they have given more importance to “making a life” rather than “making a living” (Zhang et al 2007).

When it comes to leadership, spirituality states that when a leader is spirituality oriented, then the culture existing in the organization would be healthy and would serve as a link between the managers and the employees for effective communication and feel themselves as an asset for fulfilling the goals of the organization (De Pree, 1989).

With the rise in spiritual skills, the attention is mainly on the corporate practitioner and academic researcher. It can be predicted that if the employees are treated properly in the organization, they will respond in the same manner in the organization through positive behavior which in turn would increase their commitment towards the organization (Blau, 1964). Although, the primary objective of the organization is to get the work done through its effective resources of the organization and to fulfill the needs of the stakeholders. These stakeholders include customers, clients, and employees. Most of the time it is observed that the employees have the least role to play in the boardroom (Jain, 2011) although there is an appreciable fact that without the engagement of the employees neither the stakeholders nor the clients can be satisfied. In the light of the fact, it is also observed that long working hours for employees stand to be the reason for unhealthy and unhappy employees as they mix up the meaning behind the purpose of their lives and they just start valuing the worth only for other less important variables like reward, promotion and strive for success (Burke, 2006). The practical finding of the research stated that the interruption of work affects one's personal life. For example: when an employee starts working on week-ends might develop high levels of stress and get emotionally exhausted which may start affecting the health of an individual (Hyman et al, 2003).

With the growth in the values and work-life balance, organizations are obliged to reply to the needs for the creation of meaningful work (Cavanagh, 1999; Cacioppe, 2000; Pratt and Ashforth, 2003; Gull and Doh, 2004).

Kinjerski and Skrypnik, 2004 explained that spiritual disorientation has been experienced by many employees as a result of downsizing, engineering, and layoffs that are taking place from the last couple of years which have impacted the organization by having an atmosphere of uncertainty, conflicts, etc.

Gregory and Milner (2009) identified that two important factors are affecting the work-life balance. One is globalization and the other is technological changes. Both have a massive impact on the employees in the corporate sector. Both these factors have a positive impact by increasing the competition among businesses but also created a problem as it increased the competition among the professionals which disturbed their work-life balance.

Sheng and Chen, 2012 believed that if we take care of an employee (how they feel, their views and opinions, etc) in the workplace it will affect their performance at work and in dealing with family matters. For this, managers must play an important role by trying to interact or understand the employees feeling and trying to solve their problems so that they can create a balance between their professional and personal lives. It should also be kept in mind that spirituality in the workplace not only concentrates on at the personal level but also concerns the relationship that employees share in the organization.

Karakas (2010) in his study showed spirituality benefits the employees and the organization at the workplace by:-

- Enhancing the well being of the employees.
- Improving the quality of the employees.
- It provides the sense and meaning of work.
- It enables us to connect with others in the community and the workforce.

When all the factors are achieved, it becomes clear that there is a strong bond that exists between the spirituality at the workplace and the level of job satisfaction. Organizations are concerned about increasing productivity, commitment and the efficiency of the employees which can only be achieved if they take due care of the employees. When an organization develops an environment of concern, meaningfulness, and recognition for the employees, the employees will feel motivated and will show full commitment and dedication towards the organization. Therefore, employees should be engaged in the areas where they feel more useful, where they can grow and develop themselves and that's when employees will start feeling the issue related to work-life balance.

## RESEARCH METHODOLOGY

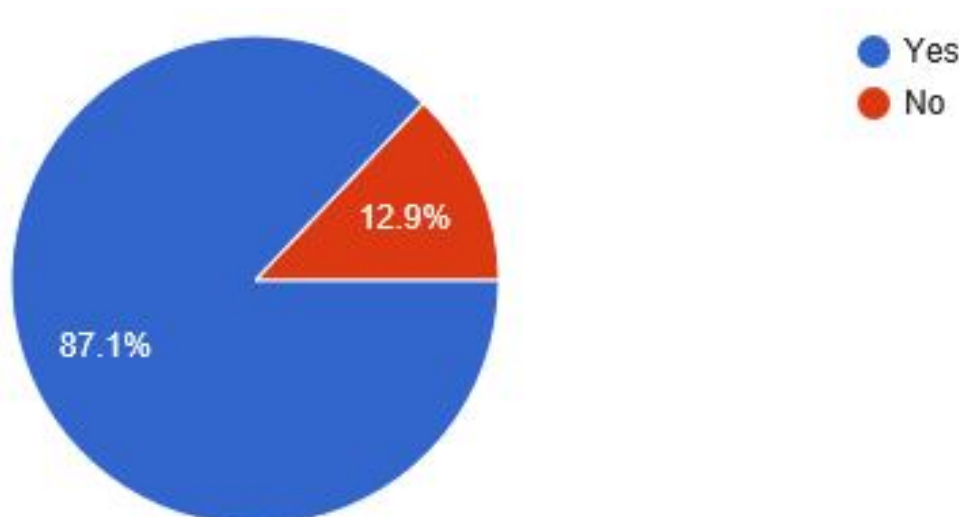
The research is quantitatively based on an explanatory approach. The research was conducted by distributing questionnaires through which we evaluated the impact of spirituality on work-life balance. The quantitative-based research helped us to statistically know the dependence between the two variables while the explanatory approach helped us to explain the phenomena. The research was conducted on different professionals including doctors, engineers, teachers, and lawyers, etc. It helped us to know how spirituality affects people belonging to different professions and how they make a balance between their personal and professional lives.

## DATA COLLECTION

A questionnaire was prepared which contained questions that revolve around the concept of spirituality. It was distributed as many as 150 and responses received were 115.

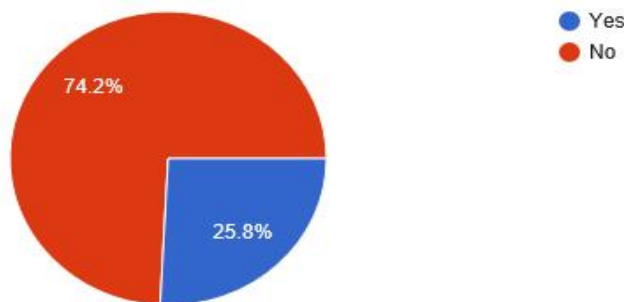
## ANALYSIS

### Q1. Do you find dealing with angry and disgruntled customers upsetting?



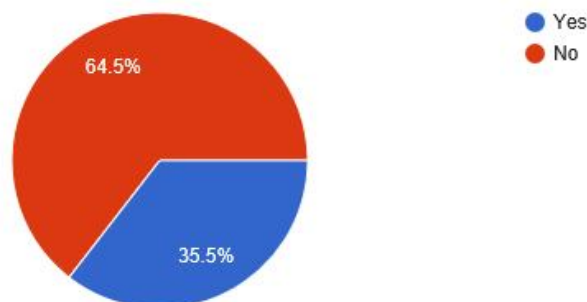
While 87.1% agreed to get upset by the anger of the customer, on the other hand only 12.9% of the total respondents disagreed. It concluded that the majority of the respondents find themselves in a tough situation. Dealing with angry customers can affect the employee. They may feel disrespected and get demotivated and start reacting in a negative way towards other customers and employees. Employees should try to control their emotions by remaining calm and dealing tactfully.

## Q2. Do you feel that your managers don't listen to your suggestions?



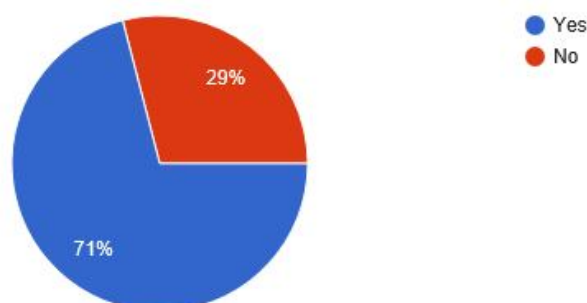
Out of the total respondents, 74.2% of them answered yes and only 25.8% answered no. It shows that the majority of people feel that their managers do not listen to their suggestions. It can be advantageous to their managers if they listen to their employees. They must devote some part of their day listening to the queries, doubts, and suggestions that the employees can give. This will not only be motivating for the employees but will also boost their morale too.

## Q3. Do you often eat lunch at your desk while working?



Among the responses to the question, 64.5% answered no while 35.5% answered yes. Eating lunch at your desk can have long term health risks which can increase the chances of heart disease, high blood pressure, and high cholesterol. Sitting at your desk for too long can reduce the productivity of the employees and can increase their stress level too. So the employees should avoid such a situation. For this, after every 2-3 hours, they must get up from their position and move around in the office and get relaxed by taking a 5 minutes break.

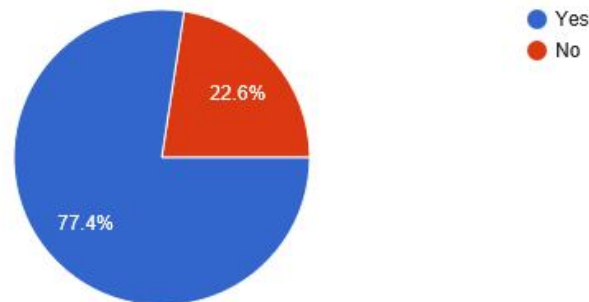
## Q4. Do you think that constant interruptions make it hard to focus?



Throughout the day employees may face any interruptions. In fact, in the questionnaire distributed 71% of the respondents said that they face a high level of interruptions at their workplace which adversely impacts their productivity and affects their level of focus on the work. Interruptions at work have become a hindrance to effective time management and can also be a barrier to success. Employees always need a work environment where they can properly concentrate on their work and achieve proper results.



## Q5. Does your job involve meeting constant deadlines?



In the above pie chart, it is evident that 77.4% of the respondents responded yes whereas 22.6% responded no. we all know that all the work in the organization is required to be completed before the stipulated time. An organization has plenty of projects going in the organization at the same time to avoid a situation where an employee only works on a single project for a long period, deadlines are made for the employees to get the work completed earlier.

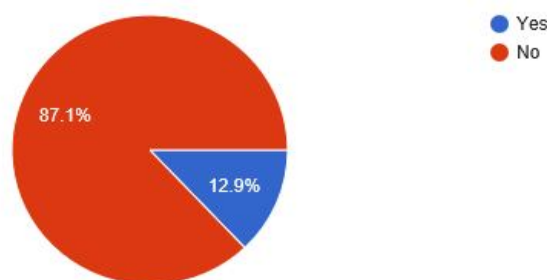
### Deadlines are made

- To ensure that the work is completed on time.
- To ensure a smooth flow of work.
- To set expectations

### Steps employees can take to complete work before deadlines are:-

- Manage time effectively
- Plan properly
- Be assertive
- Make meeting deadlines a habit
- Cut the task into smaller pieces
- Work for longer hours, if needed
- Communicate with the boss to know their expectations

## Q6. Does communicating with your co-workers leave you feeling frustrated or misunderstood?



Effective communication in the workplace is fundamental to the organization's success. It improves relations between the clients and the employees. It also increases employee engagement. Contrarily, if the team fails to communicate properly, it results in poor results of the organization. In the questionnaire distributed, 87.1% of the respondents expressed that they do not find it difficult to communicate with their co-workers.

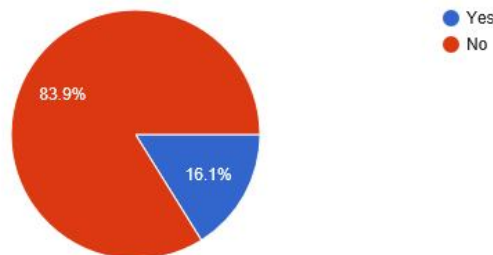
### Good communication is important as it benefits the organization in the following ways:-

- Improves team building
- Boosts growth

- Improves employees morale
- Higher employee retention
- Increases productivity

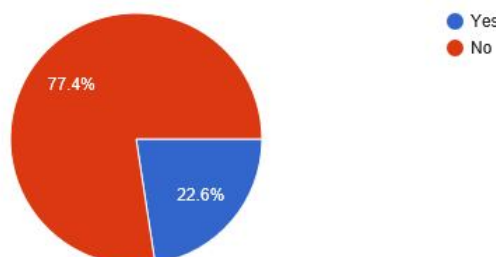
Organizations promote effective communication between workers as it leads to greater job satisfaction, reduced stress, loyalty and mutual respect in the organization which in turn creates a productive work environment and keeps positivity in the workplace.

## Q7. Are you regularly late for important activities or appointments?



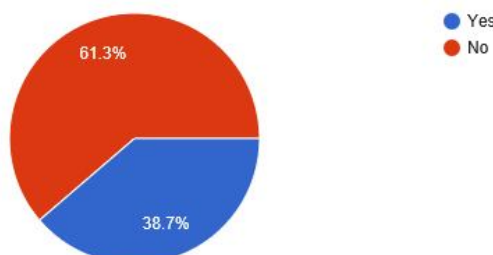
Out of the total responses, 83.9% answered yes and 16.1% answered no. This indicates that employees are punctual in the organization. Punctuality indicates professionalism and helps to gain trust. Being punctual makes it clear that you complete your work on time and you properly manage your day which displays sincerity towards work. Employees can be punctual if they properly plan their work and assign time to each assignment. Also, make sure that the work is completed within the period.

## Q8. Do you find communicating with your managers difficult?



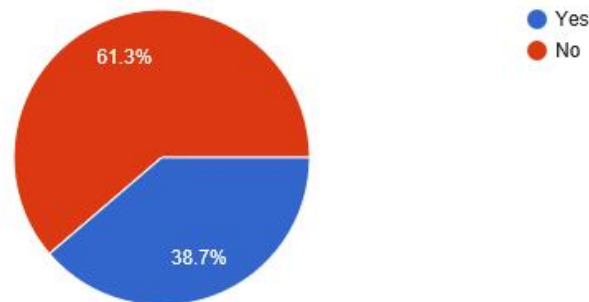
From the above pie chart, it illustrates that 77.4% deny while 22.6% agree. Proper communication between the managers and the employees helps the organization run smoothly. Employees work better and faster when they communicate with their managers as they get to know their responsibilities, duties, and roles, etc. effective communication reduces time-wasting and misunderstandings which becomes a hindrance to the performance of the employees. When there is proper communication it increases employees' commitment and job satisfaction, particularly when employees understand their business goals and missions. It also boosts employees' morale which reduces(&&&) turnover and training costs, improves employees' performance particularly when they receive proper feedback. Managers and employees can also exchange ideas and improve decision-making ability.

## Q9. Is delegating work when you get busy difficult or impossible?





## Q10. Do you regularly take less than 30 minutes for your lunch?

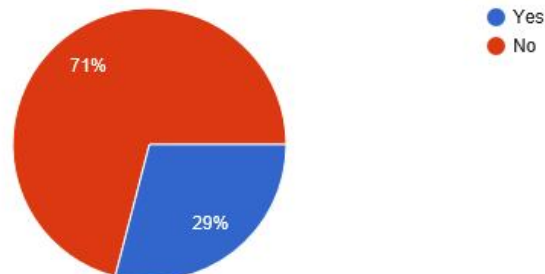


Out of the total responses received, 61.3% answered no while 38.7% answered yes. This tells us that employees do not take proper care of themselves and during lunchtime also they give priority to their work. Organizations should maximize the break time for workers so that they can properly relax and charge themselves up to work productively.

### Lunch breaks can be useful to the employee in the following ways:-

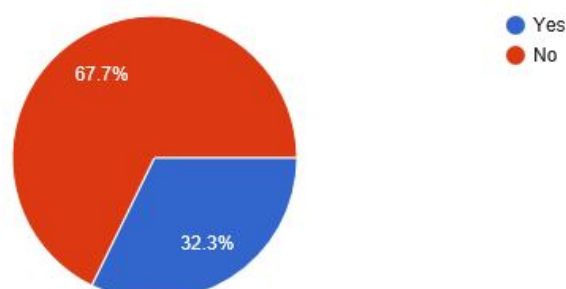
- They can have a well-balanced meal.
- They can socialize with others and can strengthen relations.
- This time can be a real break from work and can help to return to the office and work more productively.
- During the lunch break, an employee can complete their task.

## Q11. Is your work environment stuffy, cramped or noisy?



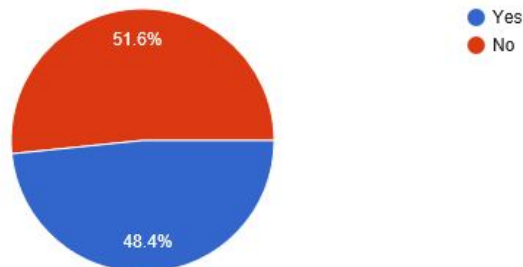
Employees love to work at a place that has a positive work environment. In the question, 71% of the respondents stated that their work environment is comfortable while 29% responded that their work environment is stuffy, cramped and noisy. The positive work environment encourages employees to remain in the organization for a longer period and is extremely important as it impacts the morale and the productivity of the employees. Organizations should have openness in the workplace which enhances healthy interaction among workers. Also, employers should appreciate the efforts of the employees to make them feel satisfied with their work.

## Q12. Do you drink more than 3 cups of coffee a day?



Out of the total responses, 67.7% disagreed and only 32.2% agreed. This depicts that employees do not intake more than 3 cups of coffee a day. Drinking too much coffee increases cognitive functioning and also lightens up the mood but it has some side effects as well. High amounts of caffeine may make one feel irritable and sleepless which may arouse some major issues like anxiety and cause diarrhea.

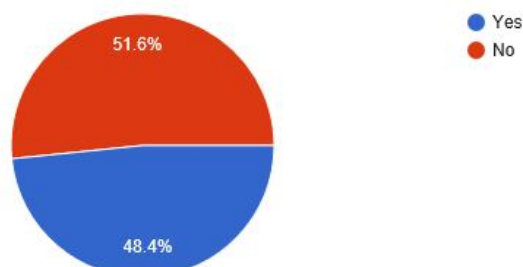
### Q13. Do you have less than two days off a week?



There is a very slight difference in the responses received. 51.6% expressed that they do not have less than 2 days off a week while 48.4% responded that they do have 2 days off a week. The proper weekend is needed for the employees to fulfill the following needs:-

- Spend quality time with family.
- Reduce stress levels.
- Engage in other activities.
- Get time for oneself.
- Mental rest

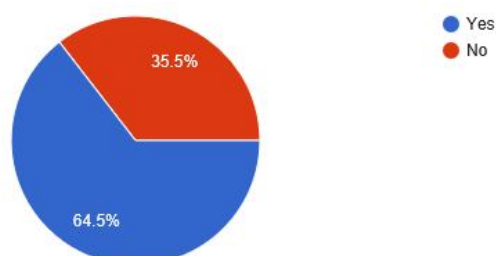
### Q14. Do you regularly work extra time during evenings or weekends?



### Reasons why employees work extra:-

- Too much work
- Meeting overload
- In-office distraction
- Striver syndrome

### Q15. Do you feel that you carry the burden of responsibility in your job?

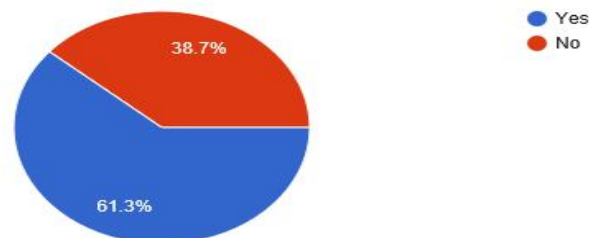


Out of the total responses, 64.5% agreed while 35.5% disagreed. When employees feel that they carry the responsibility in their job it becomes clear that they are under stress. Stress can make you feel anxious, tense and overwhelmed. Some common symptoms of stress can be low energy, headache, upset stomach, insomnia, chest pain, and rapid heartbeat.

There are some ways through which employees can reduce their stress level:-

- Avoid caffeine, alcohol, and nicotine.
- Indulge in physical activity.
- Get more sleep.
- Try a relaxation technique.
- Talk to someone.
- Keep a stress diary.
- Manage your time.

**Q16. Have you found yourself less motivated to do activities that you previously looked forward to?**



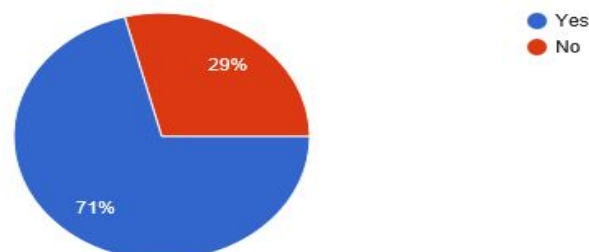
**The following responses were received to this question:-**

61.3% responded yes

38.7% responded no

Motivation is the key to success in every organization. Sometimes, employees underestimate themselves which adversely impacts their performance. In such a situation, organizations should play a major role of motivator. They should pump the morale of the employees and make them feel like essential assets of the organization. Employees should motivate themselves by remaining positive and not worrying about the consequences of their failure.

**Q17. Do you juggle several times at once during your workday?**



**The following responses were received to this question:-**

71% answered yes

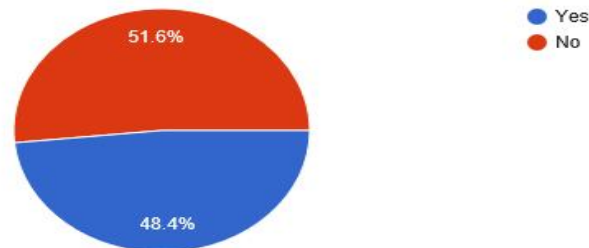
29% answered no

Handling more than one task at work can be a difficult job. One can succeed effectively only when they:-

- Have a positive attitude

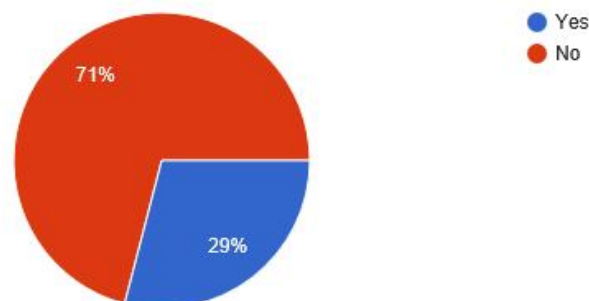
- Manage things effectively
- Don't be a 'yes' person
- Focus on tasks
- Complete daily targets

## Q18. Do you feel stuck in your job?



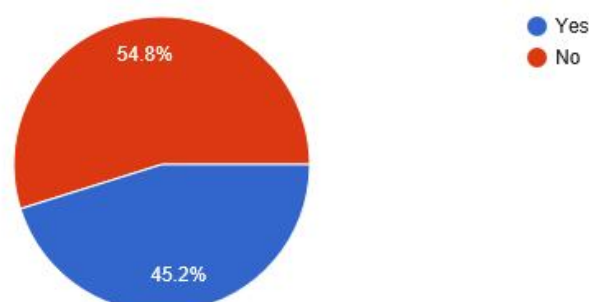
51.6% of the total respondents denied and 48.4% of the respondents agreed. There are three main reasons why employees feel stuck in their job. Firstly, the unreasonable behavior of the boss. Secondly, when employees waste time and talent on meaningless activities. Thirdly, when their personal and professional interests collide with each other. Almost all the organizations have some employees who are demotivated, dissatisfied with their jobs due to which they may have a feeling of being stuck in their jobs. To overcome this, the organization should undertake some steps to make them feel valuable like assigning some real tasks to them, listening to them, giving them opportunities, allowing them to explore, listening to their suggestions and motivating them for better performance.

## Q19. Do you work straight through the day without breaks?



71% of the respondents denied while 29% of the respondents agreed. This explains that without taking proper breaks at work can negatively affect the employees' productivity, mental wellbeing, and work performance. Employees who work without breaks often start dealing with long term stress which leads to job burnout. That is why it is important to encourage employees to take breaks during working hours. Breaks can help employees relax, release stress and charge up for the upcoming tasks. Regular breaks can also improve the employees' level of job satisfaction.

## Q20. Do you feel that you spend too much time at work?



54.8% responded no while 45.2% responded yes. This shows that when employees spend too much time at work, they fail to create a balance between their personal and professional lives. To create an equilibrium between personal and professional lives, employees must devote equal time to all the priorities.

For healthy balance employees must do the following:-

- Play to your strengths
- Prioritize your time
- Exercise and meditate
- Limit time-wasting activities and people

## **CONCLUSION**

To summarize, it can be concluded that spirituality does affect the work-life balance of employees.

Bringing spirituality in the organization benefits the organization in the following manner:-

- Employees can be highly productive, innovative and cooperative.
- Organizations can become purpose-driven and meaning-based.
- There can be a positive work environment in the organization.
- There can be a change from fear-based work culture to love based work culture.
- Employees may have a feeling of job satisfaction and may feel like important assets of the organization.
- Employees will feel happy, satisfied, enthusiastic and productive at the same time.
- Injecting spirituality can be a way to help build a work environment where employees can flourish and drive.
- Consistent management practices and decisions will be made in the organization with great focus on some spiritual values like integrity, honesty, hope, love, respect and nurturing.
- With spirituality in the organization, employees will learn to truly listen and speak without fear.
- There will be an atmosphere in the organization when management will value employees for who they are and what they can become and not on what they contributed to the organization.
- Managers will treat their employees in a respectful, responsible and caring way.
- Conflicts in the organization can be resolved through spiritual ways.
- Improvement in morale, job satisfaction, loyalty and productivity of the employees can be observed.

## **SUGGESTIONS**

Introducing spirituality in the organization is not an easy task as spirituality can have negative effects too. For example, when an organization introduces spirituality with a motive to increase productivity, it can lead to counterproductiveness.

Following are some suggestions for successfully introducing spirituality to consume maximum benefits for both the organization and its employees:-

- Workplace spirituality must be practiced honestly and truthfully irrespective of its positive effects on the employees in the short run.
- To ensure that spirituality positively impacts the employees, organizations must encourage employees to participate in the organizational program which is aligned with spirituality at the workplace. This might generate feedback from employees on workplace spirituality being experienced in the organization.

- To practice workplace spirituality effectively, training programs on interpersonal communication and listening skills can be of great significance.
- Workplace spirituality must correspond to the organizational goals. To know whether spirituality is being practiced following organizational goals, feedback from customers, suppliers and consultants can be a useful source.
- Lastly, workshops and conferences must be held from time to time to decide on how organizations in the future can integrate spiritual practices at the workplace and how it can benefit both the employees and the organization.

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## Intersection of Spirituality and Technology

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### ABSTRACT

*This paper first looks at how technology and spirituality are important to achieving happiness.*

*Then at how some of the social and cultural changes associated with the notion of a Digital Revolution, the result of the growth of the Internet and the emergence of 'cyberspace'. It then examines some basic 'spiritual' attitudes and how various debates within and between different schools of thought are changing attitudes about technology. Technology can be seen both as a degenerate practice and/or as a means to bring mankind to a higher level of consciousness or to a more well-developed civilisation.*

*It also looks upon how people are dabbling in many traditions instead of just one as technology gives us an ever-increasing access to choices. It tends to focus on how non-believers connect with similarly skeptical minds. Spirituality give us wisdom so as to keep our greed in check and may allow us to use technology judiciously. It then talks about the growth of agnostic and atheist as in 1990s as introducing of internet, top spiritual identification in the UK and the second most likely in North America & Australia, how some are "Spiritual but not religious" ( Internet Dating Services, Dogma/Dogmatic Term). Thriving in cyberspace, New age guru Deepak Chopra sees the internet as an extension of the human mind and consciousness, and believes it to be a harbinger of a great leap in human spiritual development.. Finally, the essay will discuss some of the emergent spiritual practices on the Internet itself.*

### INTRODUCTION

Spirituality brings out the inner self of a person. Each person has his own spiritual life and values, he may be a spiritual person or not. Spirituality plays a vital role in a person's life. To some it may help to determine what's right and wrong and to some it may be a way for them to connect with their spirit.

### SPIRITUALITY AND ITS ROLE IN THE WORLD OF TECHNOLOGY

It is a term which could be catered by a number of various perspectives. To many, spirituality can be defined as finding their purpose of living.

In general, a sense of hope that can vary from person to person on the basis of one's own experience, practices, beliefs, etc. Example: A person "X" who may be spiritually active by praying at common places of worship, but a person "Y" might find in comfort by being spiritually active in his personal space by praying to god or any other higher power.

It is concerned with matters of spirit. It should be noted that **spirituality should not be confused with religion**. In simple words, spirituality depends on our experiences and values but in religion depends upon someone else's experiences and values and we tend to take it forward by following the same. Therefore, it can also be said that spirituality concerns with our spirit.

**Therefore, spirituality can be classified into the following parameters:**

- It is a personal. Hence, is also informal.
- It is present oriented.
- It is based on your feelings/experiences.
- Different people may or may not have same spiritual practices.
- Promotes happiness, joy and calmness in oneself.
- Beliefs can be changed through time.
- Depends on emotional, mental and spiritual needs of a person.

As individuals we usually use technology in our selfish needs, depending on our spiritual needs. But technology and spirituality now go hand-in-hand and has not only grown together but also is helped human to advanced civilisation.

## **Technology has been divided into to parts**

- The first being the **objective technology** which helps us deal with the objectives/objects where you have no personal agenda, feelings attached to it.

For example: building or repairing of any instrument and the other being,

- The **subjective technology** which is about “you”.s

## **ARTIFICIAL INTELLIGENCE AND ROBOTICS**

Starting in the 1980s, there was a shift from the mechanical and analogue electronic technology to digital electronics. We are going through a time of robots and artificial intelligence that is surrounding us. The acceleration in technology and digitalisation since the 1970s-1980s till now is not only supervising but also is feared to be used in wrong doings. It has impacted humans both in social and cultural values both positively and negatively. If we compare our lives now to those who life 50 years before us, we will realise that technology has not only made our lives to move at a fast rate but also had made our lives simpler. But everything has it's pros and cons. If technology has given us so much it has also taken something from us. So much convenience in almost everything today has made us depended on technology too much and even without realising we have gotten addicted even to the thought of digital device.

In modern era, technology is being used as a medium as a mode of worship by many people and it has been a game-changer for spirituality. There are more than thousands of apps that are waiting to be downloaded into your devices from i-store, play store or any other mediums that have all the spiritual sayings, teachings, messages of any teachers. These spiritual teachers don't have to wait for people to be collected at there ashrams or sabhas to deliver there message to a group of people, they can upload there videos from anywhere in the world on YouTube that will reach a more bigger number of people than before. As of today, there are so many social platforms like YouTube, Facebook, Instagram and Twitter which are being used in order to spread there thoughts and reach spiritual seekers.

Where there has been a growth of such spirituality, these open forum's have also affected people and their spirituality. As the times have changed people have also changed their way of spiritual practices. Many have forgotten their traditional practices with time. In other words, it can be said that with so many forum's and choices people are dabbling to different in many traditions instead of just there traditional preferences. But just reading any article on any topic on the internet makes us feel that we know it all, similarly the internet also makes everyone feel that they have a guru inside them.

**Dogma:** A system of principles, from the 17<sup>th</sup> century the term has been on his peek since the internet age or in cyberspace. With all the growing of technology, robots have also been developed. But can these robots also have feelings as a human? Can they also be equally inclined towards spirituality as a human? Till now technology has made artificial intelligence such as Alexa, Google assistant and Siri that can communicate just as humans.

Countries like US are having there researchers find a way to develop a non-biological human mind and where countries like japan are worshiping robots in a buddhist shrine. Will robots now be our spiritual guides? A robot named Mindar knows the answer of all your questions.

The million dollar robot is trying to ignite the fire of spirituality and faith in the people of the country again. The same ways a robot, BlessU-2 was created in Germany to bless the people by being preprogrammed. Another robot, SanTo, figurine of saint. All of these robots spread a question: is silicon spirituality the new beginning? Or are the human gurus, saint, teachers of spirituality can be easily replaced?

In a time of such advanced artificial intelligence are we going to worship robots instead of gods?



A robot has a preprogrammed data structure which highly depends on the experiences and decisions that have been made by a human but how do we know that they understand everything we program in them? For example: A robot has been programmed in such a way that all the bible proverbs has been successfully encoded into it. Now imagine, a human goes to this robot in a state of misery and ask that how can he seek happiness where everything he has is lost? Now as a robot, it will only tell you the theoretical view but it will not understand your emotions or problems like a priest would. A priest would give you a broader scope of how can be done or how that person should move on and find happiness in other things of life. A robot will not know what a normal person feels when goes through hard times in life. But humans and robot can work hand in hand as partners as neither of them are perfect but together they can be.

## **CYBERSPACE AND SPIRITUALITY**

Issues of spirituality and faith are rarely mentioned within the globalisation context. Spirituality and faith have an effect on the globalisation development and area unit, in turn, is considerably influenced by globalisation. This article explores the interaction between spirituality and faith, and also the forces of economic science, technology up to date.

### **Economic process exhibits 5 main trends in spirituality and faith:**

1. Increasing trends to control religion and spirituality towards re-territorialisation
2. The mixing of spirituality
3. A larger thrust toward the individualisation of spirituality among shoppers
4. The improved role of cyberspace within the religion and also,
5. Combining of different beliefs of spirituality.

These 5 trends have an effect on quality of life because of the relationship between government and markets, 2 areas of interest to macro marketers.

Internet today reveals the new technological face of faith and explores the fascinating challenges expose by our colonisation of internet. Taking readers on a tour of electronic religion - to websites established by Buddhists and Muslims, to virtual gathering of people and virtual monasteries - Zaleski introduces United States to the trailblazing believers and therefore the cautious devoted to Internet. He explores the queries raised by cyberspace: We are going to the communities of church, temple, and house of non-existent God? We are able to non secular rituals crop up on laptop screens? We are able to have a tendency to find divinity in even electronic "deities"? With new metaphysicians and critics of cyberspace - John Perry Barlow, Jaron Lanier, Mark Pesce, et al - Zaleski reveals however technology is dynamical ; our visions of spirituality, worship will be sacred.

Cyberspace as a sacred area permits people to think about web influence on several levels together with the religious dimension. Internet reconnects humanity with the religion by challenging the philosophy of mind and body that underlies a lot of in western thought and philosophy. Net provides how to present the belief into the postmodernist context. It brings U.S. back the concept of "Christian Soul Space" and also the immaterial world by evoking a non secular feeling and sentiment. So as to contextualise online Christianity , the focal faith of this study , we'd like to appear at the depth and therefore the diversity of cyber spirituality and faith on-line. Many illustrations show that however internet is seen as associate in experimental religious area. A distinction by "Bauwens" offers insight that web will become an area for ancient non secular practise. Cyberspace turning into a religious area offers new prospects for religious experimentation and experiences. A study showed that believers were far more doubtless than skeptics to ascertain words and faces on a screen once there have been none, whereas skeptics typically didn't see words and faces that were really there. nevertheless once skeptics got the drug L-dopa, that increases the quantity of dopa within the brain, they were just as likely to interpret disorganised patterns as words and faces as were the non secular people.

## **INTERNET: THE GAME CHANGER**

In the new modern era, technology has become the additional mode in people's modes of worship. Technology has been a game-changer for spirituality. Mass-communication of religious messages was

created potential 1st through print, then radio and TV and at last the web, reaching each corner of the world. Today, attentiveness apps, software package that calculates astrology charts and non secular podcasts create spirituality even additional accessible. Technology has forever played a giant role in distributing and facilitating non secular messages, however these days it looks that technology is additionally and more directly applied in matters of the body, emotions and thinking patterns. Once technology is committed spirituality, it aims to boost or enhance these aspects of life. Meditation apps, as an example, aims to form it easier to meditate or change thinking patterns. One in all the newest developments is that of VR programs to get transformative non secular experiences. Though technology can make it a lot easier to simply accept what is, just because it will dissolve several obstacles we tend to expertise really, the power to totally settle for what's, despite what things brings, won't be accomplished by it. Even though technology might generate all varieties of profound and transformative experiences, by means of digital environments, as an example, during which we tend to might follow acceptive difficult things, this could ultimately not result in acceptance of what it is, because the underlying motivation for having these experiences would still be to boost ourselves, to exceed, to become higher. This doesn't mean that technology hinders a non secular path that's in accordance with the teachings of those non secular leaders as such, however it cannot contribute to its essential aims either.

In the past number of decades, the web has been the technological game-changer in spirituality, just as it's been in numerous alternative aspects of our culture. Now, a religious teacher doesn't need to gather associate audience and secure a TV contract before broadcasting his or her message. YouTube permits anyone to transfer videos and make stations for his or her own content. Some religious academics like Adyashanti & Brahma Kumari have created their medium entirely through this and have dramatically enhanced their audiences. Alternative social media platforms, like Facebook and Twitter, have verified another effective way to reach non secular seekers.

One distinction clearly separates the web spirituality of the twenty first century from TV and radio preaching of the twentieth century: Dominant and ancient types of spirituality now not get all the time. This has allowed religious the ease in gathering religious info from a range of sources, rather than merely receiving information from their ancient religions. Japanese philosophies "alternative" types of spirituality, that are currently highly in style on YouTube, had cultural presence within the half of the twentieth century, however they'd remained marginalised, a part of the reformer culture of the '60s and also the reviled "new age" spirituality of the late '80s.

The internet's open forum for non secular discussion has had variety of effects on the means individuals apply spirituality. First of all, it seems to have diminished devotion to ancient non secular methods. In different words, with such a lot of selections, folks are less likely to easily select their families and culture's ancient preferences, and it increases the chance of dabbling in several traditions rather than only one. This trend includes increased willingness to choose atheism or agnosticism, stances once therefore taboo that folks were unlikely to identify as such due to social stigma. Those that do not believe in God have found a united voice by connecting digitally to those with a equally skeptical mind. Self-identification as agnostic or atheist has skyrocketed since the introduction of the web within the Nineties, turning into the highest non secular identification within the U.K. and therefore the second-most likely in North America, Australia, and Europe.

## **SOCIAL NETWORKS FOR SPIRITUAL DEVELOPMENT**

Social media is changing into all rising areas of health. In fact, the Keck faculty of drugs at University of Southern American state the most vital new technology that influences public health reach and awareness, owing to its ability to assist others connect and share data. As it becomes a lot of prevailing social media features a bigger impact on our non secular health and well being too. Whereas numerous, if not all, social media platforms are justly criticised for his or her drawbacks, they'll additionally greatly enrich your non secular life. It's going to appear unreasonable, however using social media will even have a good positive impact on your non secular growth.

Social networking websites are one aspect of the web that continues to enjoy explosive growth as a result of users like to share info. Whereas major social media sites like Facebook, Twitter, and

Instagram tend to outline social media, there's a growing market as well as one for the non secular demographic. Pinterest's evangelical first cousin in 2014 is clearly not Christianity's answer to the Pinterest, however it seeks to be an internet destination to interact in the world dialogue concerning faith and spirituality which has social networking options, groups and even blogs to make its online community.

God interest Blogs connect to thought news sites, alternative non-faith blogs, and online cooperative information networks like Wikipedia and may be something from personal diaries to daily screeds concerning current events. Some are extremely narrow-minded and include personal stories. "But their content is additionally distinctive as several non secular blogs are written by folks seriously engaging with their religion. Some bloggers write specifically concerning sacred texts. Others are a lot of culturally orientated, covering the ways that religion intersects with the humanities and politics. By chronicling how they experience religion in their everyday lives, God interest bloggers don't seem to be solely connecting with the broader public, however also to themselves and are gradually carving out their own section of the non secular blogosphere."

## **TECHNOLOGY EXCEEDING HUMANITY**

With the rise of technology humans have achieved things that was difficult for the human body alone.

It has both positives and negatives. For example: a car used for transportation can be used as a positive approach of technology, a gun for hunting of animals. But it doesn't stop just here most of our information is being held by many data bases that can be easily used against us.

Though technology has helped us in many ways it has also made us isolated. We now spend more time alone than with others. Rather than now going to worship places we prefer sitting at home and opening our phones to download at sacred books to read. Technology has now the ability to challenge us on our faith and values. In a world of so much to learn, feel and enjoy we find ourselves alone due to the paths we walked that have now become more long and we fear that we might get lost in the way. Technology has been a friend and a foe to us. It has taken over our lives in ways that we fail to understand or control anymore. From a small calculator to heavy machinery in factories we are surrounded by it all and cannot escape it.

## **TECHNOLOGY: BOON OR BANE**

"Is Technology a boon or a bane?" not a simple question to answer. It's a topic with several complexities, that are beyond the scope of this review. The actual fact is technology has contributed to significant improvements in areas of medicine, communication, education, worship.

Technology could be a boon as long as it is our slave. It's when we let it become a master, that it becomes a bane. Mind you on it's own, technology will never be your master. We are light years away from robots who will control humans and AI, therefore let's not even go there 1st. Once we say technology is dominating our life, in a sense we're permitting it to try and do therefore. As human being have got a brain, to make a decision what's wrong, what's not, once to prevent, and once to get off. If you're unable to use that brain, you don't have any right to blame others for it. Individuals complain that technology makes one lazy and obese.

Technology helps us improve our lives and make things easier. However, there are 2 sides to everything. Undoubtedly, AI can grow more, however I am positive it'll have each a positive and a negative impact on the globe. I cannot stop myself from agreeing that affirmative, whereas AI goes to create life easier with all the advanced gadgets, however but what about human beings? Where can we go? Are jobs going to exist? Can they keep secure? Can the 'human touch' still be necessary or can technology take over everything?

We don't have to surrender technology; however we do have to quit the illusion that technology will make us happy. As religious beings our happiness does not lie in material acquisition, but in spiritual realisation. By religious knowledge and practise we discover happiness in loving and serving god, we are able to use technology in his service, for spreading his message and mission. Similarly, just like thieves breaking the laws and rules, technological advancement is against the aim of the material world. However once people's spiritual knowledge is being taken away by the propagation of

godlessness and materialism through technology , what should the spiritual guardians of societies 'the devotees of God' do? They use a similar technology to smartly propagate God consciousness and spirituality. They so attempt to save the innocent people from being misled into unnecessary suffering in the name of technological process. And at the end the materially crippled India has to recognise it's wealth of religious knowledge. If we acknowledge our various endowments and deficiencies , we will become pioneers in bringing out an religious revival , which is that the solely hope for our disastrously misled modern world. So are we ready?

## **CONCLUSION**

Intersection of Spirituality & Technology is a wild concept. The study covered by us shows the analysis of how attachment to technology in respect of spirituality affect the lives of people. Spirituality influences the beliefs , demands and behaviour of consumers all over the globe.

Therefore , a separate study can be done on this to know more about the combination of Tech with Spirituality. Further research on Spirituality with Technology can reveal the good and bad connection between each other. Thus , it has developed and increased at a vital scale in today's time and requires more and more of new research to be conducted by researchers.

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## **Managing of Personal Finance: Impact of Spiritual Intelligence & Financial Literacy**

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### **ABSTRACT**

Financial intelligence refers to the intelligence in managing personal finances. The right financial management practices can result into maximum benefit from the funds one has. Spiritual intelligence is concerned with mental enlightenment i.e., the capacity of a person possessing a socially relevant purpose in life by understanding self. People with high spiritual quotient possess ability to comprehend life by being optimistic, giving positive inferences to each and every incident, trouble, even agonizing their experiences.

The purpose of this study is to determine whether there is an association between spiritual quotient and financial literacy on the management of personal finances. To find the positive and significant effect of spiritual quotient and financial literacy. The sample in this research is 60, primary data has been collected through questionnaire using convenience sampling.

**Keywords:** Financial Behaviour, Financial Literacy, Spiritual Intelligence, Management of Personal Finance

### **INTRODUCTION**

Financial behaviour, its development in the world of business and academia began in 1990 which the development of finance behaviour is characterized by the presence of someone's behaviour in the process of making the decision (Ida & Dwinta, 2010). Financial behaviour should involve accountability and responsibility of the financial decisions and behaviour so that both individuals and families' finances can be managed properly. The financial behaviour of the Indonesian people generally tends to be consumptive, so that then raises a variety of other irresponsible financial behaviours such as lack of savings, investment, emergency fund planning, pension funds and budgeting for the future. Financial studies in the field often discuss issues related to individual finances which are known as personal finance. (Nidar & Sandi, 2012) stated that several studies have examined a lot of problems in the financial sector both in the corporate sector and the public financial sector, but there are still few studies that examine the problem of personal financial management of students at a University in Indonesia. Personal financial literacy is an important element in making financial decisions in the field of managing personal finance in improving welfare for the realization of financial freedom. Managing personal finance financial management behaviour is an expertise in arranging, planning, budgeting, checking, managing, controlling, searching and storing daily financial funds Kholilah & Iramani, 2013. College period is a transition period or an individual transition period from adolescents to adults. The situation who's far away from parents urges students to conduct financial management wisely, independently and responsibly. Students who are in transition will shape themselves into good people in the future. If students are not imparted with sufficient knowledge in the financial field and the ability to manage money well, what happens is the student's mistakes in managing his personal finances. For students, managing personal finance is not an easy thing to do because financial problems are complex hence most students do not yet have income, the reserve funds are also limited to use every month, as well as the consumptive behavioural phenomena that develop. Student life is often in contrast to the financial condition of the family finance, but they force themselves to be comparable to other people around them who are already well-established in the economy. Students who have high spiritual intelligence will distinguish themselves from others, which they will be able to behave and behave positively in every decision taken. If understood carefully and thoroughly, spiritual intelligence will have a good impact on a person because it will lead to positive attitudes in themselves such as responsibility, independence, honesty, and optimizing freedom in financial management. Spiritual

intelligence is different from emotional intelligence and intellectual intelligence. Spiritual intelligence is a person's ability to find solutions to problems (Soebyakto & Ming, 2012). Spirituality does not have to be associated with someone's closeness to the divine aspect, because even a humanist or atheist can have a high spirituality. Spiritual intelligence has more to do with the enlightenment of the soul. (Ahmadian, Hakimzadeh, & Kordestani, 2013) define spiritual intelligence as an ability in a person to build dreams and provide the power of desire to fulfil those dreams. People with high spiritual intelligence have the ability to interpret life by giving positive meanings to every incident, trouble, even agonizing they experience. Positive behaviour and actions can be carried out by perceiving positive meaning and can have the ability to arouse the soul. (Malik & Tariq, 2016) in their study revealed that spiritual intelligence plays a positive and significant role in the quality of someone's work. (Karvof, 2010) said that spiritual intelligence is needed in managing money (personal finance) because it can cause gratitude, joy and clarity of mind in a person. Clarity of mind will make someone thinks wisely and manifest how to manage money properly. Then spiritual intelligence is needed in personal financial management. (Sina & Noya, 2012) state that there is a significant but not significant influence between spiritual intelligence on students' personal financial management. Management of personal finance is also determined by the financial knowledge possessed by each individual. (Cummins, Haskell, & Jenkins, 2009) revealed that a person's ability to manage finances is one of the important factors to achieve success in life so that the knowledge of good and right financial management becomes important for members of society, especially individuals. Knowledge refers to what individuals know about problems in personal finance, as measured by their level of knowledge about various concepts of personal finance. Financial knowledge is someone's mastery of various things about the world of finance (Kholilah & Iramani, 2013). Current developments refer to knowledge about the finance which was introduced in various levels of education. There are various sources of knowledge that can be obtained, including formal education, such as in lectures, seminars and training class outside of school, as well as informal sources, such as from parents, siblings, friends, and work environment. (Willis, 2011) in his research stated that effective financial education will concern with financial behaviour that will improve welfare. (Christian, Farida, & Ihsan, 2016) stated that financial education has an effect on managing personal finance in achieving financial satisfaction. This is also supported by the research conducted by (Andrew & Nanik, 2014) that there is significant relevancy between financial literacy and financial behaviour which the higher a person's financial knowledge is owned, the wiser it will be in financial management. As with the research conducted by (Nababan & Sadalia, 2013) which stated that a person's behaviour in managing money is not always influenced by the level of financial knowledge possessed, because there may be other factors that affect the management of individual finances such as psychological, emotional, intellectual, intellectual, spiritual, self-efficacy, etc.

Financial intelligence refers to the intelligence in managing personal finances. The right financial management practices can result into maximum benefit from the funds one has. As per the personal life is considered only three financial decisions are to be taken that are each period's amount of consumption; how to fund the consumption and investment; and income is excess and where and how to excess is to be invested. One needs to impart knowledge, attitude and execution of healthy personal finance for an objective or aim of achieving financial prosperity. It is important to know whether spiritual intelligence and knowledge have a significant influence on managing the personal finances of students, or there are other factors that influence it more. The objective of this study is to know the impact of spiritual intelligence and financial knowledge on the management of personal finance. Based on these explanations, the research hypothesis can be formulated from each independent variable, namely: Spiritual intelligence and financial knowledge has positive implications for personal finance management. The subsequent research can add to the sample taken, and other factors that are thought to influence student financial management such as emotional intelligence, peers, and others need to be added.

## **LITERATURE REVIEW**

Managing personal finance i.e., financial management behaviour is an expertise in regulating, planning, coordinating, budgeting, checking, managing, controlling, searching and storing daily financial funds Kholilah & Iramani, 2013. The management of personal finance is someone's financial responsibility regarding the way of managing their finances which are considered the most productive.

Spiritual intelligence according to (Emmons, 2000) is the use of adaptive spiritual information to facilitate daily problem solving and achieving goals. There is five spiritual intelligence, they are: 1) Capacity to transcend physical 2) Ability to experience awareness in high condition, 3) Ability to sanctify daily experiences 4) Ability to utilize spiritual resources to solve problems and 5) Capacity to be virtuous. (Zohar, 2000) introduces a book entitled "Spiritual Intelligence: The Ultimate Intelligence" which defines spiritual intelligence as intelligence which someone can access the meaning of vision and core values of his life. (Ahmadian et al., 2013) define spiritual intelligence as an ability in a person to build a dream and also provide the power to fulfil that dream. Meanwhile, (Alam, 2014) argues that spiritual intelligence is an approach of problem-solving to someone who stresses on ethical values, cognitive and emotional intelligence.

Financial knowledge is someone's mastery of various things about the world of finance (Kholilah & Iramani, 2013). (Khan, Rothwell, Cherney, & Sussman, 2017) suggested that financial literacy is someone's explicating of financial problems. Individuals must be aware of the micro and macro-economic environment and study about problems finance basic every day such as savings, investments, credits, interest rates, inflation-deflation, and pricing of consumer products. Financial knowledge is a conceptual definition of financial literacy. Financial literacy describes financial education programs by learning a certain skill so that individuals have the ability to control their financial future.

Sisk D. (2002) applicability of Spiritual quotient and intelligence if for human beings only. Individuals can improve their personal interests, preserving values and achieving their goals using spiritual intelligence. Spiritual quotient enables individuals in utilizing their abilities for overcoming difficulties. Spiritual Quotient is the foundation of personal beliefs and has a significant role in individuals' reactions and forming their lives.

## OBJECTIVE OF THE STUDY

1. To study the influence of financial intelligence on the managing personal finances among the students.
2. To study the impact of spiritual intelligence on the managing personal finances among the students.
3. To study the influence of financial intelligence and spiritual quotient on the managing personal finances among the students.

## METHODOLOGY

This research is an associative study to study the impact of spiritual intelligence and financial intelligence on managing personal finances. Data collection is done by using the questionnaire method distributed to students in Noida in January 2020. The sample of the study was 60 students using the convenience sampling method. Multiple linear regression analysis is an analytical technique used in this study to solve existing research problems.

## RESULT

60 students were observed expecting them as to represent students in Noida to see money flow for the average non-food consumption expenditure:

Table 1 Average non-food consumption expenditure by the students		
Expense Type	Average	%
Communication Expenses	103.58	19%
Education Support	83.75	15%
Entertainment Expenses	214.97	39%
Fashion	149.00	27%
Amount	551.25	100%

It can be observed from the above table that the student's average cost of entertainment is the largest i.e., 39% as compared to the consumption with respect to education support that is only 15% have a low

average. The table above demonstrates that there are many students spending their money on things on entertainment, fun and leisure instead of supporting education. Therefore, to persuade good knowledge of managing finances it is crucial to study spiritual intelligence and students' financial literacy

Empirical studies also proves that there is a correlation of low financial literacy with problems of debt Lusardi and Tufano, 2012 and according to Chen & Volpe 1998 says low knowledge leads to ineffective decisions in their finances. So financial intelligence and knowledge can help students in analysis and taking the right decisions pertaining to the finances to prevent financial problems.

Financial literacy observation by distributing questionnaires to 60 students representing the students in Noida:

Table 2 Financial Literacy			
No.	Aspect	F	%
1	Personal knowledge of finances	34	56.67%
2	Savings and Loans	39	65%
3	Insurance	25	41.67%
4	Investment	30	50%
	Average	53.36%	

It can be noted from the table above average students financial literacy is 53.36% which is low.

Apart from financial intelligence, other elements of intelligence are also there in the humans, one of them is spiritual intelligence which is used to achieve triumph in work and life. According to Sina & Noya (2012: 171) spiritual intelligence gives sense to life that persuades the making of a virtuous goal and if related with the flair to manage personal finances, spiritual intelligence can stimulate the goal determination avoiding financial biases. Spiritual intelligence also leads to optimism such as accountability, independence, truthful and augmentation of financial freedom opening plethora of opportunities.

### Validity & Reliability Test

95% significance level and alpha 5% with r table value 0.250.

Test results show that the Cronbach Alpha, X1 number is 0.783, X2 is 0.852 and Y is 0.897 which means that the variables X1, X2 and Y are reliable.

### Multiple Regression Linear

Table 3 The Impact of Variable to Managing Personal Finance						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.678	8.823		1.081	.287
	Financial Literacy	.579	.079	.677	8.240	.000
	Spiritual quotient	.324	.119	.218	2.679	.008
a. Dependent Variable: Personal Financial Management						

A regression model  $Y = 9.678 + 0.579X_1 + 0.079X_2$  is obtained from the processing the data in the above table.

It can be identified that the constant value is 9.678 based on the regression equation value. The financial literacy variable coefficient ( $X_1$ ) is = 0.579 and the spiritual intelligence variable coefficient ( $X_2$ ) = 0.324 explaining that if any one of the variable is increased by one unit or 100%, then the managing personal finance will increase 0.579 or 57.9% and 0.324 or 32.4% respectively. It can be observed from



the equation that the impact and influence of financial knowledge and spiritual intelligence on managing personal finances individually is positive.

On the basis of processed data through the SPSS 20 program from the above table it may be observed that the value of  $t_{count} > t_{table}$  of financial literacy variables and the spiritual intelligence variable is  $8.240 > 0.677$  and  $2.679 > .666$  respectively, value is positive with a significant level of  $0.000 < 0.05$  and  $0.008 < 0.05$ . This results the acceptance of the hypothesis that financial literacy and spiritual quotient impacts managing personal finance individually.

Table 4 F Test (Simultaneous)				
Model		Sum of Squares	F	Sig.
1	Regression	3562.478	53.843	.000b
	Residual	2193.861		
	Total	5756.339		

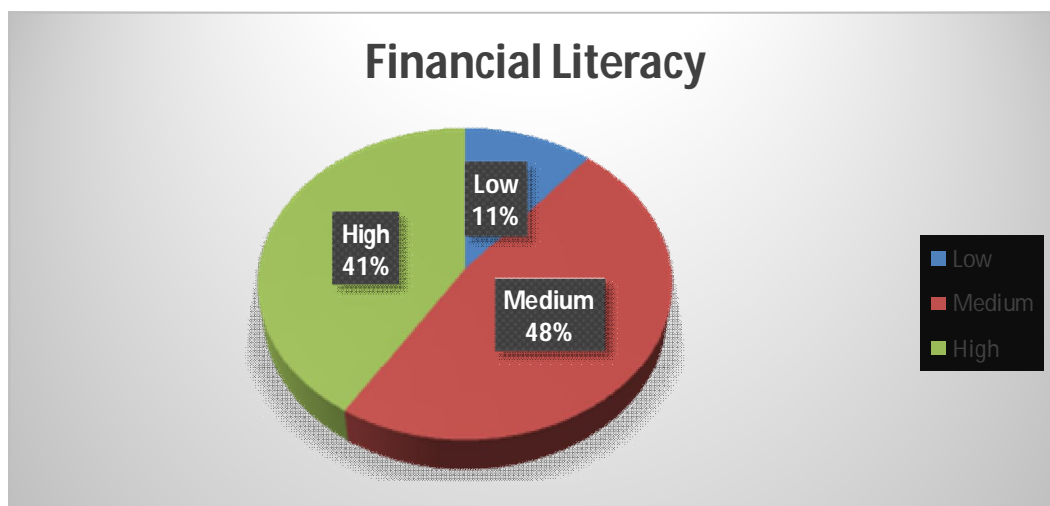
The table above represents that the  $F_{count} > F_{table}$  is  $53.843 > 3.23$  with a significant level of  $0.000 < 0.05$ , resulting to the acceptance of the hypothesis concluding that financial intelligence and spiritual quotient have significant and positive impact on managing personal finance.

Then the Coefficient determination test results revealed that  $R^2$  square is 0.56.3 (56.3%) imparting that financial literacy and spiritual intelligence influences managing personal finance together of 56.3%. The rest is impacted or affected by other variables beyond the research analysis.

## FINDINGS

### The impact of financial intelligence on managing personal finances

In modern era, students' need and hankers are progressively complex. Students of millennial generation category falling in the age group of 17 to 37 years to be considered peculiar substantially in matters pertaining to technology usage of electronic products, smartphones and internet access. Millennial generation students possess some fairly distinctive habits such as constant usage of gadgets, inclination towards online payments and active usage of social media (Andreas, 2018: 44), growing online shopping platforms and shopping centres spreading across making the consumptive lifestyles of student. Financially literate students should have the ability to prepare their future finances, such as, 1) having limpid financial aims and plans; 2) if you require debt, using it for constructive things; 3) preparing for old age i.e., pension funds from now; 4) preparing funds for further education; 5) having plans for savings and investment.



It can be observed from the above chart that the financial literacy of students tends to be in the medium category of 48% which elucidates that students are very much aware about the importance of financial literacy in their personal life.

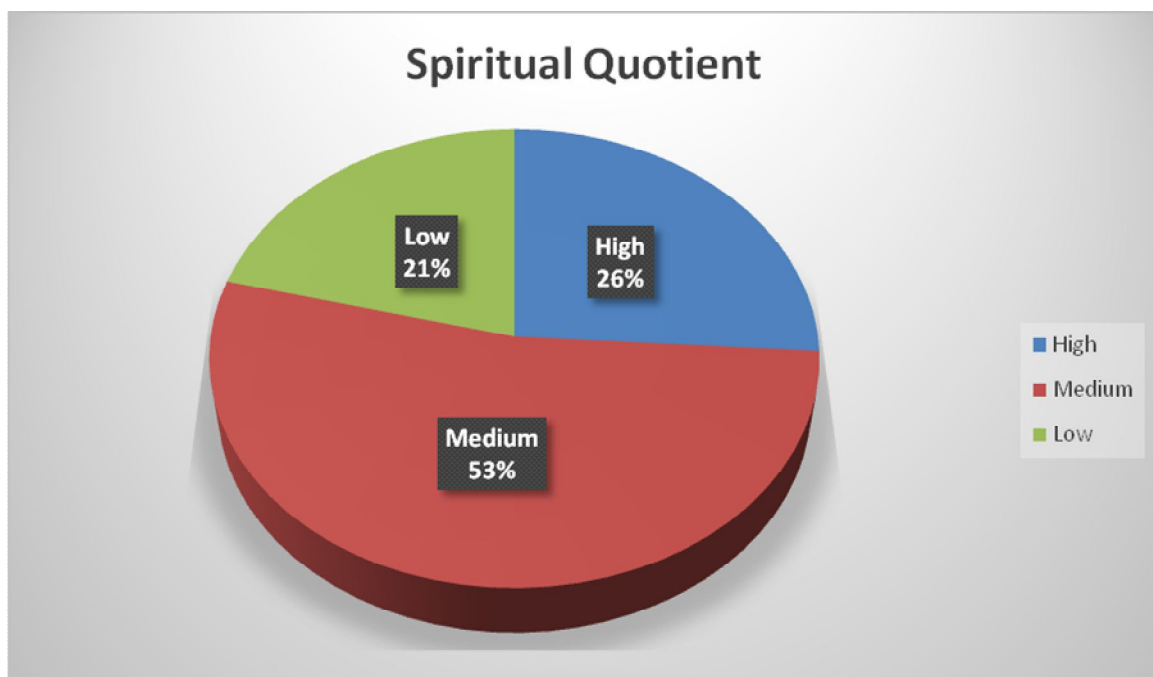
It can be explicated from the t-test results that financial knowledge partially has a positive and significant impact on students' managing personal finance or hypothesis is accepted, comprehending to Ida's (2010) research which states that financial literacy has a positive impact on managing personal finances.

With a cognizance of financial literacy, a person's ability increases income potential and helps in prepare for pension funds for ensuring a secure financial outlook for the future, so students must be accoutre with financial knowledge. Substantially about compiling budgets, saving funds, and balancing income, participating in insurance or investing appropriately. A great level of financial intelligence is positively correlated to greater levels of income and savings explicating the better level of student's financial literacy, the better students can manage personal finances smartly.

### **The influence of spiritual intelligence on managing personal finances**

Spiritual intelligence is possessed by every individual giving meaning to life that persuades noble goals. Association with managing personal finance, it will stimulate preventing financial biasness. Spiritual quotient also leads to optimism such as accountability and responsibility, independency, truthfulness and optimization of financial freedom that can open plethora of opportunities, as well as one can also help individuals in financial decisions to prevent mismanaged managing of personal finances.

Karvof 2010 stated that "personal financial decisions include: charity of 10% of total income, education and protection of 20% of total income, investment of 30% of total income, living costs of 40% of total income". Reason being 10% charity is an individual social accountability and responsibility towards other human beings, with good managing of personal finance a person is also required to have compassion, help others and achieve financial freedom. Spiritual intelligence variables (X2) shows on the basis of the research conducted that the spiritual intelligence among the students is in the good category.



It can be explicated from the above chart that the spiritual quotient of students is medium, which is 53%.

Spiritual quotient variables partially have a significant and positive impact on student management of personal finances or acceptance of hypothesis.

## The effect of financial intelligence and spiritual intelligence on managing personal finances among students.

Financial intelligence and spiritual quotient together have a significant and positive impact on managing personal finances. Good management of personal finances can be measured from the level of financial intelligence that students possess, spiritual intelligence that persuades students to be optimistic, accountable and responsible for their managing of personal finances. Financial intelligence and spiritual quotient helps individual students in managing personal financial planning, they can maximize the time value of money and greater will be the benefits gained by individuals and will improve their life.



On the basis of the chart, it can be implied that the managing personal finances of students is of the medium category, i.e., 53%.

From the results it can be observed that the independent variable contribution percentage, i.e., financial knowledge and spiritual quotient to the management of personal finances amounts to 56.3 %. Deviations in the independent variables used can explain 56.3% variation while the remaining 43.7% is influenced by other variables beyond this study. Therefore, it can be explicated that financial intelligence and spiritual intelligence does have a significant and positive impact on the managing personal finances by students.

Consistency exists with the Giltman theory in Yushita, 2017: 14 result is obtained, that management of finance is the talent, flair and science of financial resources management at the individual level. Managing personal finances includes two things, to name them financial knowledge and artistic quotient. Finance literacy is one of the elemental variable serving crucial for each individual. Realisation of responsibility and self-reliance eventuate from discipline in determining priorities which is fundamental for managing finances. Comprehending to Sina's research (2012, 171) stated that financial management is influenced by spiritual intelligence, an attitude of accountability and responsibility helps to cling and follow management principles, specifically efficiency and effectiveness.

## CONCLUSION

The following implications can be obtained on the basis of results of research data:

- (1) A significant and positive influence exists among financial literacy on managing personal finances.
- (2) A significant and positive influence exists among spiritual quotients on managing personal finances.
- (3) A significant and positive influence exists among financial intelligence and spiritual intelligence on managing personal finances of students.

With an aim of providing better understanding of the knowledge of their personal finances and good spiritual intelligence, the conclusion of the results of this study are shown so that they can become smart students on the financial front can manage finances well, lead a prosperous life and prevent themselves from experiencing difficulties.

The lowest value for the variable spiritual intelligence is in the statement "In making financial decisions, the vision and purpose of the life exceed than the material ownership." Suggestions that can be given are in making the vision and mission must be logical and adjust to the income they had. The lowest value on the financial knowledge variable exists in the statement "I know the knowledge of insurance premiums". The meaning of this is that students do not know about insurance, which is it should be improved by giving emphasis to the subject discussed at the time of the lecture and providing counselling and socialization to students about the importance of insurance in everyday life.

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## Role of Spiritualism on Moral Behaviour of the Students

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### ABSTRACT

*Since the ancient times, Spiritualism is considered as a high end system of belief or religious practice based on supposed communication with the holy spirit which people regard as their deity or God and can sense its presence around. Moral Conduct can be regarded as some code of honour that drives one person to follow certain norms or standard behavioural pattern. Spiritualism and Moral Conduct shares a direct relationship as a person's beliefs and values define his/her moral conduct. This paper presents an analysed review on the meaning of spiritualism and how their roles impact the moral behaviour of the students.*

### Research Methodology

*Research Design: The main objective of this study is to gain student insights and facts about spiritualism and how they can co-relate it with their moral behaviour.*

*Research Approach: To showcase and present our data we will use a theoretical study and exploratory study approach.*

*Data Collection Method: No Quantitative data has been collected.*

*Data Analysis Method: The data analysis and interpretation of this research will be mostly represented on Qualitative manner. As mentioned earlier, Surveys and other statistical tools would not be used in this study.*

*Keywords: Spiritualism; Moral Conduct; Beliefs; Values*

### INTRODUCTION

It is indeed a well known fact which our ancestors have always passed down upon us that the ultimate meaning of spiritualism is to awaken the true humane or soul within ourselves to feel the presence of a positive energy around and reinforce it in our daily activities and eventually, formulate a huge connection of our personality and self being as one. Spirituality is sort of what religion is, which is why a person won't be religious but spiritual, thus establishing that spirituality is an act that transcends all. The proper combination of compassion and self-awareness plays an enormous role in extinguishing all the negativity and self-doubting behaviour from one's mind. Morality refers to non-public or cultural values that help us choose the appropriate behaviour during a social setting, which is precisely why it is so closely linked to spirituality. Being a person who holds high morals means the life that is being led by this individual is honest and virtuous, which he or she holds a transparent conscience, with stark knowledge of what is right and wrong, or what path he/she has to follow to attain the inner harmony. This helps a person to become self-aware, which is the cornerstone for spirituality and thus reaching us to the point of how the concept of Moral Behaviour and Spirituality is directly related and governs or supervises one or the another.

In our daily lives, we face physical as well as psychological issues that tend to divide us on the basis of the moral grounds and make us consider and question the "good and bad" factors of our life. A large, empowering segment of our personalities is predicated on the exposure to such morals and ethics that outline the character of an individual. Morals, Ethics and Spiritualism are terms used interchangeably, in our daily lives but are reasonably different from each other. Moral Behaviour and ethics are loosely associated with the entire concept of "good and bad" or what we perceive as "right and wrong". It relates to how an individual perceives these concepts differently than the way the society and their community define these concepts for them. Therefore, moral behaviour or moral values are more individualised as compared to ethics, which are largely created by the general public for the individuals to follow as norms. Spiritualism paves the way for a person to be content, happy and relaxed. A person

with high morality will display behavioural characteristics that show him or her to be humble and rational, thus positively establishing that there is a link to the spiritual self with the outside world also. Ethics, on the other hand, are the guidelines and norms that are set by the community in which a person grows up and is predicted to follow so on to clearly distinguish between “right and wrong”. Communities and Societies set these guidelines for a person so as each one of the behaviours and actions fall within the gambit of behaviour that's allowed by the community, for the sake of betterment and proper functioning of the society. This is often why, moral behaviour is practised by individuals to become more self-aware of their actions and results for their particular behaviour upon any given situation. The true path of spirituality has been highlighted by Buddhist ethical precepts that guide an individual on the “Five Precepts of Right Behaviour”, that specify non-harming acts by the means of not taking any advantage or destroy any living being or their property; by not taking what's not given or provided to you; restraining from sexual misconduct; by avoiding the misuse of any chemical toxins, and by practicing ‘Right Vocal or Written Speech, which is defined as speech should be true, kind and important.

However, within the present world scenario, it is difficult to follow these precepts, though even as necessary and important, because it has become way more complicated to follow such righteous deeds in this dynamic era. Thus, this Research paper would study and review different Research Papers presented all around the world by the best scholars and academicians talking about how Spirituality can determine and change the behavioural pattern of an individual into a negative or a positive factor in his/her upcoming life.

## **RESEARCH METHODOLOGY**

This Research Paper reviewed and analysed a set of 15 (Fifteen) Empirical research papers and presentations with respect to the empirical research design and its related facts presented. The 15 research papers which are published in almost every top journal during 2003-2019 are collected from the best five management science publishers, namely, Elsevier Ltd, Journal of Business Ethics and Management, Novelty Journal, Springer Link and MDPI Journal of Social Science. These research articles are selected for the critical analysis of theoretical research methodology and further Literature review on the basis of their design, scope of study, material and topics of discussions covered. Spiritualism and Moral Behaviour being a very vast and descriptive topic has a huge number of sublime short topics included in them. As discussed in the introductory part, Spiritualism plays a direct role in shaping and adjusting the Moral Behaviour of the students. Thus, these 15 papers were selected exclusively after extensive study process because of their captivating work ideologies, the data and survey conducted and how they portrayed the importance of spiritualism in our day to day lives. One can also see how the Moral Behaviour of different group of people ie: Students, Employees, Teachers or whole Population is being affected adversely or not by the further teachings of Spiritualism in the assigned area of Research. Null and Alternative Hypothesis are being resulted by many papers showing either the difference can be seen or not either in Qualitative factors or in Quantitative factors. The Selection of these papers has also been conducted on the basis of the keywords used and searched for the same purpose. The keywords like Spiritualism, Moral Behaviour, Importance and Role of Spiritualism, Morality, Ethics, Values, Norms, Behaviour among students and Spirituality among teenagers are being used for the same.

## **LITERATURE REVIEW**

This research paper showcases a literature review, a classification of different research papers all around the world and research agendas by various countries involved in this particular research.. Fifteen research papers from various countries worldwide were reviewed. A classification of these studies, based on research similarities and patterns, resulted in five areas being identified for the broader view of Spiritualism - ethical perspective, business ideology, development and personal issues, application issues of these values, and methodology issue.

According to the data provided, it can be seen that Western and European countries have a majority in getting their research paper implemented with the current topic of Spiritualism and Moral Behaviour as compared to Asian Countries. India, being the root for providing the true meaning of what attains the meaning of Spiritualism has the least number of paper being published in accordance with this topic.



The reasons that are being highlighted because of the same could be the shortage of resources and not an ample amount of knowledge among various groups. On the other hand, western countries like Russia, Kazakhstan, Italy, UK and even US can be seen conducting a huge level of research on how the role of Spiritualism can play a great impact on shaping and analysing the moral behavioural pattern of the students and other different individuals in our society. A society includes various individuals, thus, the research paper not only limit its scope to students but to other members as well. Every Research Paper studied and analysed in this literature review not only see the qualitative aspects but also the quantitative reasonings and logics behind how accurately the behaviour is being triggered or changed with the impact of Spiritualism.

Nadezhda Yachina (2015) in his paper 'The Problem Of Spiritual And Moral Formation Of Personality' talks about the basic concepts of the educational process –religion, morality, spirit and spirituality. He also talks about the working methods of realising these capabilities in the process of students' education and development. To test the findings, an integral variety of theoretical and complex methods of research have been used. This social activity, in which 125 students from different universities took part, resulted in the following: The importance of substance value was noted by 100% of students; values of communication and collaboration with a person is shown by 100% students. The tools and values for the formation of a spiritual and moral behaviour of a person according to students' opinion are the following: religion - 70%; freedom-100%; creative work-68%; tolerance -100%.

Fidelis Aondoaseer Ayatse, Kenneth Chukwujiokwe Agbim and Godday Orziemgbe Oriarewo (2013) in their paper 'Spirituality, Ethical Behaviour and Ethical Business: The Impact of Relatedness' talk about the bond and relationship shared among behavioural patterns of a spiritual person, spiritual values, ethical behaviour and ethical business all around that particular individual. Survey data from 150 respondents were recorded using Pearson Product Correlation Model. A cross segment survey design and table was adopted to generate data to test the research hypothesis. The results revealed that a spiritual person's behavioural characteristics, spiritual values, spiritual virtues, ethical behaviour and ethical business are directly and vastly related. Thus, it can be concluded that aside the different measures adopted to check the deviations, the inner harmony and practice of spiritual values by businessmen/women will ensure the ethical business practices somehow.

Joseph H. Astrachan (2018) in his paper 'Values, Spirituality And Religion: Family Business And The Roots Of Sustainable Ethical Behavior' talks about the urgent importance to take a deep insight at ethics and values on individuals. He also discussed about the role religion and spirituality play in changing the ethical business practices in a family business.

The paper motivated methodologically hard and fast submissions using different analytical approaches and innovative methods, including qualitative as well as quantitative methods that allow for the generation of new insights regarding the phenomenon on which family business runs. Family firms have long been known to be certainly value driven firms sharing different values within one roof. Family firm values are taken from, both the owning family and the business system. In many cases, family business values are supported by a third value reinforcing system: the religious or spiritual identity of the owning family for the particular business. David Carr (2017) in his paper 'Spirituality, spiritual sensibility and human growth' talks about the sense of attraction and attachment of an all-purpose concepts of spirituality or spiritual sensibility that has wider human significance than the religion. It is more of an Exploratory Study where no external data is being collected and an overall theoretical study is being conducted. In so far, results depicted that it is not less important to ensure that spiritual growth is pointed in a normative way of analysis. People tend to exercise spiritualism on us either by dominance or as third party factor and not letting us as an individual understand what actually we want for ourselves or what peace actually mean to us. Dirk van Dierendonck (2011) in his paper 'Spirituality as an Essential Determinant for the Good Life, its Importance Relative to Self-Determinant Psychological Needs' talks about the importance and need of spirituality as an essential and determining factor for a Good Life. Despite spirituality's dominance in people's lives and cultural work, it has been mostly rejected in psychological needs theories. This research paper of the author checks the value of spirituality compared to that of the three basic psychological needs of self-determination: competence, autonomy and relatedness. In this study design, participants in two groups

(students and train passengers) were asked to judge a survey on the personal well-being of any hypothetical person. Participants were 360 psychology students at the Amsterdam University and 390 passengers of train that were randomly asked and approached. The results show that spirituality positively contributes in acquiring the good life, in terms of desirability of a particular individual and moral goodness. In addition, the crucial role of relatedness of spirituality and what makes a good life was confirmed.

Yusuf ZiyaOgretici (2018) in his paper 'An Exploration of Subjective-Life of Spirituality and Its Impact' wrote about how morality could be temporary when life and its phases changes, for example, from religious acceptance and belief to spirituality. Accepting and analysing the subject thesis as a primary concept in learning about the contemporary world, the spiritual level is treated as a parameter on which the subjective turn has made a significant impact. More of an Exploratory Study where no external data is being collected, it is an overall theoretical study and work has been done on the topics of Spiritualism and Human moral Behaviour. It is stressed that the way we see values as subjectivism is a feature of time and presenting a remarkable challenge in the field of values. Spiritualism is a subject and individual perceived matter of study, thus challenges won't be fulfilled if any imposed type of activities are being taught to students other than helping them accepting and discovering what's good for themselves.

Paola Iannello, Alessandro Antonietti, Angela Sorgente, and Daniela Villani (2019) in their paper 'The Role of Spirituality and Religiosity in Subjective Well being of Individuals with different Religious Status' wrote about the relationship shared between spirituality and religion and how these two factors helps us to determine the well being of an individual. This paper also tests whether differences exist according to individuals' religious status and how they possess spiritualism. Data was attained from 260 Italian adults aged 19-75. A analysis mode (two path) was run, one for each predicting factor. To test the variance and the invariance, two factor analysis model was run.

The models containing the spiritualism factors and view points was run for the entire sample model and depicted a result of direct relationship shared btw spirituality and religiosity. It was also showed that many people who aren't following any religion is still pertaining to have some factors of following spiritualism thus concluding our result that spirituality as subjective well being is different from religious status among people.

Helen Astin and Alexander Astin (2003) in their presentation 'The Spiritual Life of College Students' talks about the internal and external factors of development and values that a student possess and how university and college these days have ignored to develop these moral values for the betterment of the students. This presentation shortlists and summarises the findings from a survey of 11,323 students entering first-year grasping the 230 different colleges and universities across the country. Students answered to a five-page survey and sample questionnaire, that were the questions about their religious background, their future desires, values and morales and what they describe as good or bad values. The study and findings revealed that today's college students have a very distinctive and high levels of spiritual interest, involvement and courage. Many students are actively involved in exploring the meaning and purpose of life. They also depict high levels of religious involvement and commitments.

Suzanne Schwebel (2017) in her paper 'Spirituality and Wellbeing: Primary teacher and school counsellor perspectives' talks about the counsellor or teacher perceptions of how they see values and how in day to day lives these values can be learned and taught to the students.

6 active participants were taken from a convenient and purposeful sample of the study population.

A qualitative study approach using 25-40 minute interviews were used. In these interviews, open and in depth questions were asked and analysed from the teachers. The results depicted that many teachers in their early teaching lives aren't equipped with virtual values and morales. Although, senior teachers can be seen depicting the correct behaviour and morales, thus, have the ability to pass the knowledge and wisdom to students for a better future.

Jeffrey Francis Judge (2016) in his paper 'Spirituality in Higher Education: A Narrative Analysis of Its Use for Decision-Making' talks about the aspects of authentic interaction among students, a good

leadership development and decision making capabilities. This study analysis and examines the role of spiritualism in the Minnesota State Colleges and Universities system (MnSCU). Results from the interviews showed clear evidence that spirituality is functioning as an integral part of the decision-making process for leaders within MnSCU. Although different interpretations and definitions came into play, all ten participants admitted to allowing spirituality play a part in how their regular interactions played out with faculty, staff and students. Elena Proudchenko and Evgeniia Erenchinova (2018) in their paper 'Spirituality and Moral Values' talks about how the spiritual and conscious world of a man comprises both of moral and spiritual factors of dependence. In this paper, the writers tried to show the difference between morality and spirituality and to showcase the relationship between two of them. A theoretical research was carried out and the meaning of "spirituality" given by the major philosophers were proposed. Results were taken out and depicted that spirituality involves the freedom of a particular person. Following Spiritualism, a person tries to inculcate the best values in his day to day life for the better understanding of the world. A man attains conscience, i.e. the strongest measure of morality, which explains his spiritual world and spiritual culture. Nelia Quisay Madelo (2015) in her paper 'The Influence of spirituality of Teachers and Moral Values of Students on the 21st century' talks about the important facts to the implementers of the training and educational system and finally the students. Particularly, the Educational department can use the result and findings of this paper to inculcate the moral values among students that are : knowledge management skills, literary skills, communication skills, high critical thinking skills, socialisation skills and problem solving skills to prepare them to become globally competent individual. This study approached the highest number of students coming from different public secondary schools of 57,300 total population. There were three sets of survey and questionnaires used for this study. The first set of the questionnaire developed by Parsian was used to measure self-awareness, the importance of spiritual beliefs in life, spiritual needs and spiritual practices. Researching the data, it was found out that these moral values wrote above are found in the students in a very large amount. It shows that students are good enough in cooperating in community and school activities all together.

Kimberly A Greenway (2006) in his paper 'The Role of Spirituality in Purpose of Life And Academic Engagement' talks about the bond shared among campus involvement (including components of time and quality of involvement, along with teacher- student interaction), spirituality, purpose and objective in life, academic success and academic engagement. The result was derived from the online survey of 530 students enrolled at a regional university. Regression Analysis showed that the purpose in life accounts for 25% and 40% of the students attains to follow spiritualism in their lives. Akbar Husain and Fauzia Nazam (2016) in their paper 'Exploring Spiritual Values among School Children' talks about the measurement and calculation of spiritual values among school children. The sample study of 100 school children was taken in account from different schools of Aligarh city. Random sampling technique was used to select participants for the sample study. Interview method was used to search and find values of children. 28 spiritual values were identified by children themselves with regard to their personality. Few of them were Cheerfulness, Courage, Discipline, Honesty, Goodness, Faithfulness etc Humility and the value of Understanding. Although, Significant deviations were found in the moral values of punctuality and sincerity btw males and female ratios.

Abdrakhmanova R.B. , KassenovaSamal, Abdrakhmanov A.E. Tapalova O.B., Uaidullakzy Elmira,Zhiyenbayeva N.B., (2014) in their paper 'Experimental Study of Students' Spiritual - moral Development' talks about the moral behaviour experience among teenagers. The object of the research were teenagers and the control group were children studying in Almaty high schools. Sample volume was of 156 children. In the research systemic, comparative and experimental approaches were applied. Experimental work on organisation of the students' spiritual and moral potential included three phases: theoretical, analytical and the final search. A principal way for evaluating the work effectiveness, which was carried out by students, became the analysis of basic knowledge and personnel qualities. Conclusion can be taken that in a teenage team, because of organised studies about students' potential, spiritual and moral development gradually accumulates experience of moral relationships, forms a habit of moral self-control in a communication, conflict prevention. In addition, adolescents become friendlier, they find a way out of conflict situations faster and easier, behave better, less arguing with teachers.

## **CONCLUSION**

Thus, it can be concluded from the rightful analysis of the results that: the number of empirical research articles regarding the topic of Spiritualism is increasing at a higher speed than ever before; theory verification and theory building techniques of articles are equally advanced; the researchers have also explored and searched various aspects of empirical research such as importance of Ethics and Norms in shaping of the Moral Behaviour and also how we can now calculate the quantitative aspects of measuring the changes in the behaviour by adopting Spiritual activities in our day to day lives.

As we can see from the results mentioned above of different research papers published by the brilliant scholars all around the world, Quantitative factors like Sampling, Questionnaire, Surveys etc are adopted by the majority of people in their Research Analysis techniques over Qualitative factors like Theoretical or Empirical study approach. Various limitations can also be seen in the above mentioned research papers of how they are focused on only certain type of individual group and not including a bigger data for the analysis. Only subjective topics like Family Ethics, Student-Teacher Relationship are included and how the traits of Spiritualism can be taught to the students or other individuals. The topics should be application based guiding the individuals how to properly implement the Spiritualism teachings and values to avoid any kind of hinderance or obstacle in their lives. Analysis should be made not only by opting the quantitative factors but also including the qualitative factors too in the research study.

The provided topic 'Role of Spiritualism and its impact on Moral Behaviour' has a very high and distinctive scope in the future studies. As we all know the millennials today have a different need not only in the college or school but also in the further organisations where they would want their jobs to be enriched with various values and add meaning to their lives. Thus, imparting Spiritualism in their lives would eventually lead to a positive impact on their behaviour and would boost up their morale to work better, live better and thus perform better. Every organisation ie: School, Business Firms, College etc would be adopting such methods to teach good values to its people to make it a better place to work and live together as one. Various Implications can also be seen in different organisations pertaining to evoke such kind of practices. Many Schools and Colleges would now prefer to include a Life Skill, Spiritualism, Behavioural Science subject in the time table of the students from a younger age to inculcate the best and effective traits within them to make them responsible citizen. Many organisations would also now prefer to revamp their Human Resource Management Practices and activities to understand their employees better and to provide them with the best training and development skills to make them morally accurate and happy in their work environment. A happy employee would perform better thus increased profits for the organisation can be seen in the long run of the company.

Nowadays, it is not wrong to say that many students or specifically talking about adolescents indulge themselves with wrong speech, having such a short temper, very low patience level and often seeing involving themselves in situations where both physical and mental harm is caused to them, thus, in essence, violating the precepts and hampering the individual's ethics. Therefore, it's important to know that one must enjoys habits and behaviours that support the entire idea of spiritual practice, which keeps up the fundamentals of ethics. Spirituality is often considered as a determining factor when it involves making decisions that involve ethical thinking because it allows more holistic, inclusive and peaceful state of consciousness, thus influencing the type of decision which can be made by any individual. Such individuals who have high spirituality will, instinctually, hold high moral and ethical values and behavioural patterns,, which can function the idea of motivational force, and are less likely to be involved in a neighbourhood of unethical and illegal activities which serve detrimental, within the longer run of the society. Inculcating the habit of ethical decision-making are going to be beneficial for the entire humanity especially the Adolescents. With the upcoming global trend, Anger related issues in colleges and schools are on rise. The studies that are being carried out have showed that youths have a high tendency of 41.7% of anger issues in their day to day lives , a research conducted back in 2015-18 by NCBI. Thus, the balance between spirituality and moral behaviour can only be maintained when individuals embrace these characteristics, as a neighbourhood of their basic traits.

In an era that's clouded with greedy judgements, crisis and wars against humanity, decisions that are spiritual and ethical in nature help the establishment of latest moral values that are during a stark

contrast with the designated 'way of the world'. It is very well said that a spiritual mindset can help you improve your life at every platform wherever you wish for. Being it on morale ground, religious factors or anything, a person attaining high spiritual values would understand the meaning of peace within oneself and that would ultimately help him/her to overcome any obstacle in his/ her life. Spiritualism gives you the superpower to understand yourself. It gives you the ability to think vast and deep, thus making you unique and different from the crowd and also helps you having a confidence within yourself to fight from any negative aura around you or your loved ones.

Due to certain restraining factors like shortage of resources, time and not an ample amount of knowledge of studying the different quantitative dimensions of the students enrolled in our college for how the Spiritualism hit their key behavioural pattern, a qualitative research paper has been presented underlying and pointing the most relevant factors and facts about how Spiritualism is an important and integral part of our day to day lives.

Comprehending my point, Spiritualism can help bettering the moral behaviour of the students with the most effective and efficient decision making and attaining peace within oneself.

They make an attempt to take care of a much-needed balance that's required to fan the tiny embers of humanity, in order that they're not vanquished within the strong winds of hatred and peril.

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## Role of Spirituality in Marketing – A Critical Analysis

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### ABSTRACT

*Spirituality is a broad term with possibility of interpretation from several perceptive. It primarily means, to attain an association with something larger than oneself and usually refers to a quest for a meaningful life. It is a concept which has been studied, discussed and practiced in many disciplines including Management. In this era, the buying behavior of spiritually motivated consumers in the market depends upon the products they prefer which enhance their spiritual well-being. Hence, as a result, many business firms focus on introducing the concept of spirituality in their marketing strategies. “Spiritual Marketing” is, therefore, a marketing strategy which focuses primarily on consumer’s wellbeing, health and wealth in a balance with the world. The term might be new, but the concept is being practiced for a long time. However, research on Marketing through Spirituality is a still in nascent stage. The purpose of this paper is to identify the key concepts of consumer spirituality and analyze how they affect the marketing process of a business organization. Here, the researchers’ aim is to determine areas where marketers try to tap upon spiritualism in consumers by associating product features or its utility with spirituality and its related dimensions. This is done by review existing literature as well as citing real life examples from India and other countries, exploring efficacy of the concept as well as exploring its relevance in benefitting the organizations.*

*Keywords: Spirituality, Marketing, Consumers*

### INTRODUCTION

As the evident from the term “Spiritual Marketing” consists of two words “spiritual” and “marketing”. Before jumping towards the concept of Spiritual Marketing, we need to understand the separate meaning of both words. Different people have different perspective, hence different meaning. Some even get confused between the concepts of “spirituality” and “religion”, thus end up referring both to be same. Spirituality, a Latin word, derived from ‘spiritus’, denotes “the breath of life”. As per dictionary spirituality is “the quality of being concerned with the human spirit or soul as opposed to material or physical things.” Some people also define spirituality as “a sense of connection to something bigger than ourselves and involve a search for meaning in life” or “as a connection with one’s soul and god or nature”. On the other hand, religion is defined as a concept of “the belief in and worship of a superhuman controlling power, especially a personal God or gods.”

The term “Marketing” also have different definitions. Marketing is not only concerned with the selling of a product in the market but it starts way before the manufacturing of a product. Marketing is involved in every step from the idea generation to the launching of a product in the market. It does not end with just launching but the after sales service and feedback is also a part of marketing. In other words, marketing is a never-ending process by which each and every form of business go through in order to sell their goods and services to final consumers.

In order to deliver the goods and services to customers, businesses adopt various strategies and techniques such as internet marketing, relationship marketing, undercover or stealth marketing, diversity marketing, word of mouth etc. Spiritual Marketing is a type of marketing technique through which business conveys its genuine principles around a brand, product or service lucidly, wittingly and keeping in mind about the beneficiaries. “Spiritual Marketing” is basically a process in which business focuses on products, services and marketing strategies on the basic human need of personal wellbeing, health and wealth in balance with the world. In the present world, spirituality has become an important part of business because consumers today seek more than physical satisfaction of his needs. This is

because the beliefs of consumers affect their buying behaviour which in return challenges the marketing of products for businesses today.

In this paper we try and explain the concept of “spiritual marketing” as best as we could with the help of previously conducted researches by various authors. Authors around the world have contributed to the field of spirituality and most of them have reinforced the field of spirituality in relation to leadership and entrepreneurship (Herriott et al., 2009). Spirituality has been explored from the viewpoint of workplace spirituality or spiritual business (Case and Gosling, 2010). Still there is limited number of researches on the topic of marketing through spirituality and there is paucity of literature on this topic (Kale, 2006). However, there are some authors who have carried out studies on subjects’ children spirituality (Joyce Ann Mercer), marketing through spirituality (Vinod Kumar, Ankit Jain, Zillur Rahman, Akhil Jain), etc. the consumers usually get attracted to spirituality and this spiritual behaviour also affect the buying behaviour of the consumers. Therefore, there is need to study change in consumption pattern of consumers due to spiritual beliefs (Kale, 2006)

## OBJECTIVES OF THE STUDY

This research has been undertaken taking into account following objectives:

- ❖ To explore and understand the concept of spiritual marketing.
- ❖ To review the existing literature exploring the relationship between the two concepts, spirituality and marketing.
- ❖ To identify various Indian firms that have adopted the strategy of Spiritual Marketing and how they are implementing it into action.

## REVIEW OF LITERATURE

In past years, many authors have studied spirituality and its application in the marketing field. Following are some of the sub categories of the broad themes which could be identified as relevant in this area of study:

### MARKETING THROUGH CONSUMER SPIRITUALITY

Kale (2006) in his paper has talked about how consumer needs are being influenced by Spirituality, a factor which has been existing since two thousand years or more but has been researched only for two decades. There are only very few researchers who have put forward the fact that the concept of spirituality can be applied in the marketing process. The major point supporting this argument is the confusion still pertains between religious and spiritual tactics which has been observed and differentiated on the basis of theory by some scholars. Although the buying behaviour of consumers is being influenced by spirituality, the scholars are still not considering this element as an important requirement. Therefore, in order to bridge the gap between theory and practical world, the author refers to the idea of segmentation models including spiritual variables to understand the connection along with variables such as age, culture, personality, etc. along with further detailed researched, both quantitatively and qualitatively, to completely understand the impact of spirituality in the market.

Authors, Husemann and Eckhardt (2019) have talked about the concept of Consumer Spirituality by highlighting the scenario of how market offerings are meeting the needs of spiritually motivated consumers. The concept of consumer spirituality in this paper has been discussed in three themes. The first theme, “shaping markets for consumer spirituality”, talks about how the market offerings are composed in accordance to fulfil the needs of spiritually motivated consumers. The second theme is based on “the means for accessing Consumer Spirituality” and further involves three more subdivisions which states that how these elements are different ways in which a consumer can attain spirituality. They are materiality, embodiment and technology. At last, in the third theme, “making sense of and researching consumer spirituality”, which states that there are various perspectives or set of ideas to view the concept of consumer spirituality among which the most typical approach is the Buddhist approach. The authors have stated that their paper is in the beginning phase in understanding the relevance of Spirituality in Marketing and needs systematic development of instrument for marketing and research purposes in this field.

## **GREEN PURCHASING BEHAVIOUR OF CONSUMERS**

Authors, Sharma and Sharma (2016) have focused on how the concept of 'Spirituality' is applicable in the context of consumer behaviour apart from an individual's life and workplace for which the foremost step would be to study the purchase behaviour of green products available in the markets. According to the paper, the main reasons for consumers to transform towards green purchasing also known as GPI (Green Purchasing Intentions) is due to the environmental problems. Studies by some scholars state a hypothesis that in the context of spirituality, GPI and PCE (Perceived Consumer Effectiveness) are somewhere interrelated. Likewise, several hypotheses have been discussed in this paper, therefore, for a clearer vision, a study was conducted. The data for the study was collected using questionnaires and instruments (GPI, PCE and Spirituality being the variables) which was analysed through a model proposed by Hayes, the Mediation model. The results of the study state several facts about the instruments (GPI, PCE and Spirituality) used and that consumer do consciously purchase their products that would be in the interest of the environment and its sustainability. But certain limitations of the study have been observed and as a result of which the authors suggest longitudinal researches in the future in this context.

Under the same theme, another study based on the green products and the purchasing behaviour of peoples residing in Malaysia, is categorized into two different groups which are Muslims and non-Muslims. The authors, Harizan & Rahman (2017) in their research have emphasized on the facts that due to increasing environmental issues, especially in the current era, how the consumption behaviour and preferences of the above mentioned two groups differs in the market due to their spiritual beliefs, and thus, have an effect to maintain the sustainability in the environment. To know this, a study was conducted for 3 months by distributing questionnaires to 650 individuals and on the basis of the response rate and the usage rate of the survey received many implications on different basis were drawn. According to the study, on analysing the personal, environmental and communal dimensions, spirituality is one of the key factors that play a significant role for the consumers to make a decision willingly to purchase green products. Finally, while concluding the paper, the authors have admitted to showcase that there exists a link between spirituality and green purchase behaviour of the consumers apart from religion as a basis.

## **RELIGION AND SPIRITUALITY**

Though different but there always existed confusion between the concepts of religion and spirituality. Hence, religion remains as the most common theme for many authors for their research work in the context of spirituality. In one of the papers, the authors, Mathras, D., Cohen, A. B., Mandel, N., & Mick, D. G. (2016) through their paper have highlighted their view that how highly religiously motivated consumers justify the purchase of immensely object-oriented goods and how these same people disapprove the advertisements that exceptionally focuses on materialistic essence of goods. It shows that how the attitude of highly religiously motivated consumers against the brand, its advertisements and their intentions to purchase the item increases accordingly when pragmatism is concealed in an advertisement for an extravagant item. The paper also helps to understand how the Crandall and Eshleman's (2003) JSM (Justification-Suppression Model) can be used as a method of minimizing cognitive disagreement during purchase decision as well to how to advertise to highly religiously motivated consumers. The research examines the ways in which highly religiously motivated consumers balance the pressure to consume in an increasingly materialistic and consumer driven society with religious teachings outlining the discomfort associated with the augmentation of material wealth. A study was done which employed a 2\_2 (Religiosity: High, Low; Materialistic Qualities: Suppressed, Not Suppressed) between-subjects. 424 responses were obtained from adults living in a south- western city in the UK. Questionnaires were constructed, with the type of advertisement used to imitate the two levels of materialistic traits. The questionnaires were appointed to two groups – Anglican parishioners and those who did not routinely attend any church or other religious meeting. A total of 146 postgraduate students offered as pretest participants. The result of the research has shown that goods of high material wealth can be marketed to high religiosity consumers as long as ample justification is provided.



In another paper, the authors, Ekant and Shankar (2011) have provided a conceptual framework for studying effects of religion on consumer behaviour. The authors further depict religion as a multifaceted formulate and come up with the idea that religion affects consumer psychology and behaviour through four amplitudes – beliefs, ritual, community and values. The authors further define, measure as well integrate pervious data from research in the psychology, consumer behaviour, marketing, and religion literatures and nominate testable hypotheses for future research briefing. The authors through this paper encourages the researchers to stop their opinions about religion as solely a grouping variable for an individual contrasting variable and rather try to uncover the psychological structures driving contrasts in consumer behaviour between individuals of various religious beliefs, rituals, values and communities because religion do affects the psychology of consumers. Through this paper the authors' confronts consumer researchers to ask deeper questions about why religious conjunction and level of religiosity may be driving formerly entrenched differences in consumer behaviour.

In another study, Park and Baker (2007) talks about the consumption of religious material goods or products in America through books, movies, music, art etc. and the sociological applicability of religious consumption. The paper enlightens as to how religious consumption is affected by religious capital, class and omnivorous religious consumers(i.e. the class difference affects the consumption of religious goods as upper class has more resources to purchase these goods than lower class), and consumption and non-class identities(the certain demographic identities on the basis of gender, age-group, region, etc. have particulars effects in cultural consumption as a way of fortifying symbolic boundaries that outline who one is and is not). Religious consumption is an activity that lap over multiple globules of life, including the economic marketplace, identity formation/maintenance, assistance in a religious tradition, and entertainment. Research on this topic persuades scholars to contemplate new ways in which the sociological study of religion can consolidate with other aspects of private and public life. According to author(s), research experience is an important part of Americans and puts emphasis on the fact that they believe on focusing more on how to exercise their beliefs along with just stating what their beliefs are.

## **CONSUMER BELIEFS**

In a paper authors, Belk, Wallendorf and Sherry Jr. (2016), try to analyze two procedures at work in coextensive society-secularization of religion and the sacralisation of the secular. Consumer behaviour shapes and emulates these procedures. The article explorers the routine foundation of consumption and explores the properties and phenomenon of the sacred essentials in consumer behaviour. The procedures by which consumers sacralise and desacralize the depth of their experiences are also portrayed in the article. The attributes of sacredness that consumers endue in material and observational consumption have been documented by the authors. The study has chased the ways sacralisation is initiated, sustained and terminated.

## **MARKETING THROUGH SPIRITUALITY**

A study was conducted by the authors, Vinod Kumar V. et al. (2014) on "PATANJALI YOGPEETH." States that marketing through spirituality affects the consumption behaviour of people and hence the concept of spiritual marketing has become a conspicuous topic of discussion. At present many spiritual organizations are cropping up and are launching and selling their own products for the consumers to seize the market. In this study author(s) unveil that yoga and pranayama are very efficacious instruments in marketing through spirituality and clout the consumption behaviour of commonalty. Patanjali Yogpeeth is an example of same. Patanjali has made a huge accomplishment and become well known not only nationally but internationally as well within a short period of time. Swami Ramdev ji has accentuated on pranayama and yoga dimensions of spirituality to target the mass population worldwide. The authors have used both primary and secondary data to collect information for this research. Here, the authors talked about the various strategies of adopted by Patanjali like pricing strategies, promotional strategies, targeting mass through Pranayama and Yoga, its products and supply chain management. Authors highlight the simplicity of techniques used by Swami Ramdev ji and how skilfully he has removed the fear of Pranayama from the heart and mind of people. The authors further explained the SWOT analysis of Patanjali. In the end it is concluded that by using spirituality and by

assimilating good character in masses with good health through yoga and ayurveda. The institution has accomplished in creating an affirmative image and using it to sell its goods in the market.

## **SPIRITUALITY IN CHILDREN AFFECTING MARKETING**

Mercer (2006) in his paper has talked about the influence of children in the market and profit organizations in US and how it is important for the children to have deep insight in the concept of spiritualism. Different kind of stores in USA have made sure to provide a wide range of products that helps in the development and well-being of children thus, helping in reducing anxiousness among the parents. The author has conducted an analysis highlighting the process of commodifying products according to spiritualism at children's level and concluded that how it acts as an aid for the children.

## **SPIRITUALITY MARKETING IN INDIA**

Spiritual Marketing is now one of the emerging marketing strategies that focus on producing goods and services which would satisfy the needs of a person in all the aspects including the areas of personal well-being, health and wealth in order to maintain the balance with the world. The reason for the emergence of this strategy and its popularity among the firms is because of the influence of the consumers' and their preferences for buying products where they tend to buy those products which would positively enlighten their life in some sort.

In our country there are several organizations that uses spiritual marketing as one of their marketing strategies along with other applicable strategies but there are some organizations too, also known as Spiritual Organizations that are out rightly based on spirituality and tends to work in the society on the basis of this concept. The basic differentiating factor between these two types of organizations is that though spiritual organizations are represented by the ones who founded it, also known as spiritual leaders, in the society but that isn't the case with the other type of the organizations. For instance, over the year's spiritual organizations like Patanjali Ayurved, Isha Foundation and Art of Living, etc. which are led by Baba Ramdev Ji, Sadhguru Jaggi Vasudev and Sri Sri Ravishankar respectively are some of the spiritual brands that have found prominent positions because of their fascinating leaders and the type of goods and services that they provide in the Indian market whose influence is also now spreading towards the western countries.

The above-mentioned organizations are the major examples of Spiritual organizations that are rapidly spread across the rural and urban markets in India. While Art of Living Foundation and Isha Foundation are based on the ideology to transform the world through meditation and spirituality. Their works include the protection of the communities of traditional artisans through workshops and activities like social entrepreneurship programs, ecological restoration in villages and active mentoring of local youths. The key source of sponsorship for these activities is by the expensive meditation programs, which as per the general reports range from 1,500 INR to 15,000 INR for a 3-day program. In order to transmit expensive worthiness signals in the urban consumer base, appropriate locations in cities like schools, conference halls and plush air-conditioned ball rooms are chosen.

On the other hand, Patanjali Ayurved is a business organization that highly stresses on producing Herbomineral preparations focusing on quality and consistency levels of each and every unit across all the types of the products that the company produces, which, over the years, resulted for the company to be the one of the key player in the Indian FMCG sector. There are certain reasons for the company to be successful, some of which are the founder himself being the face of the brand, hence, creating a sense of surety among the consumers. Also, other reasons are the products are sold at a cheaper rate than their rivals, the decision of using single brand strategy avoiding the situation of lack of awareness among the consumers. Along with all the reasons, Baba Ramdev's technique of free advertising by conducting yoga camps across the country and promoting the products on TV highlighting their significance as well contributes as the plus factor for the organization. Among all the wide variety of the Patanjali's product base, the ghee products' quality is the most popular one among the competitors. In the branding of his products Baba Ramdev's ability to quote the words *"Do not buy any product or brand just because you liked its advertisement or its ambassador. Because no brand ambassador takes the onus of any brand. He/She shows their faces after taking a huge sum of money. Patanjali is not a baseless or faceless*

*brand. Swamiji takes the onus of all its products.”* at the bottom of every advertisement shows their confidence in the market.

## DISCUSSION

The review of existing literature as discussed in the previous sections is summarized in this section. It also tries to identify the major areas of research in context of marketing. The following table provides an overall gist of studies in various aspects in the Review of Literature section:

**Table-1.1: Studies on Spirituality in Marketing**

Paper Title	Year	Author(s)	Variable	Country	Tools/Methods
<b>1. Marketing through Consumer Spirituality</b> Consumer Spirituality and Marketing  Consumer Spirituality	2006  2019	Sudhir Kale  Katharina C. Husemann and Giana M. Eckhardt	Personality, nature, culture and age Materiality, embodiment and technology	Australia  United Kingdom	Segmentation models  Conceptual research
<b>2. Green Purchasing Behavior of Consumers</b> Relationship between Consumers' Spirituality and Green Purchasing Intentions: The Mediation Effect of Perceived Consumer Effectiveness Spirituality  Spirituality of Green Purchase Behavior: Does Religious Segmentation Matter?	2016  2016	C.S. Sharma and Nitika Sharma  Siti Haslina Md Harizan and Wan Afezah Wan Abdul Rahman	Green Purchasing Intentions (GPI) Scale, Perceived Consumer Effectiveness (PCE) Scale  Willingness to purchase green products	India  Malaysia	Questionnaires through mediation model, Hypotheses, Reliability analysis, Principal Component Analysis (PCA), Descriptive analysis, Confirmatory Factor Analysis (CFA) using Structural Equation Modelling  Systematic random sampling for questionnaires, SPSS (Version 22.0) to store and analyze data and Factor analysis, Reliability analysis, Descriptive analysis, Correlation analysis, Regression analysis and an Independent T-Test analysis on

					dependent and independent variables.
<b>3. Religion and Spirituality</b> The effects of religion on consumer behaviour: A conceptual framework and research agenda  Forgive me, Father, for I did not give full justification for my sins: How religious consumers justify the acquisition of material wealth  What would Jesus Buy: American Consumption of Religious and Spiritual Material Goods	2015          2011          2007	Daniele Mathras, Adam B. Cohen, Naomi Mandel, David Glen Mick   Ekant Veer and Avi Shankar          Jerry Z. Park and Joseph Baker	Attitude and Purchase intention          Consumer Purchase behavior of religious goods and demographic factors (class, age, gender, etc.)	USA          United Kingdoms          USA	Conceptual research          Questionnaires          Sample (survey)
<b>4. Consumer Beliefs</b> Sacred vs. Profane in Consumer Behaviour: Theodicy on the Odyssey	1989	Russell W. Belk, Melanie Wallendorf, John F. Sherry Jr.	Consumer behavior	USA	Secondary data
<b>5. Marketing through Spirituality</b> Marketing through spirituality: A case of Patanjali Yogpeeth	2014	Vinod Kumar, Ankit Jain, Zillur Rahmana and Akhil Jain	Spiritual Gurus	India	Qualitative research (primary and secondary data)
<b>6. Spirituality in Children affecting marketing</b> Capitalizing on children's spirituality: parental anxiety, children as consumers, and the marketing of spirituality	2006	Joyce Ann Mercer	Recreational products like television and videos games, toys, etc.	USA	Exploratory research

This paper abbreviates the most prominent studies in the field of Spirituality explicitly conducted on “Marketing”. The idea of marketing spiritually has been conducted with the help of researches done by various researchers in the time period ranging amidst 2005 to 2019. Although there’s an author who researched about consumer behavior in context of spirituality back in 1989. Thus, it could be said that the in-depth study in this field has been done in the 21<sup>st</sup> century. The major theme for researchers identified was Religion and Spirituality and other themes such as Green Purchasing, Consumer Spirituality etc. has also been studied mainly in the later years. It has been observed that most of the literatures are available in developed countries like USA and UK. In India, merely very few researches have been found. In countries like India, the subject of Spiritual Marketing can be explored more where people are more attached to their beliefs and values. Tools of data collection which have been largely adopted are through questionnaires and surveys where many standardized scales could be utilized. Several tests such as Reliability, Descriptive, Correlation, Regression, Independent T-Test and Factor analysis have been utilized in analyzing the data.

## CONCLUSION

In the end it can be concluded that concept of spiritualism has been existence for thousands of years. Its role has been studied from several perspectives. Yet, the concept of Marketing in the realm of Spirituality has been started to be explored by authors only lately. Specifically, in India, Spirituality and its relevance in marketing strategies has still been explored scarcely. Areas such as consumers’ demographic and psychographic characteristics which attracts them spiritual products demands more attention. Researchers could identify themes which could more which be relevant in Indian context, especially when India in many ways considered is “spiritual hub” of the world . The scope of research is vast in the context of Spiritualism and several new dimensions and associations are yet to be discovered.

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## Role of Spirituality in Voluntary Simplification

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### ABSTRACT

*Sustainability has now become one of the most important aspects of development across the nations. Sustainability refers to economic development that protects environment and social wellbeing of the country. It ensures resources used in for development should replace or recreated so that they exist for future generations. Out of several concepts, methods and strategies to do so, voluntary simplification is one concept which is extremely important for ensuring sustainability. Voluntary simplification is directly linked to sustainable consumption. Voluntary simplification can be understood as a concept that ensures consuming resources available in society very judiciously and avoiding any wastage. This concept plays a crucial role in sustainability as it works at root level of problem. Voluntary simplification could be a choice because of sustainability consciousness, frugal behavior, ethical mind sets, or personality trait like spirituality. This paper will focus on spiritual aspect of voluntary simplification. Spiritualism has been attributed to several aspects like connectedness, religion, transcendence, beliefs, value, meaning of life, self actualization, element of mystery etc. The current paper has two objectives; first to obtain in-depth understanding on spirituality in context of sustainability and secondly to understand its role in voluntary simplification. It will be a conceptual paper and secondary data base will be used to reach to finding.*

*Mindful Consumption, Voluntary simplification, Sustainability, Spiritualism, Triple bottom line*

### ROLE OF SPIRITUALITY IN VOLUNTARY SIMPLIFICATION

People across the world have now realized that sustainability should be core of all developments. Sustainability means undertaking development without harming the environment and social wellbeing. To address this issue marketers came out with several marketing strategies like green marketing (Jenifur Majid, Dr. Shahid Amin ,Prof. Keshav Kansana,2016), ecological marketing (Robert W. Mitchell,1 Ben Wooliscroft,1 and James Higham (2010), Enviropreneurial Marketing Strategy (Ajay Menon & Anil Menon (1997), Eco-Innovation (Johan Jansson 2010) etc. These strategies were quite promising but failed eventually because of unplanned actions with a very limited vision.( Lubin and Esty (2010). According to a global survey conducted by Mckinsey (2010) with 2000 executive reported that companies are not taking appropriate action to address sustainability. According to a survey conducted by Boston Consulting Group and MIT sloan management, out of 1500 corporate executives and managers, 70% respondent intimated about lack of perspicuity in managing sustainability. (Berns et al. 2009). In addition to this survey reported that companies are focusing only on environment issues ignoring social and economic issues. Furthermore, companies are addressing aforesaid issues just as compliance rather a strategy.

In marketing, strategies revolve around consumers and their behavior towards consumption. Over the period, Consumption is considered very good for marketers as it leads demand hence profit to company. (Hoffman and Woody 2008; Porter and van der Linde 1995. (J. of the Acad. Mark. Sci. (2011). But enough literature is available that claims that consumption beyond a limit is harmful for everyone. It has harmful effect on environment ((Daly 1996, 2005; Meadows et al. 1972; National Research Council 1999; Speth 2008), society (Csikszentmihalyi 1999; Kasser 2002; Myers 2000; Whybrow 2005), and economy (Schor 1999, Rucker and Galinsky (2009), Cohen (2007). Moreover, according to Frank (2000) materialistic possession can never provide good health, longevity and happiness in life. Thus, it's better to discard such possessions. Sooner or later even marketer too would get impacted by it as they are also part of this society, economy and accessing resources from this environment. Thus, it is important for marketers to reduce the consumption or regulate it in order to benefit all the stakeholders including self. According to some studies government policies (De Geus (2003) and Thøgersen (2005),

International government bodies pressure (Fuchs and Lorek (2005), or simply imposing consumption taxes ( Fisk (1974) and Frank (1999) can lead to reduction in consumption. But, until and unless consumption patterns are not regulated it is difficult to achieve success. Therefore, concepts like mindful consumption, voluntary simplification, frugal consumption etc have huge importance.

## **VOLUNTARY SIMPLIFICATION**

Voluntary Simplification can be understood as conscious effort to reduce the consumptions for self sufficiency, concern for society and environment. Voluntary simplifiers are the individual who exhibit voluntary simplification. According to McDonald et al., (2000) “voluntary simplifiers are those seeking a simpler lifestyle, not for personal reasons such as stress, lack of family time, or work pressures like downshifters but for societal reasons such as environmental protection, ethical concerns, green consumption, or community development. Etzioni (1998) defines voluntary simplification as a lifestyle practiced to obtain happiness from non materialistic possession rather spending on materialistic things. It can be understood as conscious choice that one makes in choosing to consume or not. This concept is about choosing simple life style because of understanding implication of overconsumption. Elgin & Mitchell (1977) clarified that voluntary simplification should not be understood as living in poverty or cure for social problems. It should be taken as evolutionary change in society which is occurring due to various problems are been faced over the years. It is not even a fad but about practicing minimalism for long-term survival, better society and benefit future generations. Voluntary simplification is an outcome of effort one put in for self, society and environment. (Jagdish et al., 2011). Concern for self does not mean being selfish but being economic and happiness. Happiness that do not come from materialistic objects but within and being economic choosing debt free life over financial burdens. Concern for society mean about valuing human relation over worldly possessions. Concern for nature meaning putting up a conscious effort to save earth from degrading and resource depletion. Undergoing through literature of Voluntary simplification it is quite evident that spiritualism plays a strong role in Voluntary simplification. (Elgin & Mitchell 1977, Walther et al., 2015). Spirituality has been a motivation for sharing with poor (Belk et al 1989) and being non materialistic.

## **SPIRITUALITY**

Spiritualism has been defined as sense of connectedness to self or some kind of power (Albaugh 2003, Bank-Wallace & Park 2004), inner strength ( Taneji 2002) approach of transcendence (Barker & Tloersch , 2010; Barney & Buckingham 2012) or simply finding meaning in life. (Chiu et al., 2004, Coyle 2002). Spiritualism sometimes is being confused with religion but it is different from religiousness. Eweathers et al (2015) have defined spirituality “as a way of being in the world in which a person feels a sense of connectedness to self, others and or higher power or nature, sense of meaning to life, and transcendence beyond self everyday living, and suffering”. Spirituality has also been referred as identifying self, practicing sacredness, being contented and search for transcendence. (Emmons 1999, Worthinton 2011). According to Tart (1983) spirituality is an area of human potential to achieve meaning in life, connection with higher entities or self. Mitroff and Denton (1999) also defined spirituality as connectedness to self, neighbor and the universe. Thus, spirituality is all about finding oneself, having sense of connectedness with some power, extrinsic or intrinsic and adding some meaning to life. On contrary, religiousness is explained by Argyle and BeitHallahmi (1975) as a belief system that revolve around god, or superhuman power, and practicing various rituals that can direct followers towards these powers. This disparity was further communicated in a study conducted by Mitroff and Denton (1999). In the survey respondent addressed spirituality as connected with self, neighbors and the universe while religiousness was more about rituals and worship.

## **RESEARCH METHODOLOGY**

The paper will be a conceptual paper based on literature survey. They were selected from renowned journals of any country and any time using key words like voluntary simplification, mindful consumption, spirituality, spiritualism, voluntary simplification, and sustainable consumption. In the paper the term mindful consumption, voluntary consumption and sustainable consumption are considered synonymous to each other (Sheth et al. 2011). The papers were selected on the basis of their closeness to the theme of the paper. The papers selected based on following themes:

- Defining spiritualism

- Defining voluntary simplification
- Explaining correlation between Spirituality and Voluntary simplification
- Role of spirituality in developing Values
- Role of spiritual values on voluntary simplification

**The paper has following objectives**

- To develop insight into spirituality and voluntary consumption
- To study role of spirituality on voluntary consumption

## LITERATURE REVIEW

Maslow (1972) proposed that human motivation undergoes through hierarchy of needs that begin with basic needs to need of self actualization. These motivations also influence behavior and choices of an individual. Although Maslow's study did not focus directly to spirituality but only one dimension was discussed, many authors have explored it more explicitly. Spirituality helps in developing values that can lead to voluntary simplification. According to Subrahmanyam and Gould (2013) spirituality do not have direct correlation with consumption but enough literature is available to emphasize that it has some orientation towards consumption. In addition, the study explained that authentic spiritual practices can lead to mindful decisions and thus can drive sustainable consumption. Over the period researchers are using terminologies like voluntary simplification, mindful consumption that are related to spirituality. Belz et al., (1989) proposed that consumption can lead to transcendence and thus consumer do experience spirituality through their consumption. In the study conducted by chawdhary (), the concept similar to spirituality, intrinsic religiosity () was discussed. According to the study, intrinsic religiosity influences concern for society hence encourages voluntary simplification. Intrinsic religiosity supports voluntary simplification through self wellbeing. According to Lambert et al. (2009) materialism and life satisfaction are two opposing concepts. Same thought was reiterated by McGinnis et al. (2013). According to the study individuals who are contented in life have less materialistic demands. In a study conducted by Lees (2002), out of three motives behind voluntary simplification one motive is spirituality. Simplifiers with spiritual motives make second hand purchases. In an important study conducted by Mary E.Huneke(2005) suggested that affluent consumers are more like to practice voluntary simplification because they could realize that their need of self actualization can never be satisfied through consumption and in order to achieve self actualization they opt for voluntary simplification. According to Zavestoski (2002) out of three motives, self esteem, self efficacy, and self authenticity. Consumption can satisfy only self esteem and self efficacy needs. But to achieve self authenticity one have to be simple in living and consumption. Similar thought was supported in the study by Kraisornsuthasinee, S., & Swierczek, F. W. (2018). The study advocated that out of various values that lead to voluntary simplification, spiritual values are strongest. At superficial levels these values may be explained as morality, integrity, relationship but at deeper level these all values were influence by spiritualism. Therefore, the study suggests that spiritualism not only encourages non materialism but also work life and lifestyle. Therefore, values like sufficiency and contentment are important reasons for which simplifiers choose simple lifestyle and work they believe. Gershwin Penn (2010) not only supported that spirituality do play role in voluntary simplicity but it further explained that people practicing simplicity feels more satisfied and contented. They feel happy to control their desires hence the life. Desires have no end and fulfillment of any desire can't provide satisfaction. Bekin (2007) discussed a different aspect of this concept. In the study at UK, author explained the way spiritual community reduces consumption and production both. The spiritual community self grow fruits and vegetable required. This helps both in reducing wastage and a "common's friendly approach". This community has taught work intensive and no packaging consumption. Kasperek (2016) explained that spirituality that lead to inner peace prevents an individual to compete. Competition is one major reason of overconsumption but avoidance of completion encourages you to consume responsibly. Dopierała (2017) added that values like generosity, cooperation, compassion can make this world a better place to live. Hunting & Denise Conroy (2018) conducted a study on urban consumers who opted sustainable lifestyle and found that spirituality plays very important role in making choices of consumption. The



study also found that various aspect of spirituality that motivates voluntary consumption. These aspects can be put in a hierarchy of needs which these simplifiers look for and get motivated by it. Starting from spiritual motivation, to self actualization and finally moving to self transcendence, which is also called turning point of spirituality. All these literature is witness to role of spirituality in voluntary consumption.

## **FINDINGS**

After going through literature available in the field, it was found that spirituality plays an important role in practicing voluntary simplification. In fact, out of various values that influence voluntary simplification, spirituality is the strongest. Spirituality leads to creation of values like generosity, concern for others, cooperation, compassion which leads to believe in simplicity. Motivation of simplification is because it not only gives a sense of satisfaction but also gives feeling of contentedness. This contentedness can never be achieved by consuming irresponsibly. These are different aspects of spirituality that motivates a consumer to adopt voluntary simplification. These aspects follows a hierarchy that begins with simple spiritual motivations like finding meaning in life, feeling contented and then moving on the path of self actualization. Self actualization can be achieved through living holistically, imbibing ethical values, obtaining independence, and finding joy in life. After achieving this level of hierarchy there is a turning point in spirituality and that is called self transcendence. Self transcendence is about experiencing highest aspect of spiritualism. It was also found that consuming ethically and responsibly gives a sense of self actualization and therefore consumer want to practice it. One can use authentic spiritual practices like yoga to achieve voluntary simplification in life. It was also found that affluent people are more moving towards voluntary simplification due to their increase in proximity to spirituality. It happens so because the kind of happiness and satisfaction they had achieved by sacrificing materialistic things could not be achieved by possessing those things. If one feels connected to life one can never get obsessed with immaterialistic possessions. The spiritual motives have not only reduced the consumption but had also motivated for purchasing second hand. Thus, irrespective of reasons or ways spirituality does play an important role in voluntary simplification.

## **CONCLUSION**

Changing life styles and work pressure has forces consumers to look for a way of life that can provide happiness and satisfaction in life. With this purpose the study have two objectives of the study one to develop insights into spirituality and Voluntary simplification and second was to study role of spirituality in voluntary simplification. Spirituality has various means and definition. It can be understood as being connected to self and the universe, finding meaning in life, achieving highest life potential. It is about exploring one own self and their relation with outer world or beyond. On other hand voluntary simplification can be understood as conscious decision of consuming less. It is about minimalism and consuming responsibly. This reduction in consumption is not because of scarcity or any fear rather it is voluntary decision to consume less. This could be because of environment concern, social welfare or spiritual interest. Out of various motives spiritual motive is considered to be the strongest and therefore studied in depth. It was clear through literature survey that spirituality has very close relation with voluntary consumption. Spirituality helps developing values, its various aspects gives motivation for living simple, feeling contented in doing so. Voluntary simplification provides happiness, contented, peace which ultimately is the goals of self transcendence. Therefore Spirituality can lead to

There two limitation to this study. First limitation was that the list of paper opted were not exhaustive. Second limitation was that limited aspect of spirituality was studied. It only addressed one aspect that is voluntary simplification. This study only took voluntary simplification aspect of consumer behavior but role of spirituality can also be studies on various other aspect of consumer behavior like sustainability, green behavior etc. The study can empirically test to validate the finding of literature survey.

The study has ample implications for both marketers and academia. Marketers can use this study to influence marketplace because spirituality not only impact how much to consume but also what to consume and therefore both these aspects can help in developing strategies. This study provide ample theoretical base for academia too which will help to understand the concept.

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## Solving Managerial Problems through Artificial Intelligence (AI) (AI in Management)

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### ABSTRACT

- In this article, we will be talking about some problems related to various fields such as manufacturing, productions, marketing, human resources, client handling etc. and which are being faced by humanity and various businesses in general and which are being solved by use of AI, very efficiently.*
- Artificial Intelligence or AI has completely changed the role of a manager in a business. AI has removed many of the administrative jobs which were once, handled by managers, their roles are have been completely changed and are now have more emphasis over soft skills rather than hard skills.*
- Machines with AI are faster and are more efficient than a manager at providing correct information, maintaining up to date time tables, complex issue solving and decision making and management of various budgets, at the same time, managers are good at empathy, instructing and making a healthy work culture.*
- Machines with AI have not replaced a manager completely yet but are supplementing a manager's job and helping him in perfect and accurate, on-time decision making.*
- The future of businesses is like one where machines and human beings will be working side by side, helping each other get work done faster and more efficient than ever before.*
- As per current scenario around the globe, AI has considerably helped in creating various new technologies and is now being used in various other things such as healthcare, disease mapping, agriculture, manufacturing etc. Whether, a human realizes it or not, AI is everywhere around and has an important role in our lives. When we open our Facebook wall, perform any search query on Google search engine, receive any recommendation about a product or service online or book any service on the Internet, AI plays a vital part in the background.*
- In simple words, we can say that AI is improving our human lives and is providing an advance deeper and, in a pace, never seen before in the history of mankind.*

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### INTRODUCTION TO ARTIFICIAL INTELLIGENCE

- Artificial intelligence or AI comes under computer science that focusses on creation of smart, intelligent machines and robots which are capable of performing tasks that basically require human intelligence.
- Artificial intelligence or AI is also called as computational intelligence, synthetic intelligence or computational rationality.

- Artificial intelligence or AI is based on a basic principle that a machine can easily mimic and execute tasks ranging from simplest to complex which basically require human intelligence to get solved.
- Artificial intelligence or AI is the study and design of intelligent agent programs which are simply called as intelligent agents. An intelligent agent is a system that perceives its environment, gathers the environmental data, processes these data sets using rules or algorithms and takes actions which affects the external environment.
- In simple words, Artificial Intelligence or simply AI is just like implementing working of a human brain in a machine or a software which are called as intelligent agents.
- Artificial Intelligence or AI is a branch of computer science that deals with simulating a human brain, that is, how a human brain thinks and takes decisions and eventually affects his/her environment.
- The process of making AI machines or programs is called as AI programming and it has emphasis on following three cognitive skills of a human brain, viz:
  1. Learning
  2. Reasoning and
  3. Self-Correction
- **Learning processes:** This part of AI programming has emphasis on eliciting data and making rules for converting that data into actionable information. These rules are simply called as algorithms. Algorithms provide machines with step-by-step instructions to be followed to accomplish various jobs. Each job which a machine is supposed to perform has a specific set of rules to be followed.
- **Reasoning processes:** This part of AI programming has emphasis on selecting the right and correct algorithm or rule to reach a desired output or intended action.
- **Self-correction processes:** This part of AI programming is mainly made to fine-tune various already defined rules or algorithms, continuously and to ensure that these rules will always output the most accurate results when required in any specific situation.

## CATEGORIZATION OF ARTIFICIAL INTELLIGENCE

**Artificial Intelligence is basically of two types**

1. Weak AI &
2. Strong AI.

**Weak artificial intelligence:** Weak AI includes a system which is mainly designed to carry out only one particular job. For example: Amazon's Alexa and Apple's Siri, Video games like chess. It is also called as Narrow AI.

**Strong artificial intelligence:** Strong AI systems are capable of carrying out all the complex and complicated tasks which are considered to be human-like. Strong AI systems are more cumbersome and are more complicated systems. They are very well programmed and are capable of handling complex situations without having any human intervention. For example: Strong AI system can be found in self-driving cars or in hospital operating rooms. It is also sometimes referred to as Artificial General Intelligence (AGI).

### How Does Artificial Intelligence Work?

To build an artificially intelligent system, requires the process of reverse engineering of human personality traits and various other capabilities which humans have into very capable software or machines which can exactly mimic the behavior of any human being, take decisions by itself in various situations etc. An AI system uses amalgamation of various subjects, viz, Mathematics, Neuroscience, Computer Science & Engineering, Economics etc.

An AI system uses deep learning and machine learning which enables a machine to think and make decisions like human beings.

Deep learning comes under machine learning and both are part of AI.

### **Artificial Intelligence and Management**

Many alarms have voiced their ability to retain the workforce for artificial intelligence (AI) technologies, particularly for easy-to-automate jobs. But managers at all levels will have to adapt to the world of smart machines. The fact is, artificial intelligence will soon be able to perform administrative tasks that consume managers' time faster, better, and at a lower cost.

The technological development of society, and in particular the universal digitization of the economy, will have a significant impact on various business practices and the job functions of managers. The use of artificial intelligence systems and robotics carries with it both tremendous opportunities and threats for change and the disappearance of some businesses. The ability to redesign the management system according to new opportunities and challenges will be an important factor in making organizations adapt to new situations in the interests of workers, employers and society that is their business.

New digital technologies are constantly changing, hence making an uncertain and complex business environment. Technologies are rebuilding the landscape of the economy, characteristics of organizations and the way we interact with organizations. Therefore, in the present time of technological era, it is very pertinent for every business to adapt to latest technologies to ensure their smooth functioning and survival in this ever-changing complex business environment.

Artificial Intelligence is impacting various businesses in numerous ways whether it is data management, protection of confidentiality of user data, customer relationship management or manufacturing and warehouse management and so on. AI is lurking everywhere and at the same time it is also presenting various ethical challenges for businesses.

### **Adoption of AI for solving problems in various fields**

An extensive literature review was done to fill up this part of the paper. Following list shows the current scenario and various avenues in which AI is being adopted for solving various problems and is also helping managers in effective decision making. List is as follows:

1. Human Resource Management (HRM)
2. Agriculture
3. Manufacturing and Productions
4. Marketing
5. Customer Relationship Management (CRM)
6. Accounting and Auditing
7. Knowledge Management
8. Decision Making
9. Social Media Monitoring
10. Contingency Management
11. Business economics
12. Natural Resource Management
13. Advertising management
14. Digital Marketing
15. Medical Diagnosis
16. Healthcare
17. Business Intelligence

18. Education and so on...

## **AI in Human Resource Management (HRM)**

AI is continuously improving HR functions, such as self-service transactions, recruitment and talent acquisition, payroll, reporting, access policies, and various other processes.

HR executives are now combining AI into HR administration functions which will ultimately benefit and improve the overall employee experience, hence providing more capacity, more time and budget, and more correct information for managing people in a decisive manner.

Artificial intelligence software provides a better way to how to operate and execute various activities in an organization. AI is helping in automating many back-office jobs for reliable HR transactions and service delivery and all these are managed very efficiently.

## **Personalized employee experience**

Starting with the recruitment process, when right information in very less time, low cost and in an appropriate manner is received, the process can start step by step, very easily.

It means that, AI can be effectively used for employee's boarding program. It is often seen that; newly appointed employees do not know where to go as they do not know about the organization much and the people working in it.

Conversational AI for HR systems will help in answering the most important and required questions to newly appointed employees, so that they can easily get themselves fit in the organization and to help them gain momentum. For example, an AI software may provide the information such as names, coordinates and other contact information of the executives which newly appointed candidates should contact with during their first week or may be after the induction process. Training programs and code of conduct, other guidelines, all these can be provided or conveyed to new employees very easily and in a fast manner through AI software and systems. Conversational AI transactions can also help to update personal information of an employee in company's databases, securely on behalf of the employee.

## **Chat Bots**

A manager can access his or her report information directly through a chat bot application and perform HR transactions for business without need for accessing the core HR application. Chat bots are those application which will first authenticate an employee and then provide only authorized information specific to an employee.

Conversational AI for HR transactions has revolutionized the entire process of approval-chain in an organization and has simplified all the transactions routed through an approval-chain process. For example, a manager can easily approve various leave requests via a chat bot without even accessing the core system, hence making the process very fast and reliable. A chatbot can also provide a list of items in need of approval by the manager or HR in a systematic manner, so that no important item will get missed out. All these functions are simply supported by Chatbot application and a HR manager or professional doesn't need to have access to core system for extraction of any analytical data for the same.

These chatbots have resulted in increased productivity of HR professionals and is helping them to become more aware about various problems with on time and accurate data and can eventually boost employee performance in an organization.

## **AI in Agriculture**

In order to improve the efficiency and to reduce the adverse effects due to environmental hazards, the Artificial Intelligence (AI) has an imperative role in agriculture, thereby helping peasants in a big way. AI has become the integral practice in the agricultural industry for speculating and observing an overwhelming overall change, in the results.

For controlling and managing an uninvited natural state, the adoption of AI technology is of immense importance.

Now a days, there is a flux of startups who in agriculture are shifting for AI-enabled approach for increasing the overall production and the efficiency of the packages and practices. The market study report states that by the end of 2025 the size of the agricultural market is expected to reach US \$ 1550 million in global artificial intelligence (AI). By applying AI-empowered approaches, diseases or climate changes can be quickly detected and responded to smartly.

## **AI provides following advantages to agriculture**

- AI provides more efficient methods for producing, harvesting and selling essential crops.
- AI implementation emphasizes improving the ability to check faulty crops and to produce good crop production.
- In order to run various agro-based businesses efficiently, the utilization of artificial intelligence and its means are widely adopted.
- The weather forecasting and automatic machine adjustments for disease forecast, insect identification or infestation have become possible by AI applications.
- In order to improve crop management practices besides supporting various technology investment algorithms, the AI is becoming useful in agriculture.
- AI has become a major tool to solve the challenges being faced by the farmers, viz change in climate, infestation of pests and weeds that decrease yields.

## **AI in Manufacturing & Productions:**

With the use of AI in manufacturing processes, industrial automation is now possible.

Machines well equipped with AI technology has provided various new opportunities in manufacturing. Now, with the help of AI machines, more production can be done in less time thereby increasing productivity. For instance, AI automation can be in the process of packaging in manufacturing, which include packing of finished product with highest precision as possible and as per the quality standards.

AI is helping the manufacturing sector in the following ways:

### **• Directed Automation**

With the help of production machines which are loaded with AI software, mass production with highest precision is possible now and has completely revolutionized the way of mass productions. AI machines have the capability of performing repetitive jobs without getting tired and with the highest accuracy as possible, thereby eliminating any probability of human error in the process, if used. AI automation has made the productions efficient and fast as it was never before and has also improved the product quality with highest accuracy as possible.

### **• 24x7 output**

An AI equipped machine can perform work 24 hours and 7 days a week without getting tired and without losing accuracy of production. Therefore, we can say that machines with AI can perform 24 by 7 and can also take care of the product quality as per the standards by themselves without any human intervention. With such a capability, businesses can increase their production capacity and can also meet the growing demands of their customers around the globe.

### **• Safe Operating Environment**

With the help AI automation and machines, production plants can do production with high accuracy and almost zero chances of errors. Besides, it rejects the use of any human resources to perform any dangerous and highly heavy tasks. Machines can also save human lives at workplace as they do not require any human intervention while doing any complex, risky and dangerous jobs, thereby eliminating any probability of accidents at that can impact human life at workplace. For instance, in nuclear reactors, to be functional in a controlled manner, requires replacement of controlling rods after specific intervals which will be very dangerous for a human to do as the environment is highly radioactive and could also kill the person. But, with the help of machines with AI tech, the rods can be replaced in a very efficient manner and at the right time and right place without putting harm to any human life.

- **Innovative opportunities for humans**

AI machines can automate various repetitive jobs in manufacturing which can be boring and time consuming for the humans, thereby providing novel opportunities for humans to focus on more and more innovation rather than on clerical or repetitive tasks.

- **Lower Operating Cost**

AI automation and machines can effectively reduce production running costs and various other operating costs, thereby increasing profits for a business.

### **AI in Marketing: (AI Marketing)**

Artificial intelligence marketing (AI marketing) uses AI concepts like machine learning to predict customers' mood and next move, hence improving his/her overall journey with the company.

AI marketing, big data analytics and various other advanced solutions such as machine learning are helping marketers to anticipate a more accurate picture of targeted audience like never before.

Digital marketers can now enhance their campaign performance and ROI with the help of big data analytics.

### **Advantages of Artificial Intelligence Marketing**

Digital marketers are finding AI marketing, a more attractive option as compared to any other marketing practice because it provides insights about customers. According to a recent study by PwC, AI was seen as a "commercial advantage".

### **More intelligent search**

With the rapid growth of social media and search engines, customers have become smarter than ever before. Therefore, it becomes pertinent for marketers to market their goods and services where the customers are actually present. With the help of AI and big data analytics, marketers now can actually analyze the search patterns of consumers over various search engines and can ascertain key areas where they could pay more attention while marketing their goods and services.

### **Clever advertisement**

With the help of AI, online advertisements have become smarter and more effective. AI solutions can dig deeper into other online data for keyword search, social profiles, and human-level results.

### **Sophisticated content delivery**

Digital Marketers are now able to enhance targeting to a new level with the help of AI. Audience analytics can cross, to understand people on a specific basis. Now, marketers can use AI with a scope to go beyond a specific demographic level and identify potential customers, and position the most relevant content to them.

### **Dependence on AI Bots**

AI bots are now helping in retaining customers at a higher level by engaging with them round the clock. Further, they can provide customer services through chat functions. Many companies can save employee time and expense with the help of AI bots. AI bots can easily access data, information and search history of the entire Internet very efficiently as against any human being.

### **Continuous erudition**

AI unveils hidden information about customers by predicting their behavior online but can also incorporate old customer data into new marketing campaigns, and to make customer targeting more efficient. With the passage of time, AI solutions may become more intelligent in eliminating waste data, besides greatly increasing conversions, and promoting real-time decision making.

### **AI in Education**

Artificial intelligence is revolutionizing the teaching-learning process in education as a whole, with teachers focusing on building students' minds rather than examining copies, tailoring the learning process for each individual student.



Technology has made it more collaborative, as teachers and students are working together to achieve better results. Artificial intelligence (AI), in many technical applications, has a major role in changing the old trends in the field of education. Let's see how.

### **AI is simplifying administrative tasks**

AI, by definition, focuses on machines that are intelligent enough to work and react like humans. AI has automated administrative tasks and cuts down the time and effort used for things like assessing students' work and grading exams. With this, teachers can now direct their energies to engage with their students and deal with the challenges they face. AI is helping school admissions boards by automating the classification and processing of paperwork. Although AI-led test grading was limited to objective type answers only, new AI systems are being designed to be evaluated as subjective answers as well.

### **Make quality education accessible**

In an era where technology is shrinking the world, it is making quality education more accessible to large populations in the form of smart content. They often provide education through virtual content such as video conferencing, lectures, etc.

Even textbooks have adapted as AI systems are now being used to create digital textbooks for specific subjects / subjects. It is helping to engage students of all academic grades and ages.

With advanced applications of AI, teachers are setting the content according to the local needs of students in different parts of the country.

### **Tailoring education as required**

Each student has the ability to learn and the pace of absorption. They operate in systems that work according to the needs of the students. They may have thought that in a classroom full of students, teachers can fully identify each other's strengths and weaknesses and work on them individually! Now with the help of AI, they can.

### **It can examine courses and identify improvements**

It is not uncommon for students to struggle with particularly challenging concepts in their curriculum. This is where teachers take steps to ensure that students' understanding is not limited. Adopting a utilitarian approach, it analyzes the trend most prevalent among students. If the trend is diverging from the target set, the AI alerts the teachers and leads the students to the correct answer. It helps students to give immediate feedback and stops them in their tracks if they are wandering and improve their understanding of the subject. But sometimes even the best teachers can leave a gap in explaining a concept, which can leave students with half-baked knowledge. AI, on many online course platforms, is solving this problem.

### **Universal access for all students**

The AI-powered learning system makes the classroom accessible to all, including another country. Preschool education in India has seen substantial progress in recent decades with efforts at both the Center and State levels and achieved a substantial gain in enrollment to gross enrollment ratio. (GER) is 97% at the primary level and 80% at the secondary level, according to recent data. This can be extremely helpful for students who are unable to attend school due to a disease or want to study a different course available in their school.

### **AI in Accounting**

In order to face the increasing regulation/demands from the clients, the accounting establishments are presently taking prelude of a new type of workforce to help their time-consuming encumbrances. As a result, this support system which is artificial and not human, helps the companies to undertake most complex tasks without asking for monthly remunerations. Besides, implementing the new AI technologies, the companies have been able to streamline the process of their accounting business operations with utmost credibility and accuracy and also to achieve the efficiency in business administration.

## **ACCOUNTING TASKS THAT AI MACHINES CAN DO**

### **1. Monthly or Quarterly Closing Process**

Monthly and quarterly accounting reports can be easily generated through AI-driven software with less chances of error or missing of any precious data. This is because, AI seek data from various sources, consolidate and merge it into a single report. Now, at the end of month or an accounting period, the managers can enjoy a reliable and accurate balance sheet which will help them in taking important decisions on time.

## 2. Purchase

The tracking and purchasing method for many companies is loaded with paperwork and uses different file formats that may not be compatible with each other. However, machines can be integrated with APIs, and unstructured data can be processed. This makes the purchase process paperless and easy. With the help of AI, price changes can be easily tracked among many suppliers.

## 3. Accounts Payable / Receivable

With the help of AI-machines, management of invoices can be done in an efficient manner which will make the process of making accounts payable and accounts receivables very easy. They can also learn the accounting code for the respective invoice.

## 4. Audit

Digitization tracks which files were accessed by whom and when, which enhances the security of data and files. During an audit, auditors are not required to search the file cabinet for documentation because they can easily access digital files. This, in turn, increases the accuracy and efficiency of audits and makes it possible to audit 100 percent of a firm's financial transactions rather than just samples.

## 5. Expense Management

Reviewing and approving all expenses to ensure that they conform to company policies can be a time-consuming process. AI makes this much easier because machines can view receipts, review expenses, and warn people of any kind of breach.

## 6. AI chatbots

With AI, machines can efficiently resolve common queries from users such as bill arrears, latest account balances and status on accounts.

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## Spiritual Empowerment

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### ABSTRACT

*Spiritual empowerment cannot be easily explained as self-absorption. Basically it comes to communicating with something that goes beyond our individual being. But paradoxically, this process begins to establish a deeper relationship with what is within us. Each of us has an inner compass that can guide us towards healing, perfection, and growth. The similarity of the orientation to the reinforcement of the afterlife is presented late by the profound reinforcement as a symbolic and spiritual reinforcement as a hypothetical structure of preachers. When using this representation, advocates of profound engagement with clients begin, and clients regularly experience another global excitement in which they find or rediscover their other worldly powers. Spiritual empowerment can be understood as seven decisive factors such as vision, guidance, spiritual gifts, fat, weakness, power and identity. Further the process of spiritual empowerment visualize as twofold. One is spiritual and second is awaking. First, there is a spiritual experience where the spiritual connection is made between the one as acceptor and the second who donators. Both consider as a bridge of the spiritual channel and the effort involvement is truly enhance the empowerment. The exploration of paper is to find the key attributes of spiritual enlightens and their consequence as their empowerments.*

*Keyword: Spiritual Empowerment, Spiritual Enlightens , Awaking , Spiritual Connection , Healing.*

### ESSENCE OF SPIRITUALITY

Spirituality means different things to different people. In general, spirituality refers to personal meaning and purpose. For example, many people ask questions at some time in their lives, such as "Why are we here?" And "What are our goals?" Spirituality refers to the exploration of the "inner self" or "superior ability" of a person. Spirituality means different things to different people. In general, spirituality refers to personal meaning and purpose. For example, many people ask questions at some time in their lives, such as "Why are we here?" And "What are our goals?" Many people think that spirituality is only focused on religion. However, religion is usually only a small part of spirituality. If you do not believe in religion, you can still explore your spirituality without referring to religion. Inner peace and contentment are often spiritually related terms, as the concept focuses on listening to your "inner self" and your true desires. If people feel they haven't found something important to their lives, then they will often want to explore their spirituality. They may have a lot of money, a beautiful house, a good job and an expensive car, but they may still feel numb. In today's world, it's easy to ignore important things and just live our daily lives without really understanding our true identity and bringing real meaning to our lives. Although it seems that spirituality is more acceptable in the Gulf than in other places, the word itself often generates vigilance or contempt. For some people, spirituality has almost become synonymous with spiritual deviations: the use of spiritual concepts and practices to avoid, reduce or eliminate very difficult and realistic conditions in our world. It is often considered that the doctrine of the law of attraction fosters this form of "spiritual" guilt: it seems that creating a better world. is just a matter of thinking about positive thoughts and eliminating negative thoughts, which also means that bad things happen simply because we allow ourselves thinking of negative thoughts. Many people have fallen into this rabbit hole and have to escape from manic evasion and self-criticism

Especially in times of rampant violence of neo-Nazis in public places, the escalation of environmental disasters and the brutal behavior of the police against blacks, browns and transsexuals continues to increase, it is not justified to use spirituality to shake these terrible realities. Yes here, however, the "love Trump hates" sign is proudly displayed in the courtyard and windows of East Bay House. Then I understand some people's doubts about spirituality. When I find him, I often think of Zen: "Before the lighting: cut wood, raise water. After the

lighting: cut wood, bring water with me." When we are mentally engaged, we can know that we have the ability to integrate into this. A deep feeling that crosses the entire world. In fact, it can change our lives, even boring and boring, horrible and intolerable parts. Not only that, but it can also change the way we choose to live big and small. By the way, this ability to adapt can also give us strength and resistance to larger, apparently insurmountable, global and systemic problems.

## **SPIRITUALITY IS NOT IDEALISM**

As we all know, young people are idealists, and adulthood often defeats "idealism" among us with a sad attitude as we grow. Therefore, as we get older, our vision and optimism can become blurred. When we face the cruel reality of the world, we can begin to believe that there is nothing we can do without hope or try something better. We can find that we have many solid and pragmatic reasons to do the job, but in the end it leaves us with a vague sense of emptiness. Even when we work for an organization that meets our values, we may feel a bit uncomfortable: maybe our skills and talents are not fully utilized, or our bosses do not have the spirit of fairness, collaboration and respect that the organization says to embrace. The "adult" voice in us tells us: "That's it. Get used to it." However, we have some internal conflicts and we say "no" in several ways: I did not meet the deadline, I forgot the alarm and continued taking another sick leave day. I get scared every morning when I get out of bed.

## **TO FIND WHAT IS MISSING, WE MUST GO INSIDE**

Part of what happens when our idealism is defeated is that we also lose our inner awareness of what we need and what attracts us. I do not absolutely believe that these internal entanglements are only young indigestion, and the sound of antacids is heard in the stomach. (But keeping in touch with your intestine can mean learning to provide the body with enough functionality to do the work you are doing here.) When we get rid of our intuition, most of our intuition exists in our bodies, and the result will surely lead to a sense of separation from the world around us. We can get used to this feeling of disconnection, it just seems like life. When our attention is too far from the great world around us, or when the overwhelming and desperate situation swallows us, despair and lack of meaning will be revived in our lives. In both cases, it is necessary to reestablish a connection with one's own drive towards healing, wisdom and growth.

Spiritual empowerment has nothing to do with self-absorption. Fundamentally, it is establishing a connection with something different from ourselves. But the process, paradoxically, begins with the construction of deeper connections with the things within us. Each of us has an internal compass that can guide us towards recovery and overall development. It also leads us to connection and meaning. This is what we call spiritual empowerment: it refers to a perspective in which we can effectively care about ourselves and the world around us.

## **SEVEN FORMS OF SPIRITUAL EMPOWERMENT**

Because we humans need, we always need help managing life and its responsibilities, so the skills we seek can take many forms.

### **1. Empowerment = Vision**

For example, he may have felt the call to serve God, but he felt frustrated along the way and may have lost his desire to move on. For you, empowerment may seem more like a place where God takes you, a vision. Such a vision answers the question "Why?" Without it, you could lose hope and get frustrated.

### **2. Empowerment = Guidance**

Along the way, you may be confused about directions. You may wonder if you have come to the end. God assures us again and again that if we seek Him, He will guide us. You may want to make a complicated decision. You need guidance. You are asking a question, not an answer. Questions like: "Am I wasting my time doing my homework?", "How long should I continue doing it?", "Am I working with the right person?" The decision made can be a feeling of peace.

### **3. Empowerment = Spiritual Gifts**

We often think of the power of God with spiritual gifts. 1 1 Corinthians 12, Ephesians 4 and Romans 12 describe many different gifts that God has given his children. I knew that if we could endure the "evil

spiritual power in heaven," we needed equipment. However, even these lists are incomplete. For example, we are all asked to pray, but some have the ability to intercede. God gives them something that makes it easy and natural for people to pray and pray effectively.

#### **4. Empowerment = Anointing**

The gift itself may have greater specificity or nuance. For example, God can give you the gift of healing, but when you pray for an illness, you can find yourself particularly motivated and effective. Some people call this "anointing." Whatever it is, God works in your heart in a specific way.

#### **5. Empowerment = Weakness**

For others, empowerment does not work in the area of force, it works where we feel weak. For example, a struggling youth may find that the spirit of truth makes it easier to put aside the difficult things he wants to do. In the past, you may feel complacent or unable to perform your duties, and God can accelerate your spirit so that you have a greater sense of urgency to perform certain tasks. You may find it easier to commit crimes and have the ability to do so in a way that surprises you and others.

#### **6. Empowerment = Authority**

Authorization manifests itself in many subtle ways. Jesus did not give the disciples a spiritual gift, but he did give them impossible tasks and gave them the authority they needed to accomplish it, because the followers of Jesus had the same authority. You may discover that you have the ability to do something magical when you abandon your faith and use it.

#### **7. Empowerment = Identity**

Ultimately, the first and greatest way to empower ourselves is to understand who we are. When Jesus was placed under spiritual restraint by the devil, he discovered that he was proving who he was and what God promised. It's really amazing to know who God has made you, and He loves you anyway. That is the highest level of spiritual empowerment.

#### **Techniques to achieve Spiritual Empowerment:**

**1. Find some solutions in your life.** It's like that, even if you're not on your phone. Actually, I need to be alone every day. You don't have to do anything special, just one person. Julia Cameron talks about the so-called artist that dates in the form of an artist. Programming once a week to do what you want generally stimulates creativity. I want to incorporate it into my life.

**2. Meditation.** Meditation is not just sitting cross-legged. You can walk or even take a bath. In most meditations, one thing I find common is to focus on breathing, not much else.

**3. Spend time with others and practice interpersonal relationships talking about embarrassing things.** Exploring with others can be challenging and fun. Talk to others to remind you that you are not alone. I'm not really saying that this should be real life, not the Internet. The internet is amazing. I think we can save lives by providing safe spaces for people who are not vacant. But what I mean is that it looks a little magical in someone's eyes.

**4. Exercise** exercises, such as yoga, running are a good way to get rid of brain problems. I don't know where my heart will be if I don't do any exercise every day. My favorites are yoga (of course) and walking. I used to be a very athletic athlete, but I found them more suitable for my body and mind. With this in mind, even this exercise can be meditative.

**5. Journal** writing the morning newspaper and automatic writing can be a powerful approach. I discovered what appeared on the paper that I didn't know in my mind and heart. We are persistent throughout the day, not only anxious, but also surprising ideas and solutions.

**6. It is no secret that TAROT and Oracle cards are powerful tools that can help you increase your intuition.** I don't think you need to believe in magic to use them. They reflect what is inside of you and go beyond your language. I don't know how it works, but it does. I would say that 95% of the people I work with have never used Tarot or Oracle cards. However, each of them will tell you that they have learned a lot. In addition, there are some interesting and beautiful decks for you to enjoy.

**7. Sometimes my thoughts are strong, so instead of meditating in silence, I learned to sing or sing.** Now I do any of these things according to the date. My voice was not good, but my head cleared after two minutes. The anxiety is less intense and my inner voice is clearer. If you don't understand any carol, but you could also try it, please carol OM. It may seem strange at first, but it's about magic.

**8. Get treatment from professionals.** This is something else, I don't know how it works.

**9. Experience new things, take risks and learn from others.** Even if you don't understand the reason, do something interesting. When something attracts you, this is your inner voice that speaks to you. You can be happy to do anything that appeals to you, or you can completely change your path.

**10. Become Fascinated.** I mean create your own path. I mean people who think they are responsible for their recovery. This is the supreme spiritual ability. Identifying in this way is not suitable for everyone, but it can definitely steal the spirit. After all, we are talking about moral empowerment.

## CONCLUSION

Spirituality refers to the exploration of the "inner self" or "superior ability" of a person. It is often considered that the doctrine of the law of attraction fosters this form of "spiritual" guilt: it seems that creating a better world is just a matter of thinking about positive thoughts and eliminating negative thoughts, which also means that bad things happen simply because we allow ourselves thinking of negative thoughts. Spiritual empowerment has nothing to do with self-absorption. Fundamentally, it is establishing a connection with something different from ourselves. But the process, paradoxically, begins with the construction of deeper connections with the things within us. Each of us has an internal compass that can guide us towards recovery and overall development. It also leads us to connection and meaning. This is what we call spiritual empowerment: it refers to a perspective in which we can effectively care about ourselves and the world around us.

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## Spiritual Intelligence and Teaching Excellence: A Study of Academicians in Higher Education Institutes of Delhi & NCR

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### ABSTRACT

*The last two decades have witnessed educational institutions mushrooming on a widespread level and offering various graduate, post graduate, degree, diploma and certificate courses. These Higher Education Institutions have been established with the primary objective of imparting quality education. One of the most important constituent of quality education is teaching practice. Therefore excellence in teaching in the higher education sector is a matter of great concern for the Government and educationists. Raising consciousness about the concepts of quality in education also leads us to think if excellence can be achieved by increasing the levels of productivity of the academicians and satisfaction of the learners or should it be searched in the context of "spirituality". This paper is focused towards understanding the role played by spiritual intelligence on the teaching excellence of the academicians working in self financed Higher Education Institutes of Delhi/NCR.*

### I. INTRODUCTION

Higher education institutes are considered to be one of the most valuable assets of the nation resulting in creating a developing and flourishing economy. These powerhouses of knowledge are responsible for major source of value creation among the members of a society. Teaching quality and excellence in the higher education sector has always been a matter of great concern. However it is being increasingly accepted in India that excellence in teaching at the higher education level is determined by factors in teacher's personality apart from subject knowledge. These Institutes are charged with the responsibility of providing education to an increasing number of students. Moreover these students are being taught in increasing number of disciplines providing a large number of specializations. It is also expected to pay more attention to quality of teaching at the same time. Recognizing and promoting excellence in teaching is considered a major objective that all educational institutes should attempt to achieve. To continue to fulfill their objectives in terms of providing quality education to their students, these higher education institutes are always on the search for identifying factors that determine teaching excellence.

Teaching, in the sense of experiencing and finding meaning in life, cannot be separated from spirituality (Jeanette de Klerk-Luttig 2008). As spiritual beings, teachers also desire meaningful work to be done by them which will give them a feeling of purpose and achievement. They want to experience positive social relations with colleagues and students. By living a life which is integrated in nature they want to justify their role as a teacher and to consider it to be a part of their identity (Kelchtermans in Vandenberg & Huberman, 1999:184-190). Academicians should attempt to develop a calm mind so that the consciousness is increased and they are more aware to everything that happens around them in their institute. At the same time they should be conscious to live in the present and develop an understanding of the interplay of relationships.

### II. RELEVANCE OF STUDY

This paper is focused towards understanding the role and impact of Spiritual Intelligence on Teaching Excellence of the teachers in self financed Higher Education Institutes in Delhi & NCR. The study could be of particular interest to the body of academicians, management of institutes, governing bodies and the government of any nation. The outcome of the research can be utilized for upgrading the quality of teaching at the higher education level.



### III. REVIEW OF LITERATURE:

#### a. Teaching Excellence

The period during late 1990s witnessed a lot of debates about excellence in university teaching. After 1997, the Government has also advised the institutions to stress on the need to emphasize their teaching pedagogy and learning enhancement strategy. The report also laid stress on institutions to identify what students were actually learning under the scope of higher education. The following factors were found to be crucial in assessing Teacher's excellence.

#### Subject knowledge

As per Gibbons et al. (1994) there are two types of knowledge Mode 1 and Mode 2 in which the mode one type of subject knowledge is related to academics and scientists working within discrete.

Temple (2005) on the contrary explains the dominance of form of teaching over the subject content of teaching and the concept of teaching excellence.

As per Shulman (2004), "the expert teacher is the one who 'knows' the subject matter being taught and knows 'how' to teach, and also is aware of how to transform the particular subject being taught into terms that students can understand" (Shulman, 2004)

Meredith G.M (1985) provides for subject matter taught (subject mastery) as the factor determining teaching excellence. He has also outlined personal characteristics of teachers such as enthusiasm, energy, approachability and tolerance also as influencing teaching quality.

Kreber explains that teachers become excellent teachers and teachers having good teaching expertise, when they "share their knowledge and advance the knowledge of teaching and learning in the discipline in a way that can be peer-reviewed" (Kreber, 2002, p. 18). There was but no such evidence in her study to prove that teachers doing research were also excellent teachers.

Kember (1997) explains five specific conceptions with regard to teaching: 1. Teaching should be treated as a function of imparting information 2. It is concerned with the transmission of field of knowledge. 3. It can be considered as an interaction between the student and the teacher. 4. It is concerned with the facilitation of student learning. 5. It can also be considered as bringing about an intellectual development along with a conceptual change, in the student.

Neumann et al. (2002) examined many aspects of teaching .The findings suggested that for a 'hard pure' subject, like physics, the teacher should emphasis on cumulative knowledge acquisition in comparison to application. At the same time, for a 'soft pure' subject like History, it could be said that integration would be better than application to engage students in discussions. At the same time a 'hard applied' discipline, like Engineering, should also follow the application of techniques which will help the student in problem-solving in undergraduate teaching. The discipline of social sciences often referred to as 'soft applied' discipline lays stress on the applicability of knowledge and the familiarity of the students with specific protocols and procedures.

Trigwell and Prosser (1993) have advocated five contexts in which teaching can be explained. Here the relevance of teacher-focused transmission of subject knowledge was one of the crucial factors.

Yair (2007) came across the memories of extraordinary professors in his study and explains how these teachers stressed on the enhancement of their subject matter.

In another study done by Siddique, 2004, it was seen that the Subject Mastery Competent teachers applied the integrated and deep sets of 'knowledge to implement, and revise instruction. As per a research done by Abramiet. al, (1999), Effectiveness of a particular teacher rely on the teachers' knowledge.

#### Values towards research

Andrews et al. (1996) argued that the commitment of teachers who are considered as very good can be understood by focusing on the specific values, beliefs and characteristics of the teachers. Yair (2007) explains in his research how excellent academicians often described faculty members to consider their subject matter as their passion. They also had a passion for values for research. Thus he also pointed out

that professors could transform into better teachers if they possess value for research. The teaching and research has been seen to be stronger at the graduate level, than the value of research to the undergraduates.

Contrary to the above research, it was found by Gibbs, in comparison to Terenzini and Pascarella (1994) that the belief that good academicians are also good at research is merely a myth when it comes to higher education. It has been explained that it is not true to assume that excellence in teaching can be achieved directly from excellence in research (Gibbs, 1995). Gibbs reiterates that Quality Teaching is receiving very little attention in comparison to research.

As per Alan Skelton (2009) teaching excellence can be defined in the following parameters. Teaching excellence inculcates the considered development of a personal philosophy of teaching. This also involves the engagement with educational values in practice. These values have to be modified in response to 'concrete material circumstances'.

### **Interpersonal skills**

Grieve (2010) has come across some internal factors of teachers which connected to excellence. This research was done for analyzing the results of a survey done with primary schools teachers in Scotland, in which the teachers were asked to rate 44 characteristics of excellence. The findings showed that teachers possessed clarity about the concept of excellence. The teachers related excellence to interpersonal skills. The findings conclude that interpersonal skills is crucial in the professional development for teachers.

### **Relationship with students**

Grieve (2010) has come across some internal factors of teachers which connected to excellence. One of the factors found out was positive relationships with students. It was found that the interaction between the teacher and the students which leads to dynamics of classroom relationships was seen as major characteristic for excellent teachers.

As per Shulman (2004), teacher who can be considered to be an expert should be someone who very well understands the subject matter to be taught. He is also aware of the methodology with which the subject can be taught. In course of his teaching the teacher is able to make the students understand the subject being taught. (Shulman, 2004)

### **Teaching Pedagogy**

Teaching techniques has been crucial for measuring teaching excellence. Taylor (1990) stresses on initial practicum component in teaching. Taylor stresses on the practicum as the most crucial factor for the development of excellence teaching.

As per a research done by Abrami et. al, (1999), it was discussed that the effectiveness of a particular teacher relies on the factors such as teachers' skills, aptitudes, knowledge, and values that they bring to the classrooms. Teachers also differ in their teaching experience. Thus in this research too, interpersonal factors of a teacher effects teaching excellence.

Morley (2003, pp. 27-8) on the contrary argues in her book "Quality and Power in Higher Education" that the socioeconomic context of teaching has been neglected. Here the researcher contradicts the form of teaching having dominated the subject content. She also contradicts that being taught has become less important as compared to teaching being done 'excellently'. It has been explained by her that the excellence which refers to quality, audit, professionalisation, performance indicators, management, consumerism etc have been responsible for lowering the levels of teaching excellence.

HEA in its report in the year 2014, has analysed the ideas of 'teaching excellence' and the impact of pedagogic approaches. Among the recommendations, the report suggests that Institutes should go beyond the term 'excellence in teaching' and the 'experience of the student' and should focus on the teaching methodology which needs a genuine engagement and dialogue with teaching staff.

### **b. Spiritual Intelligence**

The term 'spiritual' may refer to a belief system of a person in which the person has faith that his existence is controlled by some invisible force. This power of force in the universe can also be

understood as the one which is connected with the present context of reality. This power or force is often referred to by some as God while others less particular of the terminology may believe in some power which governs existence. However, here a distinction between the strength of belief in this force is considered to be different from the understanding about the concept of this force.

King and De Cicco (2009) proposes four core components of spiritual intelligence which include (1) the first component of spiritual intelligence, critical existential thinking can be understood as the competency to dwell into the process of finding oneself, (2) the competency to comprehend meaningful physical and mental experiences and to find a purpose from one's experience, (3) to gain perception of the finer self concepts, understanding of the perception of others along with the understanding of the physical world, and (4) the fourth component of spiritual intelligence also referred to as conscious state expansion is the capacity of a person to be able to expand his understanding and experience higher states of consciousness at one's own will (King, 2008; King & DeCicco, 2009).

### **Critical Existential Thinking (CET)**

Critical Existential Learning may be understood as the capacity to be able to enter into a meaning-making process that is concerned with locating oneself in respect to these issues (Allan, B. A., & Shearer, B. 2012). It can also be considered in addition to the tendency to search for the issues concerning human existence. It has been a universal human experience to engage in the process for searching answers to the fundamental questions of life, death and human existence. A large number of people have formed beliefs around the issues of existence. In every culture in the field of psychotherapy these issues are valued. Several scholars have also discussed the psychotherapeutic benefit of focussing on issues of human existence. (Frankl, 1963).

Critical existential Thinking can be construed as the first component of Spiritual Intelligence. It is understood as the capacity to contemplate on a variety of subjects related to existence eg: space, life, death, meaning and purpose. This is based on the fact that existential thinking is the common chord when defining the meaning of both spirituality (e.g., Koenig, McCullough, & Larson, 2000) and spiritual intelligence (Zohar & Marshall, 2000). It is often argued that the applications of critical existential thinking can be relevant to any issues pertaining to life. Thus any situation or circumstance can be perceived by any person in the purview of own existence.

It has been revealed through various studies that perception of critical existential thinking is considered to have a major impact on the perception of overall intelligence (Furnham, Wytykowska, & Petrides, 2002). For some researchers it may be looked upon as a "quest for understanding answers" (Koenig et al., 2000), while for others it may be considered as a structure which explains behaviour. It has also been revealed that simply seeking answers for the questions pertaining to the existence of various subjects cannot be understood as gaining perfection of this capability. Such existential issues should be contemplated by individuals using their skills of analytical thinking. This may also include deriving original conclusions on the subject of human existence. It may also include formulating personal thought process regarding existence, by relating the concepts of a field of knowledge or discipline with experience gained. Critical thinking is defined as the process where information is gathered skillfully and actively or has been generated by observation, experience, reasoning, or communication and then analysed, synthesized and evaluated. (Scriven & Paul, 1992). This process of critical thinking more accurately reflects intelligence. Cook and Oltjenbruns (1982) also observed that there is evidence of developing existential skills significantly during high school.

### **Personal meaning production**

It refers to the capacity to be able to construe meaning and seek purpose in all experiences of self whether they be physical and mental. The role of intelligence in ascertaining the meaning from human experiences cannot be undermined. There has always been a controversy on the subject of human intelligence among the psychologists and non psychologists (Cianciolo & Sternberg, 2004). Howard Gardner's (1983) theory of multiple intelligences has been the most frequently debated issues. His theory of multiple intelligences can be applicable in a variety of capability factors from language to music. It stated that any intelligence should be unique and thus it does not depend on other intelligences. However in addition to multiple intelligences other intelligences have also been suggested

(Gardner, 1999). It is also believed that intelligences pertaining to the moral, existential, and spiritual domains of existence have received greater consideration than others (Mayer, Caruso, & Salovey, 2000).

According to Howard Gardner (1983) intelligences show association among one another to a certain extent. It is important to understand the association not only as relatedness within the set of intelligence referred to as intra-relatedness (Gardner, 1983; Mayer et al., 2000; Sternberg, 1997), but also relatedness between various intelligences referred to as inter-relatedness. This can be understood as an intelligence being uniquely different from some pre-existing intelligences, while also showing relatedness to it at the same time. (Mayer et al. 2000). According to Zohar and Marshall (2000) human intelligence can be understood in terms of a structure in which spiritual intelligence is at the top. This hierarchy represents the processes of the brain that are intertwined and are involved in finding out the meaning of human and mental experiences. Other intelligences such as emotional and social intelligences which reflect the associative processes of the brain are often found below the spiritual intelligence level. At the lowest level of the hierarchy of intelligences are the rational intelligences that are measured on verbal, mathematical, spatial, logical grounds. It was observed by Parks (1986, 2000), that individuals who are less than 30 years but older than 17 years become more aware of their consciousness about reality and are able to develop their meaning-making abilities.

### **Transcendental awareness**

While awake if an individual is conscious and possesses the ability to gain perception of the abstract dimensions of the self and that of others it is referred to as Transcendental Awareness. Self refers to consciousness well beyond the ego. The development of existential skills developed during high school as advocated by Cook and Oltjenbruns (1982) has been researched to continue throughout adulthood. At this stage the abilities become deep rooted and contribute to the transcendent awareness (Hamel et al., 2003; Helminiak, 1987). Csikszentmihalyi (1993) also referred to the abstract self, where transcendents are often referred to as successful individuals who “move beyond the boundaries of their personal limitations by integrating individual goals with larger ones, such as the welfare of the family, the community, humanity, the planet, or the cosmos” (p. 219).

### **Conscious state expansion**

It refers to the capacity to be able to experience higher spiritual states of awareness in accordance to one's own will (King, 2008; King & DeCicco, 2009). Consciousness may be inferred as the subject which encompasses the different aspects of the mind such as perceptions, feelings, sensations, thoughts, images, memories, and so forth, to demonstrate a specific pattern depicting interrelationships within themselves. Investigations have revealed that the world's most accomplished performers are able to experience higher stages of human development. The Vedic Psychology also indicates that peak performances are a characteristic of individuals with higher states of consciousness. There has been a general agreement that only very few individuals are able to reach the highest stages of human development; due to which it can be construed that a large part of the human potential in organizations and society remains unexploited. It has been proven by research that the brain functioning between all levels of consciousness is significantly different from the brain functioning at all states of consciousness, including those associated with spiritual experiences and meditation (Cahn & Polich, 2006). Thus closely related to the study of spirituality also lies the evolution of consciousness. The emphasis is on changing the internal self rather than changing an externally visible action and then analysing the end result wholly in the materialistic environment. Rigorous training and various forms of meditation are believed to raise the different states of consciousness. According to (Ellsworth, 1999; Fitzgerald, 2005; Helminiak, 1987) adolescence and young adulthood stages in an individual's life appear to be marked by an expansion of all spiritual capacities, resulting in identity formation and the emergence of abstract reasoning.

## **IV. OBJECTIVE AND HYPOTHESIS OF THE STUDY**

The Objective of the study is to examine the impact of Spiritual Intelligence on Teaching Excellence of academicians of higher education Institutes in Delhi & NCR. To meet the objective the following Hypothesis is formulated:

Ho: There is no significant Impact of Spiritual Intelligence on Teaching Excellence

H1: There is significant impact of Spiritual Intelligence on Teaching Excellence

## V. RESEARCH METHODOLOGY

Descriptive study design has been adopted and the inferential statistics was calculated using SPSS 22.

### Sample and Procedure

For this research non-probability purposive sampling has been used. The data used in this study is based on the questionnaire surveys administered to the faculty members working in higher education institutes offering professional degree courses. Members working in three job profiles according to seniority were administered the questionnaire. Various colleges offering professional courses such as BBA, BA(JMC), BCA, BA(LLB) and B.Tech in Delhi and National Capital Region (NCR) were selected for the purpose. In total 70 questionnaires were distributed among the faculty members working as Assistant Professor, Associate Professor and Professor level. As 3 questionnaires were incomplete in certain respects, hence were not considered for the purpose of evaluation. Thus results were compiled for a total of 67 responses.

## MEASURES

### Spiritual Intelligence (Independent Variable)

As the study is intended to analyse the role of spiritual intelligence on the teaching excellence of the academicians of higher education institutes, spiritual intelligence is considered as the independent variable. Spiritual Intelligence was measured after modifying the Spiritual Intelligence Self Report Inventory (SISRI) developed by King & DeCicco (2009). All measures were assessed on a five-point Likert Scale ranging from 1= Strongly Disagree to 5= Strongly Agree.

The internal consistency (alpha) for the spiritual intelligence was tested and found to be 0.820.

### Teaching Excellence (Dependent Variable)

The dependent variable used in this study was Teaching Excellence of the faculty members. Teaching Excellence was measured after taking in consideration the various factors affecting it. All measures were assessed on a five-point Likert Scale ranging from 1= Strongly Disagree to 5= Strongly Agree. The internal consistency (alpha) for this sample was 0.687.

## VI. RESULTS AND ANALYSIS

There are total 15 items were taken for study out of which 6 items pertaining to Spiritual Intelligence and 9 items pertaining to Teaching Excellence. The data was analysed by using SPSS 22 and the reliability test shows that the Chronbach Alpha is 0.786 and which indicates that the data is reliable for study. The hypothesis is tested with respect to test the impact of spiritual intelligence on teaching excellence of academicians of higher education institutions. Regression analysis was used to ascertain the impact of spiritual intelligence on the teaching excellence of the academicians of higher education institutes. The role of spiritual intelligence on the teaching excellence of the academicians of higher education institutes is significant as the significance p-value is less than 0.05. Therefore it can be concluded that Spiritual Intelligence has a positive effects on teaching excellence of academicians. The regression analysis tables are appended below:

Correlations			
		Spiritual Intelligence	Teaching Excellence
Spiritual Intelligence	Pearson Correlation	1	.323**
	Sig. (2-tailed)		.007
	N	68	68
Teaching Excellence	Pearson Correlation	.323**	1
	Sig. (2-tailed)	.007	
	N	68	68

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 1

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Spiritual Intelligence <sup>b</sup>	.	Enter

Table 2  
a. Dependent Variable: Teaching Excellence  
b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323 <sup>a</sup>	.104	.091	.258

Table 3  
a. Predictors: (Constant), Spiritual Intelligence

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.512	1	.512	7.675	.007 <sup>b</sup>
	Residual	4.404	66	.067		
	Total	4.916	67			

Table 4  
a. Dependent Variable: Teaching Excellence  
b. Predictors: (Constant), Spiritual Intelligence

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.326	.383		11.291	.000
	Spiritual Intelligence	.240	.087	.323	2.770	.007

a. Dependent Variable: Teaching Excellence

**Table 5**

There is an impact of Spiritual Intelligence on Teaching Excellence is significant as the p value is 0.007 which is less than 0.05. However, the impact is not so high as the adjusted R square is 0.091 and it is due to the correlation between Spiritual Intelligence and Teaching excellence is not so strong . The correlation coefficient is 0.323.

## VII. DISCUSSION

The research analysed the role of spiritual intelligence on the teaching excellence of the academicians of higher education institutes and it was confirmed that the spiritual intelligence has positive effects on teaching excellence of the academicians. The limitation of the research is its sample size which if increased would have given more accurate results. Moreover the research did not focus on the impact of the intermediating variables present in the work environment of the academicians.

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## Spiritual Intelligence at Workplace Leads to Satisfaction in Professional Life

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### ABSTRACT

*There have been a lot of research exploring the skill sets relevant for the professionals in order to grow as an individual in the corporate. There are various skills which have been identified as crucial to succeed at workplace. Both hard skills and soft skills are required to get a good employment and then to sustain it in the competitive world of today. Professionals and the students of professional courses are focussing a lot on the required skill set which help get material benefits ignoring completely one skill set which is indeed the most important of all and that is values, the spiritual intelligence. Spiritual intelligence and spiritual awareness may not lead directly to profits but these have always been the most important aspects that invariably lead to happiness and satisfaction in both personal and professional lives. The present paper is an attempt towards accentuating the importance of spiritual intelligence in realising satisfaction at workplace. Spirituality is a quality of being concerned with the value system as opposed to physical or material possessions and this value system makes professionals more professional and successful.*

*Keywords: Spiritual Intelligence; spiritual awakening; job satisfaction; value system; success at workplace*

### BACKGROUND

The present study aims at exploring, through non-empirical method, the impact of spirituality on job satisfaction, life satisfaction, the nature and extent of relationship between spiritual intelligence and job satisfaction. Zohar (2000) defines spirituality as something located in the deep self which is ultimately connected to the ground of reality itself. Oxford Advanced Learners' dictionary defines spirituality as "the quality of being concerned with the human spirit or soul as opposed to material or physical things". Many people relate the term spirituality to religion. For them spirituality means being religious but the fact is that spirituality is much more than just following religion. It is more to do with inner self. Understanding and practising human values is in fact spirituality. Physicists would call it "quantum vacuum". Religious people would call it "God, Allah or Bhagwan". Buddhists would call it "soulful being". According to Singh and Kaur (2013), that there is a 'built' (neural areas) in the spiritual centre located among the neural connections in the temporal lobes of human brain. Vaughan (2002) believed that "working as a psychotherapist, my impression is that spiritual intelligence opens the heart, illuminates the mind and inspires the soul, connecting the individual human psyche to the underlying ground of being. Spiritual intelligence can be developed with practice and can help a person distinguish reality from illusion. It may be expressed in culture as love, wisdom and service". While for Smith (2009) spiritual intelligence is incidental to better adaptation with environment and more the intelligence more the pressure could be endured. The characteristics of spiritual intelligence are as follows:

1. Spiritual experience
2. Stress suppression
3. Objectivity
4. Living out
5. Belief centrality
6. Religious practices



7. Prayer
8. Endurance
9. Religious concepts

Spiritual experience is having special spiritual experiences and activities while stress suppression would mean enjoying faith and religious belief in order to solve problems. Objectivity refers to unbiased approach to issues related to religions or cultures. Living out means that one must try to avoid stereotypical beliefs. Belief centrality refers to the influence of religion on the behaviour and performance (e.g. eating, drinking, wearing) observing religious precepts Religious practices and prayers mean performing or saying prayers and doing religious actions. Endurance refers to accepting the beliefs of other religion and religious concepts refer to believing in religions. Apart from it, spiritual intelligence is necessary for a number of other factors too (George, 2006). Spiritual intelligence helps in finding the deepest and most inner resource from an individual from which the capacity to care, the power to tolerate and adapt is obtained. It also aids in the development of a clear and stable sense of identity among individuals especially in the context of workplace relationships. Thus, it can be said that ability to take advantage of the spiritual resources enable a person to solve life's problems, help to achieve life goals and to have better adaptation to one's environment. This ability enables the person to look at life purposefully and to have more adaptability on the face of difficulties and crises which further leads to higher life satisfaction. Many studies have found positive relation between spirituality and life quality, health and well-being.

Lama believes that, "by developing spiritual intelligence, a sense of compassion that helps us to be more sensitive, more aware of our own feelings and the feelings of those around us emanates from within, we become more intuitive; we relate better and love better. Cultivating spiritual intelligence and learning how to connect will improve our capacity for intimacy, making us better mates, friends, parents and co-workers; it helps all of us to become more giving and brings us fulfilment, meaning and love" (Lama, 2006).

Conscious Pursuits Inc. described that spiritual intelligence is an inherent human intelligence – but like any other intelligence it must be developed that is, spiritual intelligence can be described and measured by looking at the skills that comprise it (CPI, 2005).

According to Covey (2004), "spiritual intelligence represents our drive for meaning and connection with the infinite". Spiritual leadership may be viewed as an intrinsically motivating force that enables people to feel alive, energised and connected with their work. It is this force that translates spiritual survival into feelings of attraction, fascination, fun and caring for work and people in the work environment into committed and productive organisational behaviour.

## DISCUSSION

The advancements in technology and science have created jobs and also have terminated jobs. The physical work today is being done by machines that means human labour is no more required but human beings can never become redundant because human beings have skills which even science has not been able to create - ability to think and ability to reason. The jobs left for the human beings are more towards thinking, deciding, analysing, convincing, and interpreting. Success at workplace depends directly on the ability of the professionals to perform tasks and improve productivity. To be more productive, one needs to have skills required to do the tasks efficiently. In addition to the hard skills which are required by the professionals, soft skills too have started to be considered as crucial for success and growth. Soft skills are also called people's skills wherein the professionals are expected to have skills like honesty, punctuality, critical thinking, analytical approach and so on. Moreover, to succeed in the businesses today one also needs to have spiritual values, and spiritual intelligence. In the corporate today, people are competing against each other in a neck to neck competition. People are running after positions, money, packages, incentives, and promotions. And even after achieving some of these targets, it's been observed that the employees of the corporate are still not happy and are unsatisfied. A lot of research has been conducted to find out the reasons for the depression and mistrust even in the professionals who are materially very nicely placed. It has been observed that materially the

professionals are very sound but still they are depressed and frustrated. The foremost reason is lack of satisfaction - job satisfaction. People are working hard but they are not happy with what they doing or with what rewards they get. Lack of spiritual connect, too, is an important aspect that cant be ignored. Spirituality leads to satisfaction and spirituality at workplace will lead to job satisfaction. One gets depressed when he/she knows within that what he/she is doing is not morally correct and that realisation would never give satisfaction.

According to Edmund Bourne (2011), describes four specific ways spirituality can help in the recovery process:

## **SPIRITUALITY MAKES ONE FEEL MORE HOPEFUL**

When the things start getting difficult, human beings need some type of spiritual framework, a belief in some order or power greater than ourselves, in order to maintain hope. Faith is something that makes one strong.

For instance, Psychiatrist Thomas Oxman and his colleagues at Dartmouth Medical School studied 232 patients over age 55 who were undergoing cardiac surgery. They found the patients who gained strength and comfort from their religion—they, in essence, had hope—survived longer after the surgery than those without hope.

People need the expectation that their lives can be better. Otherwise, what incentive is there to follow through with the necessary and often difficult work ahead? William Shakespeare wrote, "The miserable have no other medicine, but only hope." Fortunately, in our day and age we do have medicine as well as psychological treatments. But hope will always be our necessary partner. Hope is found in spirituality.

## **THE ATTITUDES AND BEHAVIOURS NATURALLY EVOLVE IN A POSITIVE DIRECTION.**

Bourne also notes that by engaging in spiritual practices—whether it's praying, meditating, attending a church service, or simply spending time in nature—you may experience positive changes in your attitudes and behaviours that will help you in your fight against anxiety and depression.

## **SPIRITUALITY CHANGES ONE'S PERCEPTION ABOUT A PROBLEM**

When you view your life is having a spiritual path, problems are not obstacles but instead, opportunities for growth and learning. You begin to believe that you are right where you need to be at any given moment. I don't expect you to jump up-and-down for joy when you experience setbacks or encounter difficulties. But if your initial gut reaction of getting angry about the problem or feeling disappointed, you can step back and ask yourself, "what can I learn here? What opportunities are hidden behind this obstacle?"

## **CONCLUSION**

Spirituality can help form a positive attitude and perception. Spirituality or practising human values at workplace helps attain real satisfaction from whatever one is doing. Material growth devoid of any spiritual involvement will fail to provide inner satisfaction and strength which subsequently lead to depression, anxiety and frustration. In the corporate, even today, leaders need to be spiritually sound in order to help the colleagues and subordinates acquire inner strength and commitment towards the job. Job satisfaction can be attained only through human values and moral principles. If somebody is compromising the morals and values for material gains, he/she will certainly have to regret. There have been issues related to job satisfaction and it has been observed and also researched that the major reason for depression, anxiety and frustration among the employees of the corporate is lack of job satisfaction. People are not happy with what they are doing which leads to depression. Spirituality is a means that can help these people get rid of anxiety and depression. Practising human values, principles and spirituality at workplace would give inner strength to face the challenges and also satisfaction with what one is doing.

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## Spirituality and its Behavioural Implications- A Study on Management Students

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### ABSTRACT

*Concept of Spirituality is inter-disciplinary and have several connotations. It is a universally recognised concept and has an effect on every strata of society. This papers aims to study spiritualism in Management students. It highlights the inter-relatedness of their spiritual well-being with two personality and psychological dimensions, namely Happiness and Mental Health Behaviour. Spiritual Well-being means trying to identify purpose of and life connection of self with the divine and how often one feels such connection. Happiness is a corollary of Satisfaction with life. Mental Health Behaviour implies the personal behaviour which is reflective of the physiological and psychological choices made by the students on a daily basis. This study aims to understand role of Spirituality in determining these two dimensions or vice-versa. With a survey based study, the paper, by application of correlation and regression measures aims to explore causal relationship between these variables with a sample consisting of BBA/MBA students. It also tries to identify differences amongst students' spirituality quotient on the basis of demographic characteristics. This paper aims at identifying a new dimension of meaningful research in youngsters aiming to understand whether spirituality plays any role in their lives and does it have any behavioural implications. This could also have fruitful managerial implications for their future work environment.*

*Keywords: Spirituality, Satisfaction, Positive Heath Behaviour*

### INTRODUCTION

Life is a continuous progression from one stage to another. The purpose of life of an individual centre's around developing meaningfulness, making a significant contribution in the world and having a positive intention to progress (Bronk, Finch, & Talib, 2010). The concept of spirituality falls alongside such facets of an individual's life (Larson & Larson, 2003). It is considered as one of the vital factors in an individual's health and wellbeing (Burkhardt, 1989). Though there are different definition of the term spirituality, but various researches have observed common attributes of spirituality, especially in health related literature like a unified force inside persons, a foundation for discerning and struggling with meaning and purpose of one's own life, developing peace and harmony with universe, relatedness and connectedness with higher power or God, consciousness, sub-consciousness and inculcating inner strength (Burkhardt, 1991). Spirituality has been considered as the essence of one's being from the initial stages of life and therefore it can be believed that it influences many developmental phases of one's life (Burkhardt, 1989). It is also suggested as existential quest for meaning and purpose regarding complexities of life (Larson et al., 1998). It is also considered and understood that being spiritual and being religious are two distinct positions (Walker, K. L., & Dixon, V., 2002). Life satisfaction is another outcome which can be related to the phenomenon of spiritual being of a person. It is considered as a conclusive and desirable goal which has been derived from Aristotelian ethical model, eudemonism which stresses upon taking correct actions that would lead to individual happiness and satisfaction (Myers, 1992). Researches done across the globe depict that there is effect of spirituality on life satisfaction. Life satisfaction tends to be unwavering over the period of time (Cummins, 1998) suggesting an internal attribution (Judge & Hulin, 1993), and perchance, even an innate component (Judge et al. 1994).

It has also been revealed that spirituality and religiosity serve as an essential role within the dome of individual's health and welfare. Hence, spirituality can be considered as a relevant factor when considering health and wellbeing of a person (Nelms, 2005). It has also been observed in the related literature that there has to be a relink with values in order to combat the risks associated with health

behaviours (Buchanan, 2000). The World Health Organization (WHO) has defined health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”. This study has also been undertaken to find the impact of spiritual wellbeing on the growing complexities of abusive health behaviour and overall satisfaction with life in students of management courses.

The need for this study arose from increasing stress levels from intensified academic competition which leads to psychological pressures from family further leading to many disorders in youngsters. This research work studies the impact of spirituality on preventive behaviour (prohibiting abusive health behaviour), mental health behaviour (relaxation of mind) and satisfaction wellbeing in students studying management courses at different Indian Universities. This study will significantly contribute to the existing literature on understanding the role that spiritual inclination plays in improving mental health behaviour of management students.

## OBJECTIVES OF THE STUDY

The objective of the study is to explore spirituality and its role in the lives of Management students. This research work aims:

1. To study the impact of measurable spirituality of management students on their satisfaction with life.
2. To study the impact of measurable spirituality of management students on their positive health behaviour.
3. To study the demographic differences between management students on the basis of their spiritual inclination.

The following section reviews some pertinent research elaborating as to how spirituality can be measured. It also summarises studies aiming at establishing connection between spirituality, life satisfaction, Preventive health behaviour and mental health.

## REVIEW OF LITERATURE

This section consists of pertinent literature on the spirituality and how its connection has been explored with Life satisfaction and Positive Health Behaviour Scale.

## MEASURING SPIRITUALITY

Spirituality as a concept has been approached in several ways. It can either be operationalised by observing behaviour or by gauging one's attitude. Spirituality is also considered as a coping mechanism to meet stress. Its interpretation varies from culture to culture. Spirituality is also numerous times consider synonymous to religiosity.

Various scales have been deployed for standardising the measure of spiritualism. One such measure which has widely adapted is Spiritual Index of Well-Being (SIWB).

Frey, B. et al. (2004) in his paper revealed spirituality in Catholic high school students. The authors have used SIWB scale as a measure of Cognitive Spirituality. The study comprised of 577 students from two schools. The SIWB was found to be significantly related to hope. A significant difference was also found to be present wherein females scored higher on spirituality quotient. Also, an important finding of the study was when the authors compared the responses of the Catholic students with general population. It was found that spiritual inclination is more in catholic students.

Stoyles, G. et al. (2015) conducted research on 166 psychology students for assessing the relationship between Purpose of Life and Spiritualism. The authors, through use of multiple scales, including Purpose in Life scale, SIWB, Coping Self Efficacy Scale, Adult Trait Hope Scale, tried to establish relationship between various personality issues. The observations reported connection between Spirituality and suicidality (tendencies towards suicide), where the authors stated that those with high spiritual index have lower potential for suicidality.

Sloan-Power, E. (2013) studied the diversity amongst students enrolled in the course of Masters of Social Work Students. The study aimed to understand and improve teaching methodology as to how the

spirituality diversity is taught to students. The paper adopted a unique methodology “reflecting team intervention” wherein experimental approach was utilised. Here, before and after effects were compared and the author concluded that team reflecting approach is best to incorporate in the pedagogy for teaching the subject. They also found that it reduces anxiety amongst students and improved levels of self-efficacy amongst students.

Wehmer et al. (2010) conducted an exploratory research to understand the importance of spirituality amongst students through SIWB. The study entailed collecting responses from Nursing Students belonging to an US university. The authors analysed perspective of students from self-efficacy and life scheme sub scales of SIWB. They found that Life scheme sub scale was more relevant in case of nursing students. Also, they inferred from the study that they give prominence to world’s impact in their daily life more as compared to their own efforts. However, the authors suggests further research for drawing conclusive evidence in relation to this result.

## **SPIRITUALITY AND SATISFACTION WITH LIFE**

Connection of Spirituality has been explored with Satisfaction with Life by several authors.

Satisfaction with life is generally referred to be the cognitive judgement about one’s life. It is usually taken to be a subset to the larger concept of Subjective Well-Being.

Khan et al. (2011) studied the relationship of Spirituality with Satisfaction with life for 80 students in the Aligarh Muslim University. The Authors, with help of application of statistical tests, including Regression, Correlation and Independent Sample T Test found that there is a positive effect of spirituality on Satisfaction with life among students. Also, the results significantly differed on the basis of gender wherein spiritually inclined female students were found to be more satisfied with life as compared to spiritually inclined male students.

Deb, B. and Aswathi (2019) explored association of satisfaction of life with Spiritualism. The authors chose 414 postgraduate students of Pondicherry University, Puducherry, India with an aim to understand whether spirituality has any implications on the psychological wellbeing among students. The authors, by application of Correlation Analysis found a positive correlation, though not very strong, between the construct of Spirituality and Satisfaction with Life. The authors also observed females, those with more educated parents and those belonging to middle income and those from joint families to be more spiritually inclined.

The authors Villani et al. (2019) studied the inter-relationship between religion, spirituality and Subjective Well-Being (SWB). The SWB has been further divided into overall satisfaction of life and long-term Happiness reflecting Self Evaluation. Their sample consisted of 267 Italian adults ranging from 18 to 77 years of age. The author used path analysis models and found a strong relationship between Spirituality and Subjective Well-Being. The authors found Satisfaction of life to be more strongly associated with both Spirituality and Religiosity.

Zullig et al. (2006) explored self-rated health as a mediator between spirituality and life satisfaction. The authors have concluded that those who consider themselves spiritual, rate themselves higher in self-perceived health and those with better self-perceived health are more satisfied with life. Such mediating effect is found to be equally true in case of men and women. The authors conducted this study on 522 University Students in USA. The authors provided preliminary evidence that health status can be an indicator of satisfaction with life among students which in turn is a result of being spiritual. The authors use correlation analysis followed by mediation analysis.

## **SPIRITUALITY AND HEALTH BEHAVIOUR**

Health behaviour also been found to be associated with spiritualism. Role of spirituality has been explored in physical as well as emotional realm of health.

Nelms, L. W et al. (2007) did a study on under-graduate college students to explore implications of spirituality on health of students. The study made an attempt to make an overall assessment of health patterns of 154 students at University of Tennessee. The authors found that those students who had a

higher self-reported spiritual quotient have greater level of physical activity. Another important findings of the study depicted a high use of tobacco products in students with low level of spirituality.

Stewart C. (2001) did an empirical investigation about use of substance use and the preventive effect that religious and spiritual belief can have in limiting its use. The study was based on a sample of 337 university students' of a southern university in US. The students who were a part of the survey were exposed to alcohol use and drink bingeing. The study found that spirituality does play a role in prevent such behaviour. The author also identified a clear distinction between religion and spirituality and that religious practices like visit church regularly are less effective in acting as a buffer to substance abuse as compared to spirituality. However, there were several contradictions in the study which warrants further examination

Depression is also another important health issue where spirituality's role has been explored by researchers. Berry and York (2011) conducted a longitudinal survey analysing spirituality/religiosity of 214 college students. The authors termed their model as "Cognitive Vulnerability Model of Depression". Although the authors could not find conclusive evidence as to spirituality reducing depression, but the authors did state that spirituality can reduce stress effect which could in turn reduced depressive symptoms.

Some other studies which have emphasised upon the importance of Religious Spirituality in Health are summarised below:

Physical health can be depicted by longevity of life. Strawbridge et al. (1997) found greater morality rates amongst those who were involved in various religious activities. Further, Koenig, (1997) established empirically that by attending greater religious activities immune function of older adults improves significantly along with greater possibility of coping with stress related mechanisms.

## **HYPOTHESES OF THE STUDY**

Having undergone extensive review and detecting possible effect of spirituality on life satisfaction and choices in the realm of physical and mental spheres of health, the study tests the following hypotheses:

H<sub>1</sub>: There is a significantly positive relationship of spirituality with life satisfaction of management students.

H<sub>2</sub>: There is a significantly positive relationship of spirituality with Preventive Health Behaviour of management students.

H<sub>3</sub>: There is a significant positive relationship of spirituality with relaxation and behaviours related to mental health of management students.

H<sub>4A</sub>: There is a significant difference between students' spirituality on the basis of their Students' Education

H<sub>4B</sub>: There is a significant difference between students' spirituality on the basis of their parent's education.

H<sub>4C</sub>: There is a significant difference between students' spirituality on the basis of their religiosity.

H<sub>4D</sub>: There is a significant difference between students' spirituality on the basis of their gender.

H<sub>4E</sub>: There is a significant difference between students' spirituality on the basis of their Age.

## **METHODOLOGY**

A questionnaire was developed by adapting well established scales measuring Spirituality (Spirituality Index of Well Being by Daaleman, Frey, Wallace, & Studenski, 2002) , Life Satisfaction (Satisfaction with Life Scale by Diener et al., 1985; Di Fabio and Busoni, 2009) and Positive Health Behavior Scale (Woynarowska-Soldan, M. et al, 2019). The selection of the scales was based on thorough review of existing literature.

The responses were sought from students studying management courses (BBA and MBA) belonging to University of Delhi and Guru Gobind Singh Indraprastha University. The technique deployed for data collection was snowball sampling. The data was collected in the month of January, 2020.

Techniques of analysis include application of Bi-Variate Correlation, Simple Linear Regression, Independent Samples T Test and One-Way ANOVA. Assumptions with regards to Autocorrelation was checked with help of Durbin Watson test as recommended in Field, A. (2013). Normality and homoscedasticity were tested and with help of remedial measure of bootstrapping any violation in the same were corrected (Field, A., 2013).

## DISCUSSION

The sample consisted of 165 responses belonging to students in BBA and MBA Courses in Delhi University and Guru Gobind Singh Indraprastha University. Following is a gist of the demographics of the respondents:

**Table-1.1: Demographics of the Respondents**

Variable	Categories	N	Percent
Gender	Female	88	53.3
	Male	77	46.7
Education	Under Graduate	101	61.2
	Post graduate	64	38.8
Religiosity	No	24	14.5
	Yes	141	85.5
University Enrolled in	Delhi University	83	50.3
	Guru Gobind Singh Indraprastha University	82	49.7
Highest degree of education of parents	Graduate	98	59.4
	Post graduate	62	37.6
	Professional	5	3.0

Source: SPSS output

## RELIABILITY ANALYSIS

Three scales- Spiritual Index of Well-Being (SIWB), The Satisfaction with Life Scale (SWLS) and two subsets of Positive Health Behaviour scale (PHBS) namely Relaxation and behaviours related to mental health (Relax\_S) and Preventive behaviour (Prevent\_S) were adapted in Indian context. Reliability analysis helped in ascertaining the suitability of the scales for purpose of conducting a fruitful research.

The reliability statistic Cronbach's Alpha for each of the scales is as under:

Scale's Name	Cronbach's Alpha
SIWB	0.856
SWLS	0.737
Relax_S	0.705
Prevent_S	0.69

Source: SPSS output

All the scales had acceptable values of Cronbach's Alpha, justifying the consistency of the measure in Indian context. The internal consistency of the statements also allows for summing up the responses and calculating a mean value for each of the construct in order to enable application of further tests. Hence, new variables namely Mean\_Satis (representing Life Satisfaction), MeanSIWB (representing Spirituality), Mean\_Preventive Health (representing Preventive Health Behaviour) and Mean\_Relaxhealth (representing relaxation and behaviours related to mental health) were calculated.

Also, it is necessary to mention that, the SIWB consists all negatively worded statements. Hence, a higher mean value would mean less spiritual inclination, and vice versa. This is an important element to remember and shall have an important bearing in interpretation of results.



Further, in order to establish relationship between spirituality and other constructs, correlation analysis was performed. This formed the basis of conducting Regression to identify existence of causal relationship between spirituality and other constructs.

## Correlation Analysis

The following table represents the Bi-Variate Correlation between the each of the constructs in the study:

**Table-1.2: Bivariate Correlations**

		Correlations			
		Mean_Satis	Mean_SIWB	Mean_PreventiveHealth	Mean_Relax health
Mean_Satis	Pearson Correlation	1	-.047	.190*	.316**
	Sig. (2-tailed)		.550	.014	.000
	N	165	164	165	165
Mean_SIWB	Pearson Correlation	-.047	1	.065	-.256**
	Sig. (2-tailed)	.550		.406	.001
	N	164	164	164	164
Mean_PreventiveHealth	Pearson Correlation	.190*	.065	1	.229**
	Sig. (2-tailed)	.014	.406		.003
	N	165	164	165	165
Mean_Relax health	Pearson Correlation	.316**	-.256**	.229**	1
	Sig. (2-tailed)	.000	.001	.003	
	N	165	164	165	165
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: SPSS output

The above table depicts that SIWB has a highly significant Correlation with relaxation and behaviours related to mental health with  $r = -.256$ ,  $p < .01$ . The direction of the correlation is negative displaying higher spiritual well-being leads greater involvement in relaxation and behaviour related to improving mental health.

This provides the basis for testing out the Hypothesis to see as to whether there exist a causal relationship between Spirituality and Positive Health Behaviour pertaining to mental relaxation.

The other two constructs do not show a significant correlation. As a result hypothesis 1 and 2 stating there is a positive relationship between Spirituality and Life satisfaction and Spirituality and Preventive Health behaviour are rejected.

## Regression Analysis

Regression analysis was performed between Mean\_SIWB and Mean\_Relaxhealth. Following results were observed:

**Table 1.3 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.256 <sup>a</sup>	.065	.060	.53666	1.944
a. Predictors: (Constant), Mean_SIWB					
b. Dependent Variable: Mean_Relaxhealth					

Source: SPSS output

The  $R^2$  value representing the total variation in the dependent variable Mean\_Relaxhealth, explained by the independent variable, Mean\_SIWB was reported as 0.065.

The ANOVA table, representing the regression equation, fitting the data is shown below:

**Table-1.4: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.270	1	3.270	11.354	.001 <sup>b</sup>
	Residual	46.657	162	.288		
	Total	49.927	163			
a. Dependent Variable: Mean_Relaxhealth						
b. Predictors: (Constant), Mean_SIWB						

Source: SPSS output

The above table depicts a highly significant model with  $p=.001$ .

**Table-1.5: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.496	.149		16.741	.000
	Mean_SIWB	-.196	.058	-.256	-3.370	.001
a. Dependent Variable: Mean_Relaxhealth						

Source: SPSS output

The beta value in the coefficient table reflects a significant negative relationship with SIWB and with relaxation and behaviours related to mental health ( $p=0.001$ ). This signifies that higher spiritual well-being indeed leads positive health behaviour, particularly in relation to relaxation and associated mental behaviour. The results are supported by observations made by Berry and York (2011) and Koenig, (1997). Especially in healthcare, relevance of spirituality as a pathway to improved relaxation response has also been observed (Chang, B-H. et al, 2010).

Therefore, hypothesis 3 stating that there is a positive relationship between spirituality and relaxation and behaviours related to mental health is accepted.

### Comparative Analysis of Students on the Basis of Demographics

In order to assess the next set of Hypotheses (Hypothesis 4A,4B,4C,4D and 4E), Independent Sample T Test and One Way ANOVA were applied, depending upon the nature of the number of categories in the Independent variable.

### Students' Education

To assess the differences amongst respondents on the basis their Education, Independent Samples T Test was deployed. There were two categories namely Under-Graduates and Post Graduates.

The following table depicts the results thereof:

**Table-1.6: Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference
Mean_SIWB	Equal variances	0.020	0.888	1.742	162	0.083	0.20044

	assumed						
	Equal variances not assumed			1.736	130.363	0.085	0.20044

Source: SPSS output

As far as students' education is concerned, statistically significant difference between categories was observed at  $p < 0.10$ ,  $t(162) = 1.742$  ( $p=0.083$ ). Comparison of mean values revealed that spiritual inclination amongst Post Graduation students ( $M=2.33$ ,  $S.D. =0.713$ ) is significantly higher than Under Graduation Students ( $M=2.53$ ,  $S.D. =0.713$ )<sup>1</sup>. Results are supported by findings by Dudeck J. M. (2004) where he depicted positive correlation between spirituality and career development.

Therefore, null hypothesis 4A stating that there is a significant difference between students' spirituality and students' education is accepted.

Further a comparison was made between students on the basis of Education levels of the parents.

### Parents' Education

The question on parents education consisted of three categories namely Graduation, Post-graduation to Professional Education. Hence One- Way ANOVA was administered.

Following are the results for the same:

**Table-1.7: ANOVA**

Mean SIWB					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.937	2	1.469	2.888	.059
Within Groups	81.860	161	.508		
Total	84.798	163			

Source: SPSS output

It was observed that there was a significant difference on the basis of Parent's education. There is a statistically significant difference between categories at  $p<0.10$ ,  $F(2, 161) = 2.888$  ( $p=0.059$ ).

Post-Hoc Test revealed that inclination towards spiritualism in students with Parents possessing Professional Degrees ( $M=.1777$ ,  $S.D. =0.187$ ) was significantly higher than as compared students whose parents are Graduates ( $M=-2.429$ ,  $S.D. =0.701$ ) and Post Graduate ( $M=2.552$ ,  $S.D. =0.753$ ). Similar results were observed by Deb, B. and Aswathi (2019).

Therefore, null hypothesis 4B stating that there is a significant difference between students' spirituality and students' education is accepted.

### Religiosity

Here, an attempt has been made to understand as to whether those who religious are high on spiritual quotient also.

Independent Samples T Test was deployed. Following table depicts the results thereof:

**Table-1.8: Independent Samples Test for Religiosity**

	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	t	df	Sig.	Mean	

<sup>1</sup> Here it is important to note that the statements in the SIWB scales are negatively worded, hence, a higher mean score reflects less spiritual inclination and vice-versa.

						(2-tailed)	Difference
Mean_SIWB	Equal variances assumed	0.652	0.421	2.112	162	0.036	0.33298
	Equal variances not assumed			1.901	29.161	0.067	0.33298

Source: SPSS output

In terms of Religiosity, statistically significant difference between categories was observed at  $p < 0.10$ ,  $t(162) = 2.112$  ( $p=0.0036$ ). Comparison of mean values revealed that spiritual inclination amongst those who are religious ( $M=2.407$ ,  $S.D. =0.697$ ) is significantly higher than those who are not religious ( $M=2.739$ ,  $S.D. =0.808$ )<sup>1</sup>.

This shows that those who are religious are also spiritual. This depicts, that religiosity has a potential to influence spiritual quotient of students.

Therefore, null hypothesis 4C stating that there is a significant difference between students' spirituality and students' education is accepted.

## Gender and Age

An attempt was also made to test differences amongst students only basis of Gender and Age, however, no significant difference could be observed. The results are depicted in the following tables:

**Table-1.9: Independent Samples Test for Gender**

Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Mean_SIWB	Equal variances assumed	0.333	0.565	-0.416	162	0.678	-0.04711	0.11314
	Equal variances not assumed			-0.414	155.499	0.679	-0.04711	0.11371

Source: SPSS output

**Table-1.9: ANOVA for Age**

Mean_SIWB					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.149	2	0.575	1.106	0.333
Within Groups	83.648	161	0.520		
Total	84.798	163			

Source: SPSS output

<sup>1</sup> Here it is important to note that the statements in the SIWB scales are negatively worded, hence, a higher mean score reflects less spiritual inclination and vice-versa.

The reason could be that in Indian context, Gender and Age are not a determining factor which influences the spiritual quotient among students. However, this observation warrants further investigation.

Therefore, null hypothesis 4D and 4E stating that there is a significant difference between students' spirituality and gender and age is rejected.

## CONCLUSION

This study attempted to understand the relationship of spirituality with Life Satisfaction and Positive Health Behaviour. The study was conducted on college students studying management courses, primarily BBA and MBA. It aimed at understanding the level of spiritual quotient amongst students. Further, the study tried to identify as to whether spirituality leads to any behavioural implication in students. It was found that students with higher spiritual quotient indulge more in relaxation and related mental behaviours. This means they are calmer and it is reflective in the choices they make on a day-to-day basis. The existing literature has also found that spirituality also makes students less prone to depression and suicidal tendencies. Further, the paper also tried to identify differences among management students on the basis of demographics. No differences could be found on the basis of gender and age. However, student's education as well as highest education of parents was found to significantly relate to student's spirituality quotient. Here, it can be deciphered, that a more educated student or the student from a highly educated family background are more likely to be spiritually inclined. This might be due to the fact that higher education brings more maturity and stability a person's life which in turn makes a person more spiritual. Also, early college life are formative years for students where notions such spiritualism are not deeply understood by them. However, in post-graduation they are more aware and are able to understand such concepts better.

The study also found that those who consider themselves religious also considered them spiritual. This means, the concepts of religiosity and spiritualism are closely related and religiousness also makes students more spiritually inclined.

This study is an important contribution in the field of research in Indian context as very scarce literature is available in terms of spiritual inclination of management students. Also, studying inter-relationship of spirituality with Life Satisfaction and Positive Health Behaviour could also have fruitful managerial implications for their future work environment.

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## Spirituality and Total Quality Management: A Theoretical Review

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### ABSTRACT

*Spirituality in our country is as old as human civilization. But the spirituality is not confined to ancient manuscripts, religious books, epics or places. Shrimad Bhagwad Gita is a huge storehouse of solutions, which have been provided to various challenges in life or at workplace. There are many insights of Shrimad Bhagwad Gita which contribute to Total Quality Management (TQM). The present study analyses the relevance, relationship, contribution and impact of spirituality at workplace and towards Total Quality Management as well. The study presents an analytical review and helps to know how spirituality contributes to workplace wellness and total quality management. It also helps in knowing how spiritual practices lead to enhanced productivity.*

*Keywords: Total Quality Management, Spirituality and TQM, Quality*

### INTRODUCTION AND PURPOSE

This planet is the only one in the entire solar system, which gives and sustains life. Many saints, spiritual gurus and leaders have born on this green planet. They have contributed their part to make the entire mankind spiritual through which the mankind can sustainably develop. The spirituality has developed as well as expanded over time. The dictionary meaning of word spirit is the 'principle of life, thinking, and feeling, consciousness or true thoughts.' The English word spirit has been derived from the Latin word 'spiritus', which means 'life, air, breath, or courage.

The definition of 'spirituality' varies from person to person. For some, it may an organized religious participation while for others it may be non-religious experience. Usually, spirituality has the orientation of image of God and the spiritual gurus and leaders also endorsed this as they found its place in sacred texts of various religions of India and world. But as the spirituality developed over times, it included various mental aspects of life. Today, spirituality is not confined to any religion but it is beyond that. Spirituality is an individual's search for a deep meaning of life interconnecting it to the Universe and to God. In the words of Sadhguru, "Spirituality does not mean any particular practice. It is a certain way of being."

"Spirituality is the aspect of humanity. It is the way individuals have experience of connectedness to the moment, to self, to others and to nature."

--Christina Puchalski, Founder of GWish, Washington DC

Spirituality is an experience which brings an individual into contact with the divine (Beauregard and O'Leary, 2007); it strives to be in harmony with the universe (Murray and Zenter, 2019).

Spirituality is a wider concept and includes many perspectives. It includes connectivity to something, which is bigger than life and religion. It involves the search of life. Though spirituality and religion are, definitely, not the same thing, the latter may overlap the former in some respect, as shown in figure 1. The dimensions of spirituality not only inspire but also create harmony in the mind and with the universe.

**Fig-1: Interconnectivity between Spirituality and Religion**



Source: (<https://www.takingcharge.csh.umn.edu>)

The present paper examines the relevance of spirituality in the modern business and attempts to establish the relationship between spirituality and Total Quality Management (TQM). The paper is based on deep analytical review of the past studies done on the, leadership, workplace or organization and TQM in context of spirituality. A vast literature was collected for perusal and review, which includes text books, research papers published in various national and international journals, newspaper articles, etc. in addition, websites relating to spirituality were also accessed to for the in-depth knowledge of the topic. The literature gathered has been screened, perused and analyzed in detail to achieve the objectives.

## LITERATURE REVIEW

It is a unique universal human experience which we feel and touches us all. Some define spiritual experience a deep sense of aliveness and connectivity within us or with nature or art. The definition of spirituality is not static; it keeps on changing, adapting to the human experiences and relationships. Spirituality seeks a meaning full connectivity with something larger than self, which results in peace, contentment, gratitude, etc. though spirituality and emotions are distinct from each other but they are linked, integrated with each other. Spirituality and ethics are core values that have shaped human life from time immemorial (Mahadevan, 2013). When a person experiences life beyond his physical limitations (or defined boundaries), he is said to be spiritual. Every human being possesses two forces of nature within him or her- one which pulls him and tries to defend the boundaries and the other one which pushes him beyond the boundaries. Once a human crosses that boundaries experiences the spirituality.

### Spirituality and Leadership

A leader, whether political or otherwise is handicapped, if spiritual element is not present in him or her. The leader, who convinces, influences and leads the people towards the desired goal, can lead the people in a better manner if he has full control over his inner nature and has great extent of immunity from outside situations and emotions. He needs to be spiritually established. If he is not spiritually established, he will feel pulled down due to complex situations being constantly handled by him. A spiritually-established leader can handle the people from diverse backgrounds and cultures efficiently and effectively. A leader finds some tasks difficult, though they are not in fact, due to lack of knowledge how to manage systems. He may not handle the systems with absolute clarity. The spirituality, at this point, would help him to gain access to dimensions within him, which will serve as a source.

*Shrimad Bhagwad Gita* explains the issue of leadership in which Lord Krishna enlighten Arjuna through his teachings. According to the *Shrimad Bhagwad Gita*, leadership is at its best only when it becomes inspirational. An inspirational leader has several qualities or attributes, which include the following:

- Enhancement of the vision and look beyond 'self'.



- Fulfillment of commitment.
- Remain calm and composed even in difficult times.
- Mutual dependence.
- Being fearless and not to create sense of fear in others.
- Ability to transform the minds of others.
- Leaving a good trail which has long lasting impact.

In order to achieve the leadership having a good blend of humility and professionalism, a strong current of spirituality must flow within the individual. As a result, the spirituality will broaden the individual's vision and will encourage him or her to take steps without the fear of failure, which will enhance his or her leadership competence (Collins, 2001).

In recent times, Scripture is understood as a centre of faith communication, bringing people together around. A study explained that many organizations were looking for well-rounded professionals, who could take ownership of their work place. These organizations were interested in spirituality and could tackle ethical issues which were influencing their businesses (Siddiqi *et al.*, 2017).

### **Spirituality at Workplace**

A few managers and firms encourage spirituality at workplace and a consensus appeared among the workers on the major elements of spirituality (Cavanagh, 1999); while other explain the growth of such elements using Maslow Hierarchy of Needs (Tischler, 1999). It was also observed that the workers were seeking more rather than wages, empowerment, participation, practicing spirituality, etc (Tischler, 1999).

Ethics need a more spiritual foundation to solve the business ethics failure (Bouckaert & Zsolnai, 2012). Though some attention was paid to spirituality at workplace in early 1930s but in the recent times, the attention to spirituality at workplace has greatly heightened, which can be explained in varied perspectives- social and business changes taking place; changes in the values; spiritual changes due to increased interest in spirituality (Burak, 1999; Butts, 1999; Neal, 2000)

In ancient India, the desires of an individual were based on ethical and moral values and the spirituality was also interwoven into it (Bouckaert & Zsolnai, 2012).

### **Spirituality and TQM**

The term 'quality' is not a new one. The people in the ancient times were unaware of the term 'quality' but they committed to produce good products and services which could meet the not only satisfy customer needs but also meet their expectations. Total Quality Management (TQM) has desirable and great impact on factors viz. communication, work environment, job satisfaction, etc (Morrow, 1997). Spirituality has also emerged as one of the critical success factors of TQM as it requires employee commitment, which the spirituality seeds in the employee. As a result, high dedicated spiritual employees contribute more and effectively towards business growth and development (Karia & AH Asaari, 2006). The role of spirituality has been found significant in studying the impact of TQM on organizational commitment. If employees' commitment contributes to TQM, then spirituality in employees would even contribute more and TQM, in consonance with spirituality, will enhance the worker's commitment towards organization. The past studies also revealed that spirituality business organizations resulted better interconnectivity among employees, which had positive impact on teamwork, resulting in better quality management. In addition, employee retention and employee loyalty towards organization improved significantly (Trott, 1996; Milliman *et al.*, 1999).

### **DISCUSSIONS**

Spirituality at workplace leads to job satisfaction among employees. The environment that promotes workplace spirituality also promotes managerial effectiveness, change management, leadership and performance and growth of organizations (Belwalkar, 2018). Spirituality at workplace is very important for the institutional transformation and social stability (Palmer, 1994). The values at workplace

spirituality attempt to moderate the empowerment and organizational commitments. It is worth mentioning that the businesses of 21<sup>st</sup> century are focusing on spirituality at workplace for the better and higher efficiency of their employees. As of now, the workplace spirituality is considered as a tool to convert limitations into higher functional environment, which could generate seamless opportunities (Ashmos & Duchon, 2000; Mitroff & Denton, 1999). This leads to unify the employees at workplace, change their mentality and contribute to the organizational development and growth.

As it well understood that quality work needs urgent and continuous supervision, which the managers cannot do. For this, an environment which motivates the employees' participation and commitment is needed, which is possible through spirituality. It is vital for the success of quality adoption.

The spirituality at workplace has shown positive impact on work environment and also resulted in change in employees' behaviour at work. This change in behavior has contributed significantly in the successful implementation of Total Quality Management (TQM) in organizations. It is important to mention that care for peer community and respect for the environment show interconnectedness and relationship in the organization.

The five factors viz. (1) good product quality, (2) healthy business code, (3) socio-economic outlook of business, (4) respect for the environment, and (5) care for workers' community have a great impact on the spiritual fibre of the business organizations (Guba, 1990).

## IMPLICATIONS

Generally, we all believe that peace of mind comes from the adequate achievements in the external world (Vancheswar, 2006). The relevance of spirituality exists, not only in religious books but also in the modern natural, social and management sciences. These sciences unfold the human dimensions of spirituality. It exists in leadership, workplace and total quality management. The first two act as driving force for the third factor, viz. Total Quality Management. Shrimad Bhagwad Gita states that every human has right to actions, not to the outcomes. Similarly, in The Holy Bible, *Thy will be done* and in The Holy Quran, *God Willing* mean the same thing. These holy books clearly state that we should focus on processes and not on the results. This truth has also been highlighted in the management sciences in form of Total Quality Management (TQM). The studies reveal that spirituality plays a significant role in the employees' development and commitment which makes him to give his best.

The practice of workplace spirituality will help the employees at work in the organization and assist in the organizational growth at the individual, team and organizational levels (Parthasarathi *et al.*, 2016)

Shrimad Bhagwad Gita explains a process in form of an instruction manual, which when followed yields sustainable results for work and aid the process of quality management. A spiritually enriched leader would immensely contribute to the improvement of the TQM which in turn strengthens the organization and helps in giving better performance.

The spirituality at workplace brings workplace wellness, which leads to productivity and achieve organizational goals. The best contributed by the each employee makes him feel satisfied and also gives rise to the philosophy of TQM. An honest adherence to the processes is similar to performing the duty with utmost sincerity, which can come only through spirituality in us. This inculcates the habit of performing at the highest level of performance, which is an essential element of TQM. Hence, it can be concluded that spirituality plays a significant role and acts as a driving force of TQM.

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## Spirituality at workplace: Being Human is More Important than Being Professional

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### ABSTRACT

*Growing stress and anxiety in the lives of employees has been a major concern of corporates and society at large. Increased cases of severe ailments like diabetes, hypertension, anxiety, panic and even heart attacks at very young ages has made corporates think about reducing stress from the workplace and providing some comfort zones to lives of employees. There are many corporate leaders around the world who are traversing the spiritual roads and providing examples to inspire and guide others to do the same, and while world over there has been recognition of these factors as contributors to healthy and productive organisations, how far are the Indian corporates understanding the importance of these factors is to be understood?*

*Keywords: Spirituality, Meditation, Corporates, Stress reduction, productivity*

### INTRODUCTION

***“The most important spiritual growth does not happen when you are meditating on a yoga mat. It happens when in the midst of a conflict, when you are frustrated, angry or scared and you are doing the same old things, you suddenly realise that you have a choice to do it differently..”***

Growing stress and curiosity in the lives of employees has been a major concern of corporates and society at large. Increased cases of severe ailments like diabetes, hypertension, anxiety and even heart attacks at very young ages has made corporates think about reducing stress from the workplace and providing some comfort zones to lives of employees. This has led to participation in many off-beat initiatives of increasing physical activities through organising and participating in sports events like Marathons, Run for Fun, Company Sports days, establishing inhouse Gyms, Inter - departmental competitions, inter unit competitions etc. Another initiative in this direction is recognising the importance of age-old method of spiritual insights, yoga and meditation which have time and long proved to be very effective in beating stress, improving mental and physical health, increasing inner peace and concentration etc. Both these initiatives have been contributing not only to the physical and mental health of the employees but have also impacted the productivity in the organisations.

There are many corporate leaders around the world who are traversing the spiritual roads and providing examples to inspire and guide others to do the same, and while world over there has been recognition of these factors as contributors to healthy and productive organisations, how far are the Indian corporates understanding the importance of these factors is to be understood? Business leaders and management students in India often ponder if it is possible to make spirituality an explicit part of an organisational culture without causing unrest among the employees of various faiths. And this happens at a time when India has been recognised on the world platform as a fore-runner in the field of spirituality, meditation and yoga. As rightly quoted by **Mr GM Rao, Chairman – GMR Group**, ***“To manage in today’s volatile world, inner excellence is the key. I have been using our meditation room for this purpose”***. And by saying this he refers to the large area in an expensively located office in Bangalore headquarters of GMR Group, where a special room has been created for management and employees to meditate and relax. He also spends two slots of half an hour each in morning and evening at his home for meditation which as per him are essentials to be on the path of mindfulness and improving his EQ to prepare for his corporate challenges of the next day. Now this clearly focuses on the need of bringing the age-old patterns of spirituality in the corporate lifestyle to not only meet the challenges of all-time high levels of stress but also improve productivity and performance.

## **UNDERSTANDING WORKPLACE SPIRITUALITY**

To understand the corporate initiatives, we first need to understand what is interpretation of workplace spirituality and how it can be developed:

1. Spirituality at workplace is initiated, cultivated and re-enforced by top leaders and management. It is a top down approach and is communicated to middle and lower level employees by means of its policies and organisation culture.
2. Having basic sensitivities towards individuals and interest in welfare of the employees working at a place is paramount.
3. Understanding the fact that being human is more important than being a mere professional
4. Scope of providing spiritual experiences which lead to individual growth and development
5. Providing a stress-free work environment where employees work in harmony towards common goal
6. Spiritual growth reflects when employees develop a sense of belongingness with the organisation and move to the higher order needs of Maslow's hierarchy of Self Actualisation
7. Developing a system where designations and job roles are not needed by people to contribute to organisation. Employees and leaders work with sense of duty and not driven by appraisals, designations or portfolios
8. Decision making is not mere rule based but considers lot of factors such as rationality and sensitivity

### **Examples of Workplace Spirituality**

1. Yoga and meditation sessions
2. Meditation of few minutes before start of meetings
3. Prayer meetings when family member of any employee is critical or No more
4. Providing dedicated prayer spaces for employee's prayer practices
5. Invoking the blessings of supreme being before start of all events and celebrations
6. Spiritual trainings conducted on routine basis
7. Openly asking questions to employees related to company actions are in alignment to higher meaning and purpose
8. Conducting activities where contribution to society and needy is being done
9. Setting norms and practises conducive for spiritual ideologies
10. Providing counselling to find inner peace at work
11. Anger management sessions

### **Spirituality Initiatives by Corporates**

**Larsen and Toubro**, commonly known as L&T is an Indian multinational company headquartered in Mumbai, Maharashtra, India. The company operates in basic and heavy engineering, construction, realty, manufacturing of capital goods, information technology, and financial services. The company management on realisation of the fact that stress - a modern day monster has countless adverse impacts on the wellbeing of its employees, leading to physical, social and psychological issues, and thus resulting in low productivity at personal and professional fronts, conducted 'let's YOGA-fyyy: Yog for Corporate Rogzzz', for its employees, at its Faridabad campus. This de-stressing extravaganza facilitated by professional yoga and meditation preachers, threw light on the therapeutic impacts of Asanas & Pranayams, prevalence of emotional quotient over intellectual quotient, fat to fit tips for healthy eating, action-reaction principle of mind, and sensory deprivation. The sessions inspired and

evoked each and every participant, to resolve the core challenges linked with personal and professional evolution.

**Green Mountain Coffee** company offers prayer and meditation dedicated rooms where “employees/workers can begin their shift with two-five-minute “spiritual-mindful movement” exercises and offers spiritual getaways to employees and their families. Many Americans use tools like mindfulness without identifying themselves with a particular faith tradition. That mindfulness and meditation offer accessible practices without specific religious associations points to why these practices are viable conventions to integrate into the workplace. Instead of a dogmatic focus, these practices are known to develop concentration, compassion, and wisdom in its followers as well as encourage clear thinking and overall health.

**Indian Oil Corporation Limited (IOCL)**, commonly known as Indian Oil is an Indian government owned oil and gas company headquartered in New Delhi. It is the largest commercial oil company in the country, and become India's most profitable state-owned company for the second consecutive year in 2018. During a stress survey when the company found the employee stress level at a very high index, it focussed upon providing help in the regime of spirituality to focus upon the mental health and well being of its employees. It conducted a series of workshops for its employees and directors focussing upon “Prevention Through Mental Alertness & Resilience” in 2019-20. These thought-provoking presentation and sessions enthralled the corporate minds towards the concept of intricacies of mind, memory, and mental wellbeing. These workshops helped individuals realizes their own abilities, to cope with the normal stresses of life, work productively and fruitfully, and to make a contribution to their community in their individual and group capacity.

**Google** patrons mindful meals where diners eat their meal in silence. By offering employees time to rest their minds Google have confidence in it “revives the corporate culture of innovation, community and doing the right thing.” In addition, Google offers mindfulness instruction in a program called “Search Inside Yourself” that teaches employees to “support reflection over reactivity, encourages feeling feelings rather than reacting on them, and opens awareness to what is really going on is of benefit.”

At our own institution, **Delhi Metropolitan Education**, the Top management has made consistent efforts to create a mindful and spiritual working environment. We have a committee called FLY [Family Like You] which inculcates the feeling of belonging and connectedness with organisation. FLY members on a regular basis conduct meditation, yoga and anger management workshops. The aim is to sit, ponder, manage stress and emotions and channel positive vibes at work. Their primary work is creating work environment relaxed and peaceful one. There is another committee at work called Mentoring Cell which deals with students wellbeing. Mentoring cell conducts regular meditation sessions and stress busting sessions for students. The purpose is to create spiritually awakened professionals for future.

## Advantages of Workplace Spirituality

As the dynamics of the business environment changes it causes un-certainties at business and work. Employees with spiritual connection are not scared with these changes they don't panic or stress out. Such stable individuals or employees will always make a very sound decision of long-term benefits. They will strive to preserve work – life balance very well and will channel their spiritual energy for growth and development of self and organisation as a whole

1. Self-Managed employees are highly required by the corporates
2. The organisation will become meaning based and purpose driven
3. Fear based or buttering based culture will change to concern and support based culture
4. Sense of purpose in management decision making will be present
5. Management with mission will become Management with Purpose
6. Spread of spiritual values of Trust, Loyalty, Integrity, Honesty, Belongingness will develop and imbedded in organisation culture

## **CONCLUSION**

Spirituality is when we have the ability to face challenging and difficult situations with a positive and relaxed attitude making busy life easy. A peaceful mind can handle the stresses in a far better way than a stressed one. Earning a decent / luxurious livelihood is the desire of every individual. Making ends meet becomes even more difficult in challenging times and increasing competition. This has led to a massive increase in the stress levels impacting the health of people and the society at large. A stressed person transfers stress to another person through words, actions, gestures and even personal discussions. The stressed corporate life is thus becoming a serious threat to the wellbeing of the society and human race which needs to be taken care of on an urgent basis. Spirituality has been an age old fundamental process of reducing stress and maintaining healthy lifestyle and is much more required in today's times particularly in corporates where these stress levels are causing severe damages on personal and professional front.

**Both faith and fear will sail in your harbour, but remember it's your harbour and you decide who gets to drop the anchor.**

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## Spirituality in College Students – An Exploratory Study

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### ABSTRACT

*Spiritualism is a pervasive phenomenon which is present in lives of all age groups in a society. The idea of existence of a higher being is embedded early on in the lives of children, which gives them exposure to concepts of Religion, God, belongingness to a particular belief system and tradition. However, after reaching a certain age, children start questioning their belief system. It is also an age where they are approaching adulthood and where they start taking decisions in life independently. It is when there is a transition in their interpretation of several concepts, which earlier were just a given. This also leads to change in their perception of Spirituality and related notions are redefined in their lives. This study aims to determine how spiritual development, personality traits, and psychosocial growth are interconnected in college students as emerging adults. Emerging adulthood can be defined as a period in one's life between the ages of 18 and 25, when self-determination becomes the major cause of motivation rather than parental and societal constraints. With the advancement of science, people especially college students begin to question the beliefs imposed on them by the society, leading to blurring lines between religion and spirituality. This paper explores studying the role that spirituality plays in a students' life and the impact that the college environment has on developing an individual's spirituality.*

*Keywords: Spirituality, Students, Religion*

### INTRODUCTION

College marks a time of transition and self- exploration. The university population encompasses young adults undergoing a transformative period that involves a quest for self- exploration. The students during this period have many questions in mind. College life gives the first taste to students of the real world that awaits them. College students are often confused of what to make of this world and increasingly try to seek answers by exploring the world. College years are considered to be the most guiding and knowledgeable period in an individual's life. A lot of college students are actively seeking out and engaging in a spiritual quest to find meaning and purpose in life. They engage in spirituality to ascertain the true purpose of their lives and to be at peace with the world and with themselves. They are exploring spiritual dimensions of their personal development.

Studies observe a developing interest regarding the exploration of various aspects of spirituality. The reason for the increasing interest in spirituality includes several possibilities such as a strong wish to attain peace and harmony. Delving deeper into spirituality allows the students to get better understanding of themselves, their problems, issues and concerns about various facets of their mental strength. Not only that, it significantly improves students responsiveness to various unfavorable situations that they may be facing. While college campus appears to provide many opportunities for students engaging in spirituality, studies suggests that this growing interest in spirituality is not just a trend that may disappear overtime as students are raising questions trying to find the purpose and value of their lives. College students are dealing with increasing competition, peer pressure and other additional stress that society may put on an individual stimulating various questions regarding safety, stability, meaning and purpose that are unexplored by their parents.

Spirituality allows the students to detach themselves from their various day-to-day problems, provides a moment of respite to the ailing hearts, energizes and rejuvenates the mind to face up to the challenges they have to face. Having a profound knowledge of spirituality may provide answers to some questions faced by students concerning their lives.

## **OBJECTIVE OF THE STUDY**

The objective of the study is to determine the role that spirituality plays in the lives of college students and the impact that the college environment has on developing an individual. A student is forced with various challenges on a day-to-day basis such as increasing competition, academics, peer pressure, money or financial stability etc. The aim of the study is to ascertain whether spirituality provides stability and support to students in fighting their problems and facing up to life's challenges, whether spirituality provides any emotional support need and if it does then how.

Spirituality impacts various facets of a student's life in different ways. The study is focused on finding out if spirituality has any effect on health of college students, if it helps in improving academics performance, makes students more focused on their careers thereby leading to career development, helps students to overcome mental and emotional trauma such as depression, discourages underage drinking among college students and also if it defers students from consuming substances harmful to them.

## **REVIEW OF LITERATURE**

This section elaborates upon the most prominent studies where spiritualism has been studied in context of student lives. The sub heading have been divided into broad themes which are most relevant in this area of study.

### **SPIRITUALITY AND MENTAL HEALTH OF COLLEGE STUDENTS**

The purpose of the investigation by Nelms L.W. et al (2007) was to determine the significance of spirituality in the health of college students. It was noted that a direct relationship exists between spirituality and health related variables. Students blend spiritual components into the different dimensions of health. The study observed that: (1) College students who were considered as healthy integrated a spiritual component to their health; (2) Students report a greater life satisfaction with reference to spirituality. It suggests that students are merging a spiritual component to their emotional health.

Kreitlow A.A (2015) conducted a study to determine whether there is a connection between spirituality, religiosity and quality of life. It was observed that spirituality and quality of life share a direct relationship. The increase in spirituality simultaneously led to an increase in hope along with a reduction in disappointment. The findings suggest that spirituality helps college students in discovering happiness and purpose of their lives.

Kress V.E. et al. (2012) in their study aimed to identify whether spirituality acts as a protection against Non-suicidal self-injury in college students. It is an act of harming one's own body physically without any intention to commit suicide. An inverse relationship was found between spirituality and self-injury. The self-injury levels were lower for students who engaged in spirituality. Students who had found the purpose of their lives and experience greater levels of life satisfaction reported that spirituality is very significant to them. It was observed that spirituality has a positive influence on the lives of college students and prevent them from performing activities leading to self-injury.

### **SPIRITUALITY, RELIGION, AND CAREER DEVELOPMENT IN COLLEGE STUDENTS**

Constantine, M. G. et al (2006) conducted a study to explore the relationship that spiritual and religious beliefs have with the career development of students. The research was carried out with twelve African American college students. The research was executed using CQR (Consensual Qualitative Research) methodology. Six major topics based on the response of the participants that were identified were: (1) level of identification as spiritual/ religious, (2) persuasion by parents on spiritual and religious beliefs, (3) role played by spirituality and religiosity in the career development of participants, (4) difficulties in facing career related affairs, (5) strategies involving spiritual aspects to deal with those problems, (6) factors indicating success in future career. Many African American students felt that spirituality is significant in their career development as it provides emotional support while choosing the career. All the participants agreed that prayer was a good strategy to deal with career related difficulties. The study suggests that ignoring the importance spiritual and religious beliefs by the career counsellors could have dangerous impacts on the lives of many students. Studying the spiritual and religious beliefs can help the students in making strategic and planned career decisions.

Authors Royce-Davis, J and Stewart, M. (2000) in their paper discussed a phenomenological study carried out with ten undergraduate students. According to this study, students who did not participate in any kind of spirituality reflected less chances of taking part in any sort of activity related to career development. Participants felt that two categories of spiritual struggles and spiritual growth had a notable impact on their career development. Career counsellors are suggested to take into consideration all the personal aspects, health and spiritual, that may have an impact on the career development decisions of their clients as that may be of greatest help to their clients.

Dudeck J.M. (2004) carried out a study to analyze the influence that spirituality may have on the career development of college students. Around 2,000 students participated in this research of which 967 students were male and 1,033 students were female. Participants were asked to respond to an online survey that comprised of ten demographic questions. Wheat's (1991) Human Spirituality Scale was used to determine spirituality. Students were also asked to determine the type of work experience they have had related to their career including internship, part-time, and other jobs. The research observed a positive correlation between spirituality and career development.

Greater levels of spirituality led to greater levels of career development among students. Understanding the relationship that career development has with spirituality can help career counselors in dealing with students.

## **SPIRITUALITY AND SUBSTANCE USE OF COLLEGE STUDENTS**

Stewart C. (2001) in his paper has made an effort to explore how spiritual and religious beliefs of students impact their decision to use substances. As per the research, religious and spiritual beliefs do have a moderate influence on substance use by college students. It was proved that spirituality had no effect against substances like ecstasy or cocaine and had a buffering impact on the use of alcohol and marijuana. The protective effect against the use of alcohol and binge drinking that spirituality initially has on students eventually wears off as they reach higher classes.

The agenda of the study conducted by Brown T.L. et al. (2007) was to explore whether spirituality has a relationship with alcohol consumption by college students or not. For this study, students enrolled in undergraduate psychology courses were chosen as a sample. The researchers observed that spirituality had an immense influence on college students involving in underage drinking. Spirituality had a buffering impact on the student's decision to consume alcohol. It was found that students who followed spiritual aspects in their day to day lives were less prone to getting involved in drinking than those students who were isolated from spirituality.

Wyatt Nelms L.W. et al (2007) in their research examined seven variables in order to determine their relationship with spirituality, of which two of the variables were Tobacco and Alcohol- related risk behaviours. The study exhibited a positive correlation between spirituality and these variables. It was noted that students combine spiritual aspects with different health aspects, for instance, whether or not a student choose to exhibit risky health behaviours like consumption of tobacco or alcohol contributed to their respective levels of spirituality. Students engaging in spirituality are more likely to encourage healthy practices and experience greater physical fitness.

Thus, spirituality plays a vital role in the decisions taken by students towards substance use and integrating spiritual aspects might help in preventing the use of substances.

## **SPIRITUALITY AND ACADEMIC PERFORMANCE**

Academic performance is the most important indicator in educational assessment.

Walker K .L and Vicki Dixon V. (2002) conducted a study in order to ascertain the extent of spirituality in African American and European American college students. The research explored the relationship between spirituality and academic performance for both the groups and also observed different spirituality levels in both the groups. It was found that African Americans exhibit greater spiritual and religious beliefs than European Americans as it helped to cope with the problems of a White campus. Correlation analysis of the data from both the groups showed that spiritual beliefs and religious participation have a positive relationship with academic performance with a different relationship pattern for both the groups.

The study conducted by Mozaffari M. et al. (2013) aims to explore the connection between spirituality and academic performance among college students. Pearson's correlation coefficient and mean were used to ascertain whether there is interrelation between spirituality and academic achievements of college students based on gender and field of study. The results suggested that the mean of spirituality in the aspect of communication with Supreme Being and self and connection with nature is unsatisfactory. On the other hand communication with others is desirable. It was observed that male students' mean score is more than those of female students in terms of academic performance/achievements while female students' mean score is more than the scores acquired by the male students in terms of spiritual wellbeing. But the score of spiritual wellbeing for all the students is less than the mean. Also, the study witnessed a positive correlation between spirituality and academic performance of college students.

Wood J.L and Hilton A. A (2012) in their study focused on the students' perspectives towards the factors that may have a positive influence on their academic success. Spirituality was identified as a significant factor that may affect a student's academic performance. The responses gathered from the students indicated five ways that supported their academic achievements and they were: (1) God plays the role of a confidant; (2) Spirituality motivated the students to be outstanding; (3) Spirituality helps students to identify the purpose of their lives; (4) Spirituality empowers students and enhance their capability to face barriers and overcome them; (5) Spirituality helped students to minimize or eliminate relational distractions. All the students recognized the minimization and elimination of relational distractions caused by spirituality as an important aspect for academic success.

## **SPIRITUALITY AND DEPRESSION IN COLLEGE STUDENTS**

The agenda of the research carried out by Berry D. M. and Kate York K. (2011) was to test and understand the impacts that Spirituality has on the cognitive vulnerability of depression and how it protects students from depression. Depression is a mental health disorder and is a main reason for students committing suicide. As per hypothesis increase in spirituality would lessen the impact that stress has over depression. Even though the study indicates that a relationship does exist among stress, depression, and cognitive vulnerability but it does not agree with the hypothesis regarding the impacts of spirituality on depression. As per the study, spirituality has a direct impact on depression. Spirituality does not make any changes to the relationship between stress and depression. It does not make any alterations to the impact that cognitive vulnerability has over the relationship between stress and depression.

Young J. S. et al. (2000) developed and examined a framework wherein spirituality as a variable influences the connection between negative life events and depression. A notable inverse relationship was observed between spirituality and depression. The findings of this research suggest that the more a student engages in spirituality, the less effect stressful life events have on depression.

The agenda of the study conducted by Ola M. (2016) was to investigate whether spirituality has an influence on depression, anxiety and stress experienced by students. Sixty students of which 30 were males and 30 were females participated in this study. The study observed a greater level of anxiety in females as compared to males. Studies have revealed that students not only experience academic stress but are also exposed to stress in many other ways for instance, staying away from home, taking additional coaching classes, and increasing academic demands, etc. The research proves that spirituality has an inverse impact over depression, anxiety, and stress. It was found that spirituality may have a positive influence on the student's mind. Spirituality helps students in preventing and minimizing depression, anxiety and stress to some level.

Thus, spirituality does provide support and protection to college students against depression.

## **DISCUSSION**

This section summarises the studies reviewed in the paper. It also tries to identify the major areas of research in context of students.

Following table provides a gist of the various aspects the studies included in the Review of Literature section:

**Table-1.1: Studies on Spirituality in College Students**

<b>PAPER TITLE</b>	<b>YEAR</b>	<b>AUTHOR</b>	<b>VARIABLE</b>	<b>COUNTRY</b>	<b>Tools/Methods for research</b>
Spirituality and the Health of College Students	2007	Linda Wyatt, Edwin Hutchins, Dorothy Hutchins, and Robert J. Pursley	Spirituality, Current health status, Overall physical health, Physical activity, Life satisfaction, and Race	Tennessee, U.S.A	The College Student Appraisal of Risks Survey, The Spirituality Scale, and ANOVA
Religiosity, Spirituality, and Quality of Life Among Selected University Students	2015	Abby Austin Kreitlow	Spirituality, Religiosity, and Quality of Life	Mankato, U.S.A	The Spiritual Well Being Scale and the Ontological Wellbeing Scale
(c) Spirituality/ Religiosity, Life Satisfaction, and Life Meaning as Protective Factors for Nonsuicidal Self-Injury in College Students	2015	Victoria E. Kress, Rebecca A. Newgent, Janis Whitlock, and Laura Mease	Spirituality, Religiosity, Life Satisfaction, and Life Meaning	U.S.A	Non-Suicidal Self-Injury Assessment Tool, Multidimensional Measurement of Religiousness/ Spirituality, Satisfaction with Life Scale, and the Meaning in Life Questionnaire
Religion, Spirituality and Career Development in African American College Students: A Qualitative Inquiry	2006	Madonna G. Constantine, Marie L. Miville, Anika K. Warren, Kathy A. Gainor, and Ma'at E.L. Lewis-Coles	Spirituality, Religion, and Career Development	U.S.A	Consensual Qualitative Research ( CQR) Methodology
Addressing the Relationship between Career Development and Spirituality When Working with College Students	2000	Joanna Royce-Davis, Mark Stewart	Spirituality, Career Development	U.S.A	Snowball Sampling, Phenomenological Approach
The Influence of Spirituality on the Career Development	2004	Jennifer M. Dudeck	Spirituality, Career Development	U.S.A	Online survey, Work Values Inventory and Wheat's (1991)

of College Seniors: An Examination of Work Values					Human Spirituality Scale
The Influence of Spirituality on Substance Use of College Students	2001	Chris Stewart	Spirituality, Totdec, Ralc, Rdr, Chattrn, Alcohol, Binge drinking, Marijuana, LSD, Ecstasy, Cocaine	U.S.A	CORE Alcohol and Drug Survey and various supplemental questions
Religiousness, Spirituality, and Social Support: How Are They Related to Underage Drinking Among College Students?	2007	Tamara L. Brown, John M. Salsman, Emily H. Brechting, Charles R. Carlson	Gender, Ethnicity, Social Desirability, Social Support, Universality, Prayer Fulfillment, Religiousness, Alcohol Use Frequency, Average Alcohol Use, Problems with Alcohol	U.S.A	Intrinsic/ Extrinsic Religiousness Scale-Revised, Spiritual Transcendence Scale, Duke-UNC Functional Social Support Questionnaire, Marlowe- Crowne Form C
Spirituality and the Health of College Students	2007	Linda Wyatt, Edwin Hutchins, Dorothy Hutchins, and Robert J. Pursley	Spirituality, Tobacco-related risk behaviours, Alcohol-related risk behaviours	Tennessee, U.S.A	The College Student Appraisal of Risks Survey, The Spirituality Scale, and ANOVA
Spirituality and Academic Performance Among African American College Students	2002	Katrina L. Walker, Vicki Dixon	Spirituality, Academic Participation, Academic Withdrawals, Academic Difficulty reports	U.S.A	Hypothesis, Questionnaire, Principal factor analysis with promax rotation, Correlation analysis
The Relationship between Spiritual Well-Being and Academic Achievement	2013	Mohammad Mozaffari Makki Abadi, Meimanat Tabbodi, Hassan Rahgozar	Spiritual well-being, Academic Achievement	Iran	Descriptive correlation with survey method, Spiritual Well-Being Scale Questionnaire

Spirituality and Academic Success: Perceptions of African American Males in the Community College	2012	J. Luke Wood, and Adriel A. Hilton	Spirituality, Academic Success	U.S.A	Qualitative Research Approach
Depression and religiosity and/or spirituality in college: A longitudinal survey of students in the USA	2011	Devon M. Berry, and Kate York	Depression, Stress, Cognitive Vulnerability, Religiosity, and Spirituality	U.S.A	Web-based survey, Descriptive statistics and correlations, and PASW
The Moderating Relationship of Spirituality on Negative Life Events and Psychological Adjustment	2000	J. Scott Young, Craig S. Cashwell, Julia Shcherbakova	Negative Life Experiences, Spirituality, Depression, Anxiety	U.S.A	Hypothesis, Human Spirituality Scale, Beck Depression Inventory, State-Trait Anxiety Scale, The Life Experiences Survey
Impact of Spirituality on Depression, Anxiety and Stress of Students preparing for Competitive Exams	2016	Manpreet Ola	Spirituality, Depression, Anxiety and Stress	India	Hypotheses, Personal data sheet, Depression, anxiety and stress scale, and Daily spiritual experience scale

This paper encapsulates the most prominent studies in the area of spirituality specifically conducted on college students. The papers reviewed were published in the time span ranging from 2000 to 2016. This shows that the concept of spirituality among students has only gained attention of researchers in the 21<sup>st</sup> Century. This depicts that this areas is relativity new and several dimensions can be explored in this field. The major themes which can be related to spirituality in case of college students are career development, substance use, academic performance and depression. These themes are the most common issues faced by students on a day-to-day basis. Hence it can be deciphered that spirituality can help students in taking better decisions in life. Further, it could be observed most literature available is from the developed countries, especially U.S.A. Specific dearth of literature could be observed in Indian Contexts. Tools of data collection which have largely been adopted are through surveys where many standardised scales could be either utilised as cross sectional studies or longitudinal studies. Several tests such as T test, ANOVA, Correlation, Regression, Mediation and Factor analysis have been utilised in analysing the data.

## CONCLUSION

In the end it can be concluded that concept of spiritualism has been existence for thousands of years. Its role has been studied from several perspectives. Yet, role of spirituality from students' perspective still explored scarcely. Specifically, in India, Spirituality and its relevance in a students' lives demands more

attention. Researchers could identify themes which be relevant in Indian context. The scope of research is vast in the context of Spiritualism and several new dimensions and associations are yet to be discovered.

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## **Spirituality in Marketing**

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### **ABSTRACT**

The word spirituality here indicates the new age spirituality but not refers to any religious contexts. This concept and significance of spirituality cannot be ignored while marketing the products while it is also discussed in management and other disciplines. Spiritual marketing is a concept of articulation and conveying the authentic beliefs around a service, product or a brand with end users benefits in mind. The consumer belief influences his buying behavior. Companies can market even the most ordinary products and services as symbols of deeper spiritual values. Positioning the product as something that contributes to overall spiritual growth can attract the devoted customers. The consumers tend to yield 'spiritual utility'. Through spiritual marketing and delivering the highest quality possible and building community among the customers can be highly profitable. We're only at the beginning of understanding the market for consumer spirituality. Future research should expect exploring marketplace dynamics, megatrends that are relevant in this growing spiritual marketplace. A company should make the marketing decisions not only by considering consumer's wants and company's requirements but also society's long term interests. Generally, people emphasis more on sustainability, spirituality and quality. The durability of things is compulsory in the society. This awareness is due to empathy towards nature, future generations and the evolution of a healthy society. Company adopt and develop strategies that take into account this level of awareness, promoting the spiritual side and the sustainable outcome. Over centuries, people have turned to spiritual leaders for enlightenment and guidance, and it still holds true for such leaders who still inspire fervor in their believers. People's beliefs have been influenced by generations of various spiritual believers. Today's new age spiritual consumer seeks more than mere physical satisfaction of his needs. He seeks to transform his life by consuming products that promise well- being of his soul and answers questions related to seeking higher meaning of life. Sometimes people thinks that they could not work as a sales person or have the ability to market anything to people. But little they know that they have been selling people on the basis of their diverse beliefs, notions and perceptions as well as marketing themselves for a very long time but just doing an awful job of it in life.

Spiritual marketing is the ability to illuminate and dispatch people's legitimate beliefs around a service, product or brand clearly, sensibly and keeping the benefits of its users in mind. The thing which is so spiritual about that drives it is behind that definition. This term might sound new but this is one of the oldest concepts. It is a clear fact that being able to live and marketing truly and clearly is about perceiving one's connection to divinity. If you perceive your connection to a divinity, you can always have, be or do whatever. There are a lot of people who think that they could not work as a sales person or have the ability to market anything to people. But little they know that they have been selling people on the basis of their diverse beliefs, notions and perceptions as well as marketing themselves for a very long time but doing an atrocious job for so long. Belief is nothing more than an affair of belief. However, people, although sell various stuff unconsciously but fail to transfer their beliefs aptly. They are not aware of selling people on their perceptions and beliefs to begin with in so many cases. Joe Vitale released a book called 'Spiritual Marketing' and introduced this concept to this world through his book, back in the year 2001. He also mentioned the steps which are needed to be able to exhibit your desires from a filthy rich and enriching or worthwhile place. The steps he mentioned are the core of being able to sensibly exhibit he desired along with the skill of communication to share your ideas and services in an efficient manner. What we seek might be a feeling instead of a product. This can be called the core of spiritual marketing. Spiritual marketing focuses on product, services and marketing strategies on various human needs in balance with the world.

Authors like Joe Vitale and Bob Proctor differentiate it from 'religious marketing' and describe spirit as "the presence within of the universal spirit ...the true self." It is interesting to know that why companies are now using "Spiritual Marketing". So, the various reasons could be the suffering society, searching

reconciliation with our environment and with ourselves, we have an urge to believe in something or anything, we want to feel associated. Moreover, as long as the needs are satisfied without lying about offerings and without harming others, it is ethically correct to take advantages of these needs to create new products, services and marketing strategies. Being ethical and being dishonest are the things which has to be taken care of. All products come with impalpable benefits, these benefits are based on consumer's perception itself. Companies tend to play with these intangible assets every time. It's basically consumer's responsibility to know the rights from the wrongs and be careful of what is acknowledged through various advertisements that we see through different platforms and be aware on what they spend their money on. To get facts and figures on how spirituality affects the behavior patterns of consumers. The aim of the study was to see if people beliefs in spiritual groups affect their decision making or not. So, a questionnaire was circulated among people of Delhi NCR to know their preferences for the same. It was then observed that 45.5% of buyer were middle aged women who felt spirituality in products and services lead to quality life. It was also found that 19.1% young female follow a spiritual leader and almost 40% of young females buy them. The human beliefs are an important indicator of consumer needs and preferences. Human beliefs, judgements, attitudes and choices affect their buying decisions. The marketers, sometimes, use symbols and image that are known to the people for the promotion of their product and services. The symbols may have different meanings in different cultures. At the same time, marketers should use those symbols which may not give any negative impact to the society in any way. Spirituality, for a long passage of time was limited to the disciplines of psychology and sociology and traditionally was seen as a part of religion. But now, the studies have proved that spirituality impacts the consumption behavior of the people. The Indian philosophy or the Indian Literature deals with spirituality and beliefs in Karma and Dharma. It can be said that a person's belief in Karma or righteousness influences their buying or purchasing habits. The concept of mindfulness of spirituality affect the consumer about his behavior. But if spirituality is in the picture, so the consumer would take care of why they would buy, for whom to buy, etc. This implies a high level of spirituality which may lead to rejection of some products.

Today, we all are caught in the vicious circle of work, stress and other commitments, therefore, to get out of this vicious circle, people tend to choose to follow a spiritual guru or follow a wrong path. But for those who follow a 'spiritual guru' instead feel that it would promise well- being and acknowledges their questions related to be in pursuit of prominent meaning of life. And in case of the country India, people in a great number, follow a guru, who provide us direction or right path. But now, in digital world, these spiritual gurus have emerged as the new brand ambassadors. By seeing the huge following of these spiritual gurus in a highly populated country like India where large audience would lead to large profits, companies have made them their brand ambassador. Swami Baba Ramdev, a well-known personality, who is also now the face of Patanjali brand. Patanjali is FMCG organization dealing with milk products, cosmetics, household cleaning items and what not. Attaching a spiritual guru to a brand helped Patanjali to have a loyal base of customers giving a tough competition to other leading companies. Not only to promote the products or services. Sadguru Brahmeshanand Swami ji who is a spiritual leader with most of the followers from south India, has been appointed as 'Ambassador of Peace' by the British Parliament. In recent years 'yoga' has come into spotlight, globally, because of its excellent health benefits and a positive lifestyle. So in order to promote this ancient form of practice worldwide, the well- known gurus are chosen for the purpose. Spiritual gurus like Shrila Prabhupada, Maharishi Mahesh Yogi, disciples of Swami Vivekanand have been given the responsibility to promote the same in the world.

The engrossment in spirituality in consumer behavior is growing. The consumer's level of spiritual development and commitment influences the consumer's behavior. When the older adult reach spiritual growth or encounter vigorous spiritual growth toward the end of their life, the consumer behavior is influenced. Spiritual identity and related spiritual values influence the formation of attitude, and erect consumption limits and taboos, the stronger the level of spirituality, the stronger this influence. Spiritual values form utilization ethos while directing the refusal of conflicting consumption behavior. Consumers have started to search spiritual well-being in the marketplace, increasingly. It's seen that those products that are inspired with spiritual significance helps consumers manage concerns even present while steering the modern world. To introduce innovations into global markets, marketers

should understand both individual resistance. Moreover, a company should make marketing decisions not only by considering consumer's wants, the company's requirements but also society's long term interests. Spirituality in marketing is a wide concept. A study covered showed the analysis of how attachment to a spiritual guru affects the sales, promotion of products and services. Spirituality is increasingly influencing the beliefs, demand and behavior pattern of consumers all over. The spiritual marketing is more than being associated to a religion, guru or a caste. Spiritual marketing has been adopted by many companies to establish or strike a bond with consumers. An another research on spiritual marketing reveals that good relation with customers, trust, loyalty would help to improve the performance of the business. Thus, spiritual marketing has developed as vital place in the concept of marketing and require more research to be conducted. The people's way of thinking, their word symbols, customs and traditions are the key factors which determines the overall development of the society. When a new product is developed and has to be introduced to the market, the consumer needs are taken into consideration. Foundation of a new product to the market is closely linked to a certain amount of reluctance to accept on the part of consumers. And if the product is distinctly revolutionary or unusual, consumers confront risks and technological fears parallel to the idea of purchasing and using the product. Consumer behavior and consumer reaction to a new product as well as developing marketing strategies that would contribute to introduction of a new product to a market is helpful when solving the problem of rejecting the innovation and increasing the possibility of its success. Spirituality has drawn attention of managers and researchers all around the world. Spiritual human needs are gratified by a remembrance and approval of individual responsibility of the common good, by understanding the link of all life, and by making a contribution to humanity and the whole world. Therefore, when one talks about bringing spirituality into the workplace, he/she is talking about hanging organizational culture through the transformation of leadership and employees so that the humanistic practices and policies become an integral part of an organization's day to day function. It's also proposed that the organizations that are associated with behavioral and generous practices should look at spiritual point of view. An organization becomes spiritual oriented when its organization's behavior and policies constitutes virtues, ethics, emotions and intuition. Spirituality in relation to our work leads in encouragement to more people to take a look at their spirituality, and they may result in more welfare in organizational life and society as a whole

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## Spirituality Leads to Success in the New Business Paradigm - An Analysis in the Indian Context

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### ABSTRACT

*In the new business paradigm, in addition to the material terms like money, position, and authority which describe success, there is one more element that is creeping in, Spirituality. It has been observed that spirituality and success, according to many, are interlinked. Many professionals believe that to be successful one must embrace spirituality. Spirituality, as such, has got nothing to do with any religion directly. It is a quality of being concerned with the value system as opposed to physical or material possessions. It is the feeling of peace within and an environment of productivity in the organisation. Moreover, the term 'Spirituality' may be defined in a variety of ways depending upon the perception and beliefs of the people working in the industry but one thing is for sure that spirituality gives peace to the stakeholders and employees in an organisation that subsequently leads to efficacy and satisfaction. The present paper aims at understanding what spirituality means in the industry and also in studying the influence of spirituality in the businesses.*

*Keywords: Business paradigm; spirituality; success at work; work balance; spirituality at work*

### INTRODUCTION

The corporate sector or the business sector has become a very important part of the economy of the world. In the Indian context, too, the corporate sector of the country is very important. It is basically a subset of the domestic economy including production of raw material, manufacturing, sales and services. This sector is made up by private companies which provide employment to a large number of people. However, one requires good skill set to be able to enter into the corporate sector as an employee. There are multitude of professional education institutions in India today which claim to be preparing the students for the corporate. In addition to the theoretical courses, the students are also taught the people's skills, known as soft-skills. In the corporate today, soft-skills are considered as important as the hard skills. In the new business paradigm, in addition to the material terms like money, position, and authority which describe success, there is one more element that is creeping in, Spirituality. The current corporate world is a very complex one wherein the managers and executives need to be as quick as possible in decision making. The corporate world demands very high levels of competence and skills. These skills invariably includes values. On the face, it may appear that materialistic approach is the need of the hour but at the base understanding human values and following those are indeed the foundation of success and growth. In the modernised world too, human values and spirituality hold a good place. According to Oxford English Dictionary, Spirituality is "the quality of being concerned with the human spirit or soul as opposed to material or physical things". Spirituality is not just religious beliefs but much more than that. Spirituality is understanding and respecting other human beings; it is respecting the view points of others; it is helping others genuinely; it is the inner beauty rather than the outer one. In the modern society of today, where people are busy in a kind of rat-race for success and material gains, spirituality is something that can bind the society together. Spirituality or concern about human values is the only way that would lead to real success and growth as an individual and as an organisation as well. The present article discusses how spirituality can affect the businesses for the good and how it can help the employees attain satisfaction both in personal and professional lives. This approach to work is completely opposed to the approach based on material targets and material achievements.

The major objective of the study is to bring out facts which would inspire today's youth to imbibe spiritual value and exercise the principles at workplace rather than leading a life based on mundane achievements. In the present article, an attempt has been made to explore the role of spiritual leadership

at workplace in inspiring the professionals live authentic lives for true fulfilment of desires and aspirations. Spirituality is not about moral policing, its about teaching people the true value of being good.

## **REVIEW OF LITERATURE**

According to Ellison (1983), spirituality is an ongoing attempt to search for meaning and purpose embodied in a super-rational being or a force greater than the self. Cacioppe (2000) echos the same and believes that the concept of spirituality is the discovery of a meaning, a value, or a purpose for one's life and work. Fullan (2002) observed that spirituality involved identification of a moral purpose for the lives of humans that would connect principled behaviour to something that is greater than we are. Mitroff and Denton (1999) considers spirituality as an effort to lead an integrated life. Mayes (2001) defined spirituality as "the pursuit of a trans-personal and trans-temporal reality that serves as the ontological ground for an ethic of compassion and service" Houston and Sokolow (2006) also believe that a human being has to make conscious efforts to go outside the self and explore the spiritual aspects of humans which are completely opposed to the material things and this spiritual aspect takes the humans closer to the infinite. Fornaciari & Lund Dean (2009) maintains that research in the field of spirituality in business is still in its early phase, however, according to Fry (2005) there have been some promising studies in this field which clearly display link between spirituality and organisations in terms of well being of employees. there are other very important aspects too which have been studied in this regard including team performance, organisational commitment, corporate social responsibility, job satisfaction, and integrity at workplace.

## **VIEWS OF SOME BUSINESS LEADERS ON SPIRITUALITY IN BUSINESS**

"I believe in God strongly. I follow more Buddhist principles than anything else. I connect with the magic in life... This is all so much bigger than what we can physically see. You must earn the right to lead every day, and spirituality is necessary to do that. (Spirituality)...gives you immense courage; yet you also embrace your own humanness and imperfections". – Janiece Webb (2006), former Senior Vice President, Motorola Corporation

"We are all spiritual beings. To unleash the whole capability of the individual – mind, body, and spirit – gives enormous power to the organisation. This has nothing to do with religion. People of many faiths, or no faith at all for that matter, can join together in a common cause of service to others through their work". – Bill George, Chairman of Medtronic

"Spirituality is the manifestation of the perfection that is already there within you". – A. K. Chattopadhyay, Senior Vice-President, Refractories Division, Associated Cement Companies Ltd., India

"It's trying to see God in everyone and trying to interact with everyone on a very loving basis, seeing everything as being perfect, and not pointing your finger at anyone or anything". – John Behner, Former Country Manager, Nabisco, El Salvador.

"Spirituality is man's quest into his innate divinity. It's more like a road than a state of affairs, a quest more than an arrival". – Magnus Vrethammar, President, Finess, Switzerland and Pergo, England.

"I learned that I should manage my gifts well, and that we must give and do so without counting. This is what I have been trying to do in my life. This is the best way I can describe my spirituality and how it affects my work". – Hélène Ploix, MD and Chairman, Pechel Industries, France; Former Executive Director, the World Bank and the International Monetary Fund (IMF)

"Spirituality talks about ultimate truth—of myself as part of supreme consciousness...It is knowing the true core of being within you and realising it is the same within everyone". – Ananth Raman, Chairman, Graftex, Inc., USA.

"Spirituality is 'the deep inner search for a fuller personal integration with a transcendent greater than our narrow self. ... It is a very individual, lived experience that includes both longing and belonging, expressed through love and compassion". – Ricardo Levy, Co-founder and Chairman, Catalytica, Inc., USA.

## **WORKPLACE SPIRITUALITY AND ITS IMPORTANCE IN BUSINESSES**

The term spirituality is usually associated with religion and god but being spiritual in true sense is somewhat different from being religious. Being spiritual may mean being able to understand human values which every religion keeps as the most important part of being human. Workplace spirituality too refers to the concern of the professionals about emphasising human values at work and in business. Workplace spirituality goes beyond the boundaries of any religion, caste or community and owes its roots to the teachings of various religions. It is not about deviations or conflicts but it emphasises the unity of purpose and direction at workplace.

Spirituality in business refers to the application of spiritual principles to real time business situations. The origin of the concept of spirituality in business can be said to be in early 1920s when the employees started to realise the need of following spirituality even at workplace. Workplace spirituality may be defined as a framework of values that need to be practised at the workplace which promote experience of transcendence and facilitate sense of being connected to others in a way that gives satisfaction and joy (Giacalone and Jurkiewicz, 2003).

One can find various perspectives and approaches to workplace spirituality and the term itself has been explained in a variety of ways. There are many people who associate workplace spirituality as the set of values practiced by individuals in personal capacity like being truthful, honest, punctual, and so on whereas many others believe that workplace spirituality is basically the overall behaviour of employees wherein each one is treated as a human being and with respect. Some may even relate the concept to being religious by practising religious rituals, religious prayers etc. at workplace. And for some, it is making their business socially responsible in how it impacts the environment, serves the community or helps create a better world. In each of the way, it can be observed that spirituality, at the base, is about finding a way of life and defining the purpose of existence. It is an attitude towards life and work wherein the two co-exist amicably. Some businessmen are comfortable in using the word “spirituality” in their work environment, as it is more generic and inclusive than religion while some others consider spirituality to be a personal and private concern of individuals and hence, emphasise more on values and ethics.

On the other hand, there are some people who are completely opposed to mixing spirituality and business. They believe that spirituality and profitability can't go together. In order to get profits and growth, spirituality has to be compromised. For instance, a sales executive if very honestly describes the faults of the products he is selling, the sale of the concerned products will certainly go down. so, in the business world it is believed that if you are true to your employer, you have to compromise with your personal values. The personal spiritual values like honesty, integrity, and truthfulness are supposedly opposed to profitability. In fact, in many organisations, it has been observed that the employers are selectively spiritual. They expect the employees to follow values like honest about working hours, honest about their projects, the employees are expected to work honestly to increase productivity of the organisation but the same employers would expect the same set of employees to compromise with values when it comes to selling a product which is not as good as presented. Even in terms of giving salaries and promotions, the employers, many a times, forget spirituality and follow profitability instincts.

However, as opposed to the belief that spirituality and profitability can't go hand-in-hand, there have been ample studies which have proved that spirituality, in fact, helps the businesses grow in a genuine way. The growth may not be as quick as in other cases, but this growth is more stable and fruitful. Resorting to manipulation, compromising integrity at workplace and practising unfair means to grow businesses may prove beneficial but these benefits are ephemeral and don't last long. A number of empirical research have proved that ethics and spiritual values at the workplace can lead to increased productivity and profitability as well as employee retention, customer loyalty, and brand reputation. therefore, more and more employers have started to encourage employees to practise and promote spirituality and human values as a way to boost loyalty and enhance morale.

If we look at the world today we will find a lot of suffering rampant every where. Technological advancements have indeed brought affluence and the standard of living has gone up by bounds but still

there is a lot of suffering. This advancement itself has brought many disadvantages like deforestation, pollution and over dependence on gadgets that leads to ailments. In addition to this, dependence on gadgets and self conceit have made humans selfish. The earth is being plundered for monetary benefits; animals are cruelly exploited in the name of experiments; man has become lonely even in the crowded universe; and families have been fragmented in the name of privacy. All this is leading to nothing but distress and alienation. More money is being spent on arms today than on health and food. To add to these dangerous trends, the 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 wonderful to educate mankind for leading a noble life and bringing forth harmony and peace. Unfortunately, the opposite is taking place. These equipments and gadgets are being used for distorting and perverting man's mind.

The corporate world too is facing a lot of problems because of all this. The whole environment has undergone a drastic change which is leading to very negative impact on the organisational performance.

## CONCLUSION

Spirituality at workplace transcends all boundaries of religion, caste, creed, colour and geographical location but is based on teachings of various different religions and cultures. It promotes and celebrates unity of purpose and direction at workplace. Workplace spirituality refers to the application of values and principles to businesses. The organisation as well as the individuals reap the benefits of adhering to spiritual values which are long lasting and satisfying.

India has been one of the nations to boast of its long historical and cultural traditions and ethos. Management and business are not new to India, these have been observed for centuries. Ancient India was one of the leading countries in the world in trade with many renowned philosophers, thinkers and scientists like Buddha, Shankaracharya, Guru Govind Singh, Swami Vivekananda, and Swami Sahjananda. The Modern management concepts of vision, excellence in work, perseverance, achieving goals, decision-making techniques, planning are all discussed in various Indian literatures such as Ramanaya, Mahabharata, Bhagavad-Gita, Kautilya's Arthashastra, etc.

Spirituality can reduce uncertainty as people develop trust on the leaders who are truthful. The employees feel respected while working with a boss who practises human values and who follow certain spiritual principles. The leaders and managers who follow spiritual values tend to impress their colleagues and subordinates leading to an environment conducive to growth and success. Promoting spirituality at workplace does not mean only to allow the workers perform religious prayers in the office, it means promoting respect, harmony, integrity, and freedom to create and innovate. Thus, what is more important is how the leader perceives the concept of spirit at work. Truth and service are abstract nouns; neither secular nor fundamentalist. Let us convert them into action verbs to enjoy the challenges of a brave world that will always remain new.

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## Spirituality-A Way to Sustainable Leadership

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### ABSTRACT

*Spirituality involve fundamentally motivated and inspiring fellow with hope and believe in a idea of service to stakeholder and organizations which are based on the value of faith and love to generate highly motivated, productive and committed employees. The aim of spirituality is to promote the basic needs of organization and society for mutual wellbeing and creating a new vision.*

*The concept of spirituality has got much attention from the past few decades. It is an approach deals with the behavioural aspect. It helps the individual in spiritual development which is useful for both at personal or organisational level. The believe of spirituality is to enhance the learning of the individual. A true leader motivates and energise the behaviour in employees instead of reward and security. Spiritual leadership is a journey starts from within. Now a days it is famous in every field like education, science, health care, psychology and management.*

### INTRODUCTION

#### Leadership

Leadership is an ability and practical skill in an individual or an organization to lead a group or a team for effective accomplishment of tasks.

“Leadership is basically a matter of intelligence, humaneness, trustworthiness, courage, and discipline ... If we rely on intelligence alone it will result in rebelliousness. Exercising humaneness alone can result in weakness. Fixation on trust may results in folly. Depending on the strength of courage will results in violence. Use of Excessive discipline and sternness in command will result in cruelty. When an individual has all the above five virtues in totality , each appropriate to its own function, then one can be a good leader (Jia Lin, in commentary on Sun Tzu, Art of War)”. By managing equal portions of every human emotion, one can exercise effective leadership and help others too to find their way.

Leading is a psychological process which influence followers and on the same hand giving guidance to them. It is always like a window, where a leader may be effective in one situation and may not be effective in another. It is a behavioural aspect of the individuals which varies according to one’s own abilities and capabilities in order to pursue group goals.

#### Leadership functions revolve around three major factors:

- The leader,
- The led (follower) and
- The situation

Thus, effective leadership is only possible when the Leader lead the Led and handle the relevant internal and external factors according to the situational demand.

#### Spirituality

According to Sadguru “It is not a particular practice. It is a certain way of being, so if one’s cultivated its body, mind, emotions and energies to a certain level of maturity, something else blossoms in you “

As per John C. Maxwell, “A leader is one who knows the way, goes the way and shows the way”.

Spirituality is not limited to a individual relationship with the divine but also linked to the meaning of spirituality at workplace, which is, “integration of organisational values evidenced in the culture which promotes employees experience of compassion and joy”.

Essence of spirituality is an inner strength and routine that activates an individual to be more attentive, conscious and aware beyond self-interest and serve to the society.

As per Sadguru” workplace spirituality is not about any religion or conversion or about accepting a specific belief system but Spirituality on work is about leaders and followers who understand themselves as spiritual beings who have a sense of calling that prove in meaning and purpose for their lives”.

Spiritual leaders working for organization are fearless. They are ethical, loyal and committed. The workplaces inspired with spirituality are more productive, creative and flexible.

## Qualities of a spiritual leader

### • Immense Faith

Hope is expectation for completion of desire. Faith is inner realization which adds conviction to hope. It is a strong belief with no evidence. Spiritual individuals with faith have a clear vision for their path and they know how to achieve it. It's a journey which starts within having self believe and desire to bring change based on values, attitude and behaviour.

### • Altruistic Love

For spiritual leadership, love is all about sense of completeness, agreement, harmony, and happiness achieved through attention, interest and admiration for both leaders and followers. It includes the set of standards, traditions and thinking process which is considered as ethically correct and shared in between existing members and educate to new members. Altruistic love is the sense of care, attention and appreciation of self along with others which includes tolerance, patience, loyalty, humanity and sincerity.

### • Visionary Approach

Visionary approach is a image of the future, with implied or clear explanation to people to strive for creating that future. Vision encourages change and has three important functions

1. clarity on the direction of change
2. Simplify more detailed decisions
3. direct the actions of team

Based upon the clarity of thoughts the spiritual leader will take along his team on a visionary approach. Spiritual leader can make better analysis of large data and opt for the ideal solution.

## Values of Altruistic Love

Altruistic love lay down the foundation for the Spiritual Leadership to surpass the aspiration of the stakeholders.

- **Honesty** – It follows with the truth, celebrate in it, and base individual actions on it.
- **Integrity** – spiritual leaders follow the same approach of doing and saying. What they say in actual they do.
- **Humility** –The traits like humble, well mannered, and without false pride.
- **Courage** – This is about the firmness of mind and will to keep up our morale which helps to face extreme situations, conflict, risk, hardship and fear.
- **Kindness** –It is about caring, kind and compassionate to the feelings and needs of others.
- **Empathy** – To understand others and help them in time of pain
- **Patience/Meekness/Endurance** – Spiritual leader remain constant in purpose, idea, or task in the face of difficulties. Any work a spiritual leader pursues steadily and never quit in difficulties and suffering.
- **Trust/Loyalty** –The spiritual leader role full of faith in and rely on the other persons character, ability, strength and truth of others. Spiritual leader recognizes, be pleased about and mark the noble efforts of others.

- **Forgiveness /Gratitude** –The spiritual leader chooses the power of tolerance through acknowledgement and appreciation. The spiritual leader remains free from the evils of inflexibility, judging others, anger, unhappiness, and anger.
- **Excellence** – With continuous invention and enhancement the spiritual leader makes the work excellent.
- **Fun** –As per spiritual leader there is always reason of smile no place of fear. Spiritual leader creates good working environment by adding creativity, enjoyment, fun, and playful activity. Which helps in reducing anxiety, boredom and monotonous at workplace.

## PERSONAL SPIRITUAL LEADERSHIP

It is important to differentiate between leading and leadership while discussing about spiritual leadership. Leading's main aim is to concentrate on individual growth, individual knowledge, abilities and ideas of a leader. It is prone to self checking like awareness, regulations and motivation. The crux of leadership is to inculcate the focus of the leader among its followers. Hence, the main objective of this process is that the spiritual leader involves its team in a significant manner. It helps the individual in building its capacity at both in individual as well as group level and gives the ability to handle different situations effectively. It also focuses on enhancing the capability to develop one's ideology and start with specific aim and move in the direction of achieving the same. Personal leadership is also stated as the course of evolving positive self-image, bravery and self-confidence. After grabbing the efficient traits, an individual can evolve a good culture where every member of the group is motivated and committed to goals.

## ORGANISATIONAL SPIRITUAL LEADERSHIP:

Spiritual organizational leadership focus on group relations where a leader and the team is working together over time. The leaders, by the means of role modelling, behavioural learning and other means can alter the self -concepts, self image, self confidence, attitudes, goals and belief of the followers. This process clearly unfolds leaders and followers in the organisation and begins to form congruent mental models of hope/faith for achieving inner vision of service to key stakeholders through altruistic love.

## ROLE OF SPIRITUALITY IN PROMOTING WORKPLACE LEADERSHIP

Leaders lead by example, and those who prove honesty, multiplicity, respect for others and equality in all business activities encourage their employees to do the same. Actual spiritual leaders understand the importance of employees finding meaning in their work, and those leaders found an organizational culture based on ethics, employees' well-being and corporate social responsibility. Spiritual Leaders assists employees in participating personal growth, wisdom and trust into job performance benefit to the entire organization.

## LITERATURE REVIEW

Over the past decades many research scholars have studied the concepts of spirituality and Leadership with their own viewpoints and conceptual frameworks and have justified their finding using several methods (SL) (Fry, 2003; Chen & Yang, 2012). The concept of spirituality has gained an importance in its possible application in the field of management and thus, has attracted several researchers to view it with their respective level of understandings. Many research scholars and authors have linked the spirituality to organizational leadership and other organizational factors like productivity of the employees, work culture, absenteeism, turnover and many more (Strack, Fottler, Wheatley, & Sodomka, (2002).

**Bansal(2003)** have stated that “Leadership has to be a combination of visioning with respect to both the outer world in the form of dreaming and the inner world or spirit in the form of awakening.....leaders to reach the full potential of leadership effectiveness have to free themselves from ego and develop their spirits. If this doesn't happen, then the societies and organizations cannot attain happiness and prosperity”.

**Chakraborty Ajanta A.E (2006)** quoted from the Holy Book Gita,

“Aparyaptam Tadasmakam Balam Bhismabhiraksitam Paryaptam tridametesam Balam Bhismabhiraksitam

It means that even with the presence of great warriors in Mahabhartar , due to the untrue and unjust leadership of Duryodhana they loose the battle. Taking the same reference to the organizational context, an organizational success also depends upon the true, fair and just practices of the leaders. with the spiritual qualities the organization will work smoothly, it will be more pleasant to the people working in the organization and even for the outsiders.

**Sharma (2006)** have classified the values into social values, market values and spiritual value. According to the author, spirituality helps in development of organization and give promotion to the Eco-driven concept other than Ego-driven concept. Eco-driven implies a holistic approach and striking a balance between Dharma, Artha, Kama and Moksha.

**Panchmukhi (2000)** stated that every individual should work for the welfare of the society and leave the sadist approach. Every action of and individual should not harm the beliefs of any other. Thus, the income should be generated with maximum using positive means and not only fulfil their own needs but help other to fulfil their needs too.

To prove the role of spirituality in management, he has quoted the prescription of our Upanishads which are-

- May all beings remain happy
- May all beings remain free from any disease
- May all beings realize prosperity
- May not anybody experience misery

At last, he concludes that an organization, institution or even any business can best be managed by following our Indian Classical Thoughts which are described in our Vedas, Upanishads, Bhagavad Gita .

**Watson (1976)** has explained spiritual listening in the following way. “The mark of a great master is exactly his ability to say in simple words the most profound of wisdom, understood in some way and in varying depths, therefore, by everyone”

He also emphasized on listening and shared three important steps of listening. These are (i) Always try to centralize the energy towards a particular end. (ii) One should always avoid listening to the negative things. (iii) Whatever you listen try to energize that into an action and stop waiting for things to happen itself.

**Shekhar (2002)** examined the researches of **Mitroff and Denton (1999:91)** and analyzed that majority of the American organizations does not believe in religion but follow spirituality in their leadership and are able to run their organizations ethically.

**Usman and Danush (2010)** have conducted a study and analyzed that there is a substantial positive effect of spirituality on employee performance and satisfaction and has helped the organization to lead in a better way with satisfaction and happiness among the organizational employees. The results were analyzed using a **Roja’s (2002)** Spirituality Assessment Scale and studied the “Spiritual Consciousness” addressing Bank Managers.

**Pawar (2013)** also conducted a study on more than 150 participants to check the effect of Leader’s individual spirituality and organizational spirituality in order to understand the leader’s spiritual behaviors towards their team members and followers.

**Ngunjiri’s (2010)**, the study tried to explain that how leaders can include their spiritual beliefs and spiritual behaviors in their leadership styles and can be benefitted from it in the organization and can be held more authentic and fairer in their leadership practices. From the view point of a practitioner, it was concluded that leaders must use and include their spiritual identity in one of their leadership identities to bring an authentic style of leadership.

**Schmidt, Heaton, & Steingard, (2000)** examined that the spiritual leadership perspective has also been applied to organization and higher education sector. They quoted the example of Maharishi Dayanand University that how it has been applying this concept in their daily life and focussed on Consciousness based education.

Similarly, from the study of **Dalton, Eberhardt, Bracken, & Echols, (2006)** it can be seen that more universities are applying it as mentioned from the example of North Eastern University and the Massachusetts Institute of Technology that how they have implemented the concept of spirituality in their campus and daily operations.

Many researchers have taken the concept of spiritual leadership beyond the organizations to the Educational institutes also and highlighted the need of implementing spiritual practices there. They have focused on eradicating the religious theories and converting and merging them into the concept of spirituality which is free of religious and perceptual hindrances.

**Tripathi (2005)** highlighted the existence of Purusharth, Dharma, Arth, Kama and Moksha in ancient Indian system for leading a good and happy life. As per him, a balance should be created in four of them because if Artha and Kama are not controlled properly then it becomes destructive for both the society and the individual. The principle of Dharma ensures, “the pleasure of a person should never be the problem in the path of the pleasure of others.

**Chakraborty S.K. 3 (2006)** stated that if the psycho philosophy in the Indian Legacy is implemented in our daily lives with adoptive and open mind, it will be the most beneficial and effective method of managing self, interpersonal and professional relationships. He laid the importance of spiritual synthetic model rather than spiritual technical model.

He also stated the importance of Bhawna in creating and assessing the quality of work. As per him if we think that whatever we are cooking, eating, doing, manufacturing, performing is for the almighty than the productivity will be high and the work will not be contaminated with negative and pious feelings.

**Smith (1996)** has emphasized on the need for various ethical values in organizations as essential part of the market economy and to succeed profitably.

**Snoeyenvos & Jewell (1989)** have recommended three elements in a successful strategy to institutionalize practical behavior: “Adoption of a corporate ethical code; Establishment of an ethics committee; and a management training program which includes ethics training”.

## OBJECTIVE OF THE STUDY

The main purpose of the study is to understand the concept of spirituality in leadership context and linking the both for the development of the organization and self. Keeping that in mind following secondary objectives were laid down:

- To study the meaning of spiritual leadership in management perspective and how it can be useful in organizational growth and stability.
- To examine the nature of relationship between spirituality and leadership in organizational viewpoint.

## RESEARCH METHODOLOGY

The research methodology provides a systematic approach to fulfill the desired objectives of the study.

This research paper is a conceptual and qualitative study of the importance of spirituality in management. It is a descriptive paper supported by the secondary sources of information from journals, articles, websites, books, magazines, internet etc.

## RESULTS/ INTERPRETATIONS

According to the previous researches, the literature review clearly defines that there exists a significant relationship between Spiritual leadership and workplace commitment, productivity of the employees, ensures less labor absenteeism and turnover and provide job satisfaction **Fry (2017)**. Spiritual leadership helps in positively influencing the spirituality of the workplace **Afsar (2016)**. There is

evidently a positive relationship in Spiritual Leadership and Entrepreneurship **Shafighi (2013)**. With the help of adopting spiritual leadership in the workplace it can help in creating a work life balance where family and functional tasks can be managed. It is evident from the past researches that workplace bullying has become a serious matter of concern for the people working in organizations which gives birth to workplace stress, anxiety and workplace phobia **Demerouti (2001)**.

Thus, the need of spirituality and human values in management practices can be evidently identified by the studies of Tom Peter (Author and Management thinker). Western philosophy of materialistic management practice has given rise to distrust, unhappiness, pressure etc.

The best example of spiritual leadership is Japanese style of Management. The management style of Japan is based on moral values based on culture and religion which help the employees to lead a good professional life. They have loyalty towards their organizational and follows the practice of long-term organizational commitment. As per Gurunanak Dev Ji “Whoever can conquer himself, can conquer the whole world” And also as per Gandhi Ji “Your Atman power cannot be snatched by anyone”. These phrases clearly state that spiritual leadership is a pertinent factor to ensure successful management.

Generally, there is a misconception that management cannot be handled with ethics and values and spirituality holds no importance in running business organizations. Spirituality is all about walking on the right path without being sadist. A leader is responsible for deciding the right path and guiding the team members to follow the right path till the end. Thus, a leader should have sensible approach and this can happen by adopting spiritualism. It was earlier believed that a successful manager should have high Intelligent quotient but due to changing workplace cultures with intelligence, emotional quotients are also required and that can only be achieved when an individual is spiritual. Hence, building and developing spiritualism from the ground levels in educational institutes, schools and corporate trainings can help in sustaining good leadership and leading organization in an effective manner.

## CONCLUSION

It is very true that success of an organization totally depends upon its managerial effectiveness. Based of the literature review it can be concluded that spirituality and Leadership are positively linked in giving marvelous outcomes and its importance and need in today's organizational scenario can not be ignored.

Spirituality features like a fragrance and when it is added to any aspect of management, it starts giving blossoms. It helps in exercising leadership even more ethically and rationally.

Spiritual Leadership is already in practice in some organizations like Google, G.E., Tata Group and many more from the past few years. In academics also it has gained relevance and is studied by scholars, but yet many areas are left which can be benefitted by actual implementation of spirituality.

Thus, if we start seeding spirituality from the ground level than it will be more result oriented and the whole environment will experience a drastic change as the roots will be stronger than before.

Spiritual leadership is one thing that can be helpful in creating moral and ethical fences in the organization and help the organizational members to create a positive spiritualistic management system to achieve the goals effectively. With this every organization and educational institute can be created into “Heaven”.

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## Study of Occupational Stress in Healthcare Sector

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### ABSTRACT

*STRESS is one of the threatening words today. In the hectic life of today, people are not having time to take care of themselves, hence there is a need to take steps ahead to rejuvenate and nurture the life for stress reduction. This can be supported with the famous quote by Lou Holtz, "It's not the work-load that breaks you down, it's the way you carry it." For earning more money and status, people forget about living a satisfactory life and running after jobs, targets, achievements, etc. to tackle with stress, they are taking medication and other things which are not healthy and affect the human being in the adverse manner. Stress is not always bad as little stress keeps the person active, focused, energetic and keen to achieve something, but it turns very problematic when it exceeds the level which a person can bear. Organizations are supposed to take care of its human resource and their well being so that they can enjoy the working and also increase the productivity of the organization. Some organizations became eye conic by providing the human resource with a variety of stress relieving exercises which should be followed by every organization. This study aims at finding the level of job stress of employees in the healthcare sector and also to find out the difference between the stress level among employees on the basis of various demographics.*

*Keywords: Stress, Achievement, Healthcare sector, Demographics, Stressor.*

### INTRODUCTION

Stress is a common term used to various physiological, psychological, social, emotional and economic disequilibrium in once life. It is a pressure or situation experienced by a person in his or her life whether it may be positive and negative. According to Cigna TTK 360 wellbeing survey 2019 almost 89% of India's population are suffering from stress and mostly the sandwich generation (35-49 years) are affected. The level of stress in India is very high as compared to other developed and emerging countries like USA, UK, and Germany.

Stress results from imbalance or gap between demand and current performance of an individual. (Howard.F.2008 p105) Work-related stress is the response of a person when he/she felt pressure that are not matched to their knowledge and abilities and which challenge their ability to cope.

Now a day's stress is an inescapable part of any organization irrespective of sector. It is the worldwide phenomena and health care workers affected by it through the world. Work related stress is the major cause of concern in healthcare professionals.

Stress in Healthcare workers is always associated with increased demand, less available resources, decreased job satisfaction, more working days, more working hours, sleeplessness, overburden, medical errors etc. To evaluate the level and kind of stress its potential causes and major symptoms we conducted a survey based study at different single and multispecialty hospitals at Delhi NCR region and its coping techniques.

### SOME FACTS AND FIGURES RELATED WITH STRESS

American survey shows that stress is continuously increased to high level in young adults. (American Psychological Association) According to National Institute of Mental Health approximately 1 out of 75 people may experience panic disorders.

In the study of lifeline Australia, near 91% of adult Australians feel stress.

The Labour Force Survey conducted in Britain stated that an estimated 4,42,000 individuals believed that they were experiencing work related stress.

Stress has been dubbed the "Health Epidemic of the 21<sup>st</sup> Century" by the World Health Organization and is estimated to cost American business up to 300\$ Billion a year.

## LITERATURE REVIEW

Rajesh, G. & Pavithra, K. (2017) conducted a study on the job stress and job satisfaction among the nurses with special reference to Sri Ramkrishna Hospital, in Coimbatore, Tamil Nadu. They wanted to study the impact of stress on the job satisfaction among nurses and also intended to know the impact of stress upon job satisfaction among nurses in the hospital. This study was majorly based upon the primary data which was collected with the use of selected questionnaire by interviewing the nurses in the hospital. The data was collected from a sample of 100 who were randomly chosen by the researchers. The data was analyzed with percentage and Chi-square test and it was found that there was lack of clear communication about the problems and the policies were found contradictory. The positive relationship was found between the contradictory policies and role overburden which ultimately lead to stress among the nurses. A positive relation of work overburden was also found with the conflicts of nurses with the supervisors. There was no association found among the boredom of job and fatigue level of nurses. It was suggested to increase the number of nurses to lower down the work burden among the nurses.

Haimeed nd Ali, (2018) execute a study to know about the factors of stress among the students of Nursing college in Basrah, Iraq. The study was conducted through primary data which was collected from 70 students of Nursing in the area. The selected students were asked to fill the questionnaire which was consisting of social, educational and health related aspects. The collected data was analyzed with the mean score method and it revealed that educational factors and health factors were most important for inducing stress among the students. Hard learning subjects and Low financial support were the factors which were found responsible for the stress among the students in Nursing college.

Sulaiman, Malek, and Fahrudin, (2018) studied the effectiveness of Group Counseling using Cognitive and Behaviour Therapy Interventions to reduce Stress among the nurses in South Tengerang, Indonesia. The study was based upon the treatment and results of pre-test and post-test of Cognitive Therapy Group Counseling (CTGC). The stress level before CTGC and after CTGC was studied for the group who followed CTGC and who did not followed CTGC. The same study was conducted for Behavior Therapy Group Counseling (BTGC). The results revealed a noticeable difference between the stress level of nurses who followed either CTGC or BTGC and the nurses who did not followed any of therapy treatment. Among CTGC and BTGC, BTGC showed better results for lowering down the stress level among the nurses. Both techniques were suggested to use for lowering down the stress level among the nurses.

Amir, Z. et al, (2019) executed a study to assess the causes of stress among nurses in clinical settings in Lahore, Pakistan. The objective of the study was not only to know the stressors but also to know the extent to which these stressors cause stress. The data was collected from 149 female nursing students who were chosen with convenient sampling. The self administered questionnaire was used as data collection tool. The collected data was analyzed with the help of SPSS version 20. The results revealed four major stressors for the stress among nurses which were lack of professional knowledge and skills, Stress from assignments and workload, Stress from clinical environment and Stress from teachers and nursing staff. The extent of poor Communication and lack of cooperation between the manager and nurses was found highest which is responsible for the stress among nurses.

Amidu, N. et al, (2018) conducted a study in Ghana to study the stress, anxiety, and sleep order among two groups of medical professional; one with fixed shift and another with rotational shifts in hospitals. The primary data was collected with the help of self administered questionnaire from 243 medical professionals belonging to different demographics like age, enrolment status, department, etc. The questionnaire was including socio-demographic factors. The collected data was analyzed with the inferential and descriptive statistics with the help of excel and Graph Pd Prism for generating graphs and tables. It was found that medical professionals were facing the problem of stress more than the anxiety and sleep disorder. It was also found that sleeping disorder is very high among rotation shift workers than fixed shift workers which ultimately lead to anxiety. The role of exercise was also found significant for reducing the stress level among the medical professionals.

Nemlekar, S (2018) executed a contemporary study in Mumbai to know about the occupational stress among the healthcare professionals. The systematic review was done by the researchers to know about the prevailing evidences related to stress, burnout, anxiety and health disorders among the healthcare professionals. It was revealed that among top 25 most stressful jobs, healthcare professional's job is at 11<sup>th</sup> ranking wherein nurses reported moderate to severe stress symptoms. The main reasons for stress were found as doctor's poor attitude, duty in busy departments, higher work load, insufficient salary, and inadequate time and meals. The result of stress was found in terms of lack of decision making power, poor concentration, poor job satisfaction, and loss of compassion for the patients.

Abayomi, O, (2018) conducted a study in Nigeria, with an objective to determine the prevalence of burnout syndrome and anxiety disorders and also to determine their associated psychological factors among the healthcare professionals. The data was collected from 175 healthcare professionals in two stages. In first stage, the data was collected through structured socio- demographic questionnaire and in second stage, sample was interviewed in structured manner. The data collected was analyzed with descriptive and inferential techniques with the help of SPSS version 22. The results revealed that socio-demographic factors were associated with anxiety syndrome and burnout syndrome. Low age, low educational achievement, junior cadre were found as strong factors for burnout syndrome in healthcare professionals.

Puteri and Syaebani, (2018) executed a study in Indonesia to know about the level of work stress among the employees in hospitals. The study was conducted on three groups including medical professionals, medical support and general support. A sample of 181 employees was chosen through random sampling and data was collected through structured questionnaire based upon three factors which were job stress, job pressure and lack of organizational support. The data was analyzed through ANOVA and it was found that the level of stress vary from one category to another. The level of stress was found maximum among medical professionals as compared to other categories.

Tsai and Liu, (2012) conducted a study to know about the factors and symptoms associated with work stress and health promoting lifestyle among hospital staff in Taiwan. The data was collected from 775 healthcare professionals from two regional hospitals in Taiwan. The sample was chosen with purposive sampling. The data was collected through Chinese version of Job Content Questionnaire and Health Promoting Lifestyle Profile. The data was analyzed with descriptive and inferential statistics and it was found that stress among the hospital staff resulted into irritation, frustration, nightmares, headache, and insomnia. A negative correlation was also found between the stress symptoms and health promoting lifestyle behavior.

Dr Satpal, (2018) executed a study to know about the stress and its management among the medical staff in Sonipat, Haryana. A total sample of 50 was chosen through random sampling from civil hospital of Jhajjar, Haryana. The data collected through structured questionnaire was analyzed with simple mean and percentage. The results revealed that Conflict with superior and lack of support were main reasons for stress among the hospital staff and lack of recognition for good work was also one of ignored factor which lead to stress.

Perez, et al, (2018) conducted a study on Burnout syndrome and associated factors among medical doctors and nurses in the internal medicine service of Dr. Gustavo Fricke Hospital in Chile. The objective of the study was to find out the risk factors and protective factors of burnout syndrome among the medical staff of the hospital. The sample of 52 medical staff was chosen with simple random sampling and scale of Maslach Burnout Inventory (MBI) was administered to collect the data. The collected data was analyzed and it was found that medical staff was highly affected by emotional exhaustion and depersonalization which were important contributors to burnout syndrome. There was no association found between the socio-demographic factors and burnout syndrome among the medical staff in Chile.

Madhusudan, M. (2018) found no significant difference of stress level among different cadres and categories of medical professionals in Defence Hospitals of New Delhi. The study was intended to find the relation with work, health status and allied factors. The data was collected from 600 medical professionals through structured questionnaire and it was found that a positive correlation exists

between work stress and poor health. The poor health ultimately leads to poor efficiency due to lack of focus and lack of motivation.

Ullah, S. et al. (2018) conducted a study to assess the stress among male nurses in private hospitals of Lahore, Pakistan. The study also examined the factors of stress among the male nurses. The data was collected from 110 male nurse staff of private hospitals through structured questionnaire. The collected data was analyzed with SPSS version 21 with inferential statistics. It was found that stress is having negative impact on the physical and psychological health of the male nurses.

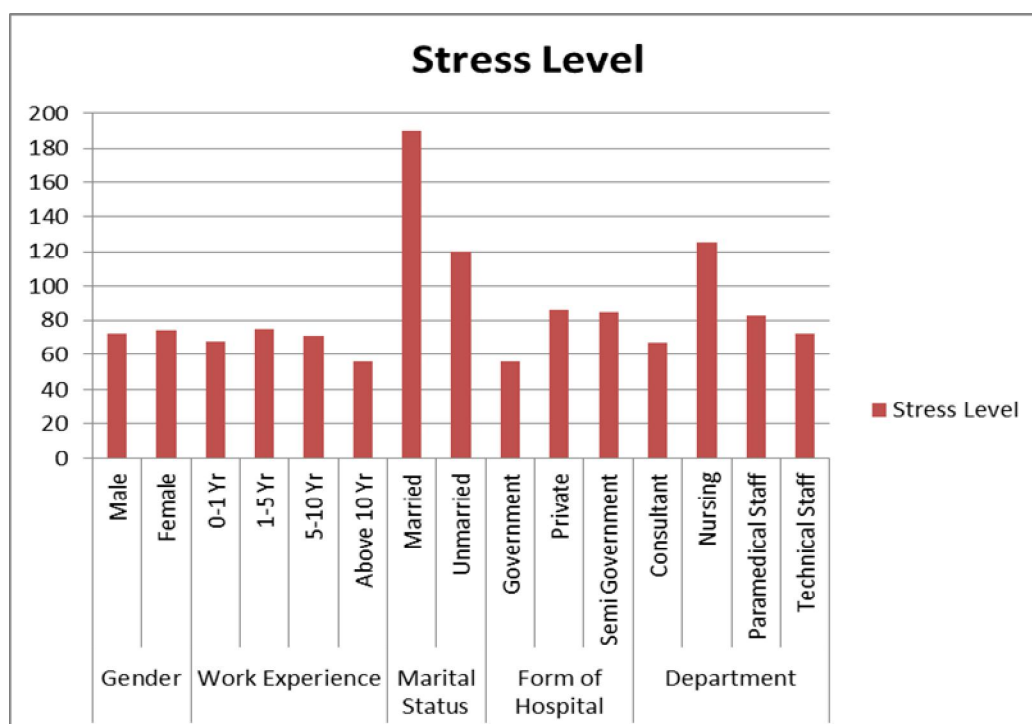
## RESEARCH METHODOLOGY

We executed this descriptive study with the help of survey method among various professionals in the different departments of hospitals. The validated questionnaire developed by ICMR (Indian Council of Medical Research) was used to collect data from the sample. The sample of 147 was chosen through convenient sampling technique from the population of healthcare professionals in hospitals of Delhi-NCR region. The questionnaire was set into two parts, one with the demographic information and other related to the stress factors. The questionnaire was circulated among the sample with the help of Google forms and link was distributed in the networks. The collected data was analyzed and represented through tabulated form and descriptive techniques including, percentage, and mean.

The responses were asked with five alternatives, 1 to 4 (1=never, 2= sometimes, 3=frequently, and 4= always) and the scores were interrelated as if scores are ranges between 32 to 65, stress level is low and people can manage very well and also can balance positive and negative. If the score ranges between 65 to 90, the level of stress is moderate and little improvements are needed to taken by the people to manage stress and to remain healthy. If the score reaches more than 90, the level of stress is very high and formulation and implementation of proper strategies are required to manage stress.

## DATA ANALYSIS

The data was analyzed with the help of average and mean to know about the level of stress among different professionals on various demographic features as follow:



		Stress Level
Gender	Male	72
	Female	74
Work Experience	0-1 Yr	68

	1-5 Yr	75
	5-10 Yr	71
	Above 10 Yr	56
<b>Marital Status</b>	Married	190
	Unmarried	120
<b>Form of Hospital</b>	Government	56
	Private	86
	Semi Government	85
<b>Department</b>	Consultant	67
	Nursing	125
	Paramedical Staff	83
	Technical Staff	72

## DATA INTERPRETATION

The above table of results analyzed through the percentage reflects that the level of stress among male and female is almost equal and does not show any significant difference on the basis of gender. The level of stress as per the scale interpretation is moderate for both male and females and they need to take improved strategies to cope up with this moderate stress as that may lead to health issues.

The results reflected a significant difference in the stress level of healthcare professionals on the basis of experience they have or the tenure. It is observed that stress level is maximum for the freshers and professionals who have work experience lesser than 5 years and gradually decreases with the increase of work experience. The freshers and within 5 years experience, were found with moderate level of stress which demand some special interventions to handle the stress.

Marital status is also found as significant variable for stress level among health professionals and stress was found maximum among the married professionals that may be due to other family responsibilities and social expectations.

The stress level was found high among the professionals who are associated with private hospitals than the professionals associated with government hospitals. Lack of job security and competition may be the reasons for stress in private hospitals.

Nursing department professionals were found with maximum level of stress as compared to other departments like consultants, paramedical and technical staff.

## FINDINGS & CONCLUSION

India's population are suffering from stress and mostly the sandwich generation (35-49 years) are affected. The level of stress in India is very high as compared to other developed and emerging countries. This study is done to evaluate the level and kind of stress its potential causes and major symptoms in different hospitals at Delhi NCR region along with its coping techniques. We executed this descriptive study with the help of survey method among various professionals. The validated questionnaire developed by ICMR (Indian Council of Medical Research) was used to collect data from the sample. The sample of 147 was chosen through convenient sampling technique. The collected data was analyzed and represented through tabulated form and descriptive techniques including, percentage, and mean. The responses were asked with five alternatives, 1 to 4 and the scores were interrelated. The results indicate that the level of stress among male and female is almost equal and does not show any significant difference on the basis of gender. There is a significant difference in the stress level of healthcare professionals on the basis of experience they have or the tenure. It is observed that stress level is maximum for the freshers and professionals who have work experience lesser than 5 years and gradually decreases with the increase of work experience. It is also observed that stress was found maximum among the married professionals. The results also show that stress level was found high among the professionals who are associated with private hospitals than the professionals associated with government hospitals. The professionals of Nursing department were found with maximum level of stress as compared to other departments like consultants, paramedical and other technical staff in hospital.

## SUGGESTIONS

The above study is an eye opener to the level of stress and its related causes in healthcare professionals. Hence it is very essential to take certain actions to identify stress, timely monitor it and take corrective actions to rectify it. The above study on Healthcare professionals clearly need support in addressing the numerous stressors inherited in their work like

- level of awareness should be increased,
- the level of negative arousal should be decreased,
- there should be a promotion of healthy lifestyle,
- physical training, fitness programs, relaxation techniques should be used by healthcare professionals to reduce their stress
- there should be focused on cognitive behavioral techniques
- the roles and responsibility of healthcare professionals must be clear and understandable
- it should be kept in mind that the nightshifts and emergency is stressful
- the management must help the healthcare workers to understand the factor of emotional intelligence in order to manage the stress
- yoga and other meditation techniques is effective in the prevention and management of musculoskeletal and psychological issues related with stress.

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## Sustainable Finance: A New Attitude of Indian Banking Sector.

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### ABSTRACT

*Global warming is a major debatable issue in all over the world. Either counties developed or developing like India is working for policymaking and implementation to reduce carbon emission. As manufacturing sector are more concern about the various activities, which can reduce environmental pollution, Service sector are also contributing for the same.*

*This paper is based on the study of Banking sector's role in India in enhancement of Sustainable Finance. Data which researcher has collect is secondary in nature. The purpose of selection of banking sector is because of its wide range of services and importance of banking sector in Indian Economy.*

*The reason behind this study to understand, how sustainable development can achieve by implementation of proper eco friendly policies in tern of funding and financing in banking sector.*

*Keyword: Global warming, Sustainable Finance, Banking.*

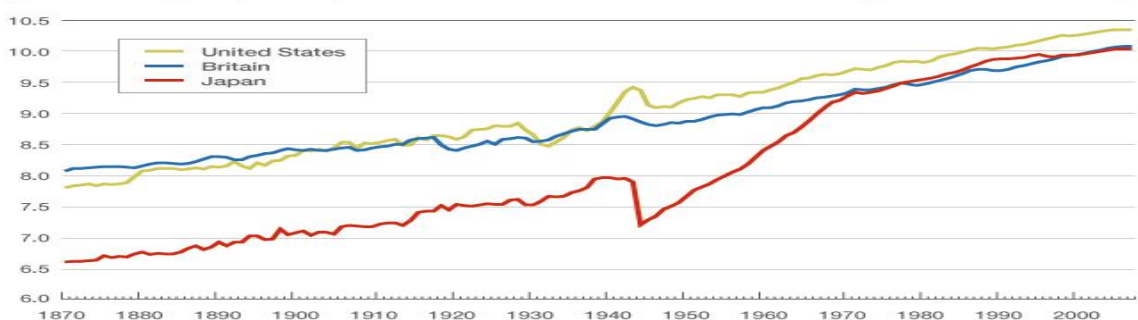
### INTRODUCTION

United Nation and other international organization are working on different aspects of Sustainable Growth. Sustainable Development Groups are established under the leadership of 195 member nations to achieve goal to 2050. Our major issue is climate change which about to be varies at upper level 1.5 Degree to 2 degree centigrade (Kumar, 2018). Economic development is one of the major issues of climate disturbance, government policies at initial level after the 2<sup>nd</sup> World War was only for the their one development and growth. Major counties like USA, France, USSR( before division) were utilized their capital for industrialization. Industrialization is positive attitude towards growth and development but we forget the other aspect, which is climate and environment.

The second important thing is sustainable growth (Ahmed, 2007). It is very difficult to maintain sustainable growth rate over the period. Even the world biggest economies like USA, Japan, China are failed to maintain this thought out of the period. Industrial growth is always good for any country, results of development are shown in the figure below, WTO was established in 1995 to promote trade between the countries and also formulate policies to reduce trade barriers between the countries.

In 1944, after the end of second world war, world was looking for growth of mankind , humanities. After Bretton Wood Conference was held in 1944, delegates from 44 countries were present to decide the future of world. In this conference commonly, know twice brother Industrial Bank for Reconstruction & Development (now World Bank ) and International Monetary Fund were established.

Growth in Real Per Capita GDP in Japan, Britain, and the US, 1870–2008  
(Natural log of per capita GDP in 1990 international Geary-Khamis dollars)



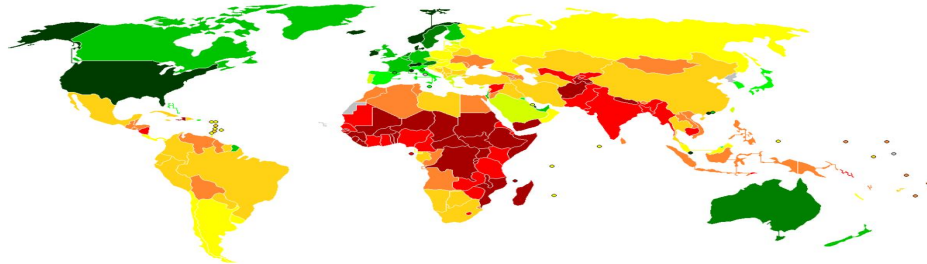
Source: The Maddison-Project  
(<http://www.ggdc.net/maddison/maddison-project/home.htm>, 2013 version).

nippon.com

Fig-1



In the figure 1 we saw progress graph based on Real GDP of three develop nations US, Japan and Britain from 1870 to 2008. This graph indicate that how nations can developed before and after 2 world wars. It was more than 10% in year 2008. We see red line indicate the Japan, there was a great depression period between 1940-1950 as Japas lose in the war and also suffers destruction after atom bomb attack. On the other-hand United State of America's growth was approx 10% between 1940-1950. In 1970, Japan compete with Great Britain in term of industrialization and become world leader in electronic market in 1990



World map of countries by GDP per capita (nominal) for 2018. ■ >\$60,000 ■ \$50,000 - \$60,000 ■ \$40,000 - \$50,000 ■ \$30,000 - \$40,000 ■ \$20,000 - \$30,000 ■ \$10,000 - \$20,000 ■ \$5,000 - \$10,000 ■ \$2,500 - \$5,000 ■ \$1,000 - \$2,500 ■ \$<1,000

Fig-2

Source: Wikipedia Report

## LITREATURE REVIEW

Fatemi, A. M., & Fooladi, I. J. (2013) : In their research, shareholder wealth is no longer approach a sustainable wealth , now days environmental and social aspect is now a valid aspect of organization value.

Weber, O., & Remer, S. (2011) : Their paper was based on the view of shareholders for suitainable finance and it overall effect of risk management with various models adopt by the small business houses for business management.

Richardsoni, B. J. (2005) : Paper is based on the voluntary participation on environmental responsibilities for project financeng and commercial financing. His article emphasis on the various activities done by European union for effective sustainable finance.

Soppe, A. (2009): He worked on the various terminologies, which are using social and environment responsibilities like SRI and CSR. This paper also showed the core area of companies include social and environmental factor as its mission statements.

Jeucken, M. (2010) :

Relano, F. (2008). : His paper has focused on the new banking and financial sector topology, which is ethics and ethical banking. Here ethics reflects social and environment growth with positive attitude to increase stakeholder's wealth.

## RESEARCH METHEDODOLOGY

This research is based on descriptive analysis; all data are collected from various sources which are secondary in nature. The objective of this research is to study about the sustainable financial activities doing by banking system in India at present. Graphs are used as a tool of data interpretation. Sample of study are 3 public sector bank and 3 private sector bank

## ECONOMICS OF INDIA AND ITS FINANCIAL SYSTEM

We got the crown of Independence on 1947 since than a great deal of economic growth has been taken place (Krueger 2002). We have second largest country in term of population approx 123 Crores and having seventh position in term of area (Balasubramanyum 1984). We adopt five plan to developed sector growth from 1951 initialed with agriculture followed by industrial in 1956 so on till 2012 we adopt 12 five year plan. In respect of plans we faces crucial phases during two wars between India and

Pakistan, and India and China in 1965. Our literacy rate was 18.1% increase to 27% approx in 1961 and keep growing till date with 74.04% as per census 2012.

Due to financial crises in 1966, we also faced devolution of our currency to increase export level. Indian economy is mixed economy, therefore to make balance, government of prepared various plans for the development of capitalism and socialism. Initially, India was totally depend on Agrucultural income, approx 75% of our population were depended on agriculture and allied products. Because of its landscape, there is big diversification in per capita income among the state like Punjab, Haryana, Gujarat were in high income category, while Uttar Pradesh, Assam, Bihar is under low income category. In 1978, India was having 12 states covering 65 % of rural population (Balasubramanyum 1984).

In year 1988, country was in financial crisis, reason for that is deficit in capital account and drought year. It was the worst year for agriculture, RBI issue relief fund for the assistance to farmer which caused inverse effect on fund. Due to lack of supply and high demand cost of daily need products were rose to 80% (Ninan 1988).

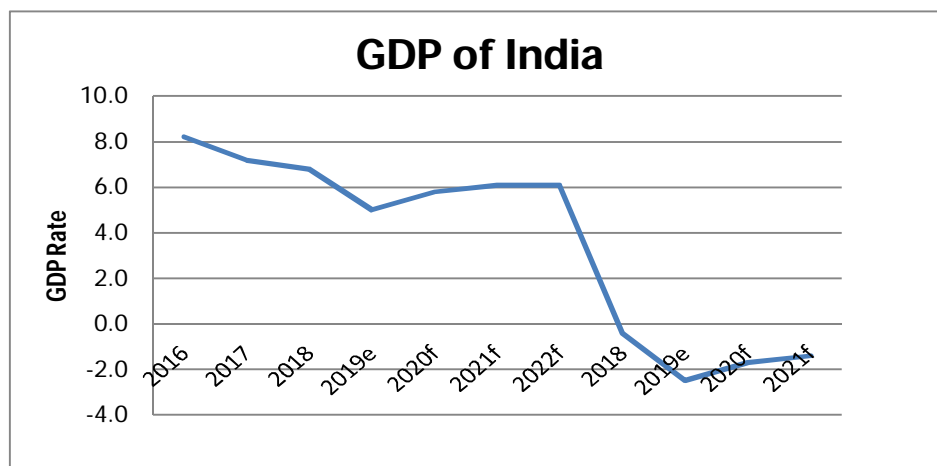


Fig-3

Source: Worldbank.org

India accelerate its growth rate by 5% between 1974 to 1990. After that during the leadership of Late Shri P.V Narsimarao formal Prime Minister, and Dr. Manmohan Singh, Finance Minister, country adopted the open economy. In this policy, government launched three things Liberalization, Globalization, and Privatization. With this initiative, Indian's global image came into existence, IMF and World Bank has more positive funding. During this WTO was also establish in 1995, and India became its member. Implementation and adaptation of LPG gave boost in economy, new companies were started investment under FDI and FII. SEBI established in 1992, to promote capital market in India, also to encourage customer for investment by ensuring them protection for any kind of fraud by financial institution.

There were various policies those were initiated after 1991 industrial policies. In this paper researcher has studied only banking and financial reforms. Financial reforms is refers to increase the adequacy of fund and circulation of fund in economy. It is related to provide more freedom to banking and financial institution. Prior to 1991, economy was faced weak financial reforms, due to high SLR and CRR bank were not able to disburse loan to every sector.

In 1995, scam (Harshad Mehta case), Nirav Modi Vs Punjab National bank 2billion dollar fraud, Vijay Malya case of fraud of Rs 9000 cr Vs 17 Indian bank broken the potential of banking system in India. Although, there are some reforms which are discussed.

1. Change in SLR and CRR: Reserve bank of India did several majors to increase the lending to commercial bank. This is important to control of the inflation rate, growth of banking sector and

developed the other sector by proper finance. At present SLR rate in 18.5% and CRR is 4% (RBI, 2020)

2. **More Liberalization Towards Interest Rate Policies:** Initially, commercial banks were totally demand on the PLR (Prime Lending Rate ) issue by Reserve Bank of India time to time. Interest rate are Bank Rate and SLR rate for which commercial bank have to deposited certain securities to RBI to get the fund. Now, it has changed, there is prescribed rate like for saving account it is 3.5% to 4% per annum but certain private banks are offering more to the customer under certain condition.
3. **More focus on Micro Finance:** Micro finance is a new tool for financing to the lower section or rural section of society. This mode of finance is more popular in last 10 decades. SHG were formed under the guideline of NABARD, and funded by commercial banks( Private and Government Undertaken), Credit Corporative Societies, Corporative Banks.
4. **New Polices for lending Rural Infrastructure and for Sustainable Finance :** From 1995-96-2012, approximately 462,229 project are were sectioned of total cost of 1,43,230 crores which includes road development, bridges etc. disbursement of fund also included the MNREGA schemes for the rural employment by the state and central government schemes.

Sustainable Finance is leading pathway by banking and financial institutional. The main object of sustainable finance is to allocate and investment of fund which are useful for environment protection.

## LEAPS TOWARDS SUSTAINABLE FINANCE

### NEED OF SUSTAINABLE FINANCE

Sustainable finance refers to flow of fund for the growth and development related to environment and environmental issues. This concept was inceptions to promote industries those are doing their manufacturing and services in environmental safety. India is developing country, and for the development, industrialization is pays important role.

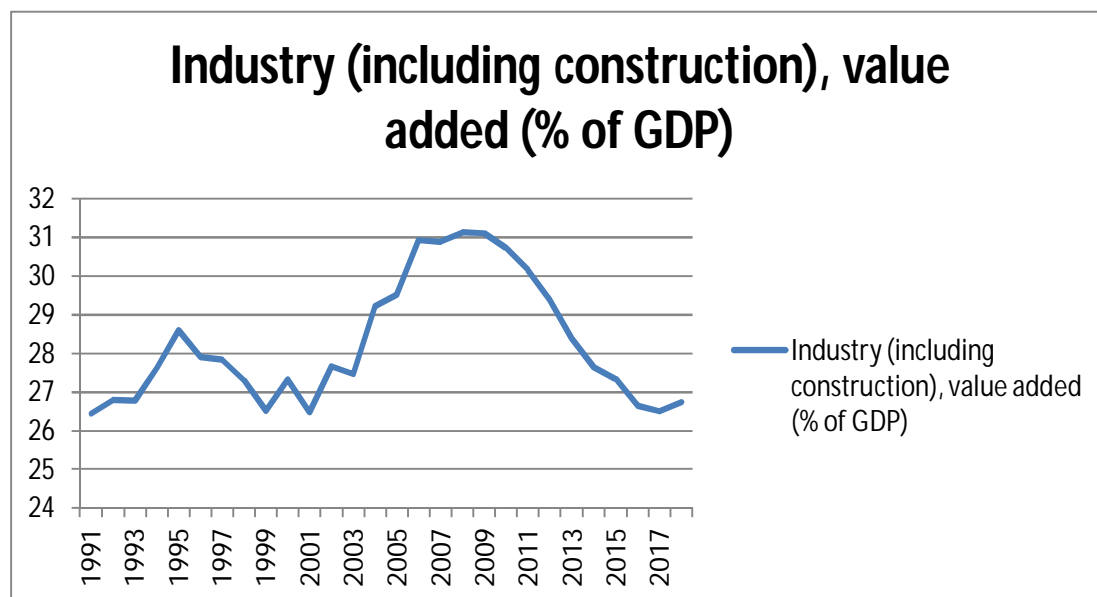


Fig 4

Source: worldbank.org

Figure 4 shows the trend of manufacturing industry in contribution GDP of India from 1991 to 2018, we can see that after 1991 growth of manufacturing sector was increased, it was reached to maximum level in year 2005-2009, than it has moving down till 2018, cause of downfall is economics recession as per the economist .

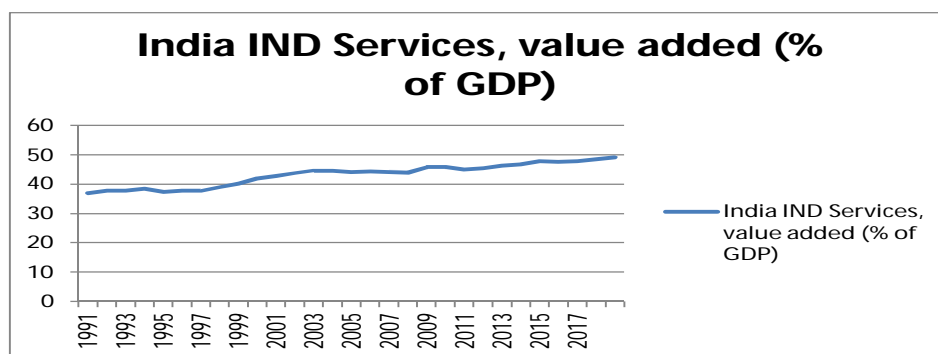


Fig-5

Source: Data from worldbank.org

The above figure indicates the value added by service sector in GDP. These data has been collected from data given by world bank from 1991 to 2018, it is clear from this graph that service sector contribution is GDP constantly grows over the year.

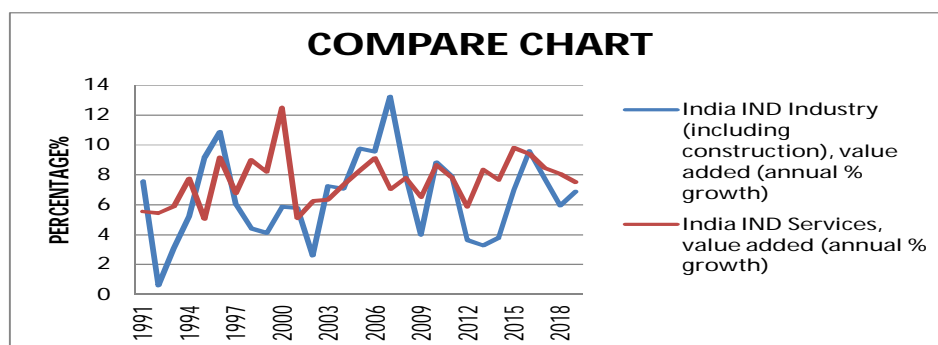


Fig-6

Source: Data from worldbank.org

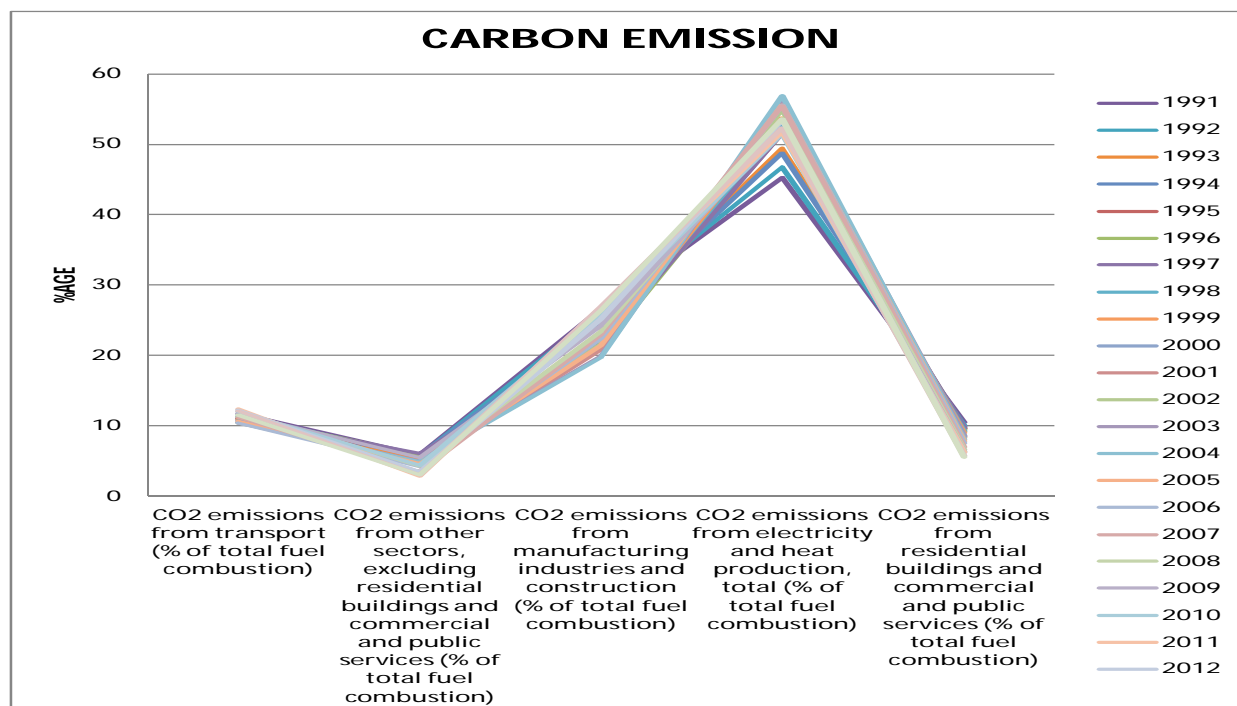


Fig-7

Source: Data from Worldbank.org

As a researcher, it is already discussed above that industrialization contribution is necessary for any economic development. But, it also bring some negative impact which is pollution. Pollution in any form is harmful for nature approx 1.14 tonnes per year (Panda 2009). Maximum carbon emission is from manufacturing industries, electricity, and heat production plants approx 40% to 60% respectively over the years.

Global warming, carbon emission are major agendas in WTO, UN, BRICS and other organization's conferences. Developing countries has forced to adopt measures to prevent carbon emission. In case of India, we have already taken major steps and prepared policies like established 100GW solar plant to 2025, Namami Gange project to control water pollution, approx investment of Rs 20000cr. There is major investment done with help of banking sector under sustainable finance.

## **SUSTAINABLE FINANCE SCHEMES BY BANKING SECTOR**

New inclusions in financial sector is important force of economic growth and development to control and reduce poverty world-wide. Till 2030 it is expected that financial inclusions is major role in sustainability. Reserve Bank of India also established Financial inclusion Advisory Committee (FIAC) for look after the financial inclusion activities.(Dayal,2020)

SIDBI has initiated schemes, which are relates to environment friendly like establishment of solar panel, waste management system, wind energy generation, biomass power generation etc.

BNP Paribhas (India) follows the initiatives taken by banks for sustainable finance, they offers Green Bond, Sustainable Bonds, Sustainable Equity Index. They issue loan for infrastructure development in field of sustainable development.

Now days most of the commercial bank are very cautious while process the financial to any industry. They are very clear about the documentation as proof that industry will setup under fulfillment of all environmental norms (Sudhalakshmi, K., & Chinnadorai, K. 2014).

## **PRODUCT / SERVICES OFFERED BY BANK REFERS TO SUSITAINABLE FINANCE**

1. Green Saving Account: Its refers to donation by bank for the environmental friendly strategies. More saving more will be the donation by the bank.
2. Green Mortgages: This is refers to incentives to borrowers in form of low interest rate or disburse him more amount of loan is client doing business related to environment.
3. Green Finance : Bank offers loan for Solar panel setup, Wind energy setup, biomass plant setup.
4. Green Cards : These are biodegradable in nature, which is cost friendly and non hazardous in nature.
5. Online payment : We all know increase in online banking after November 2016, impact of demonetization. Different application like BHIM, Google Pay etc.
6. Kiosk : Telephone sector, banking sector etc are using this for payment and receiving of bills.

## **STATE BANK OF INDIA**

India's largest public sector bank has introduced various schemes, which are concerns environment like

- Reduce carbon footprints.
- Motivate the employees and customer for environment balance with work.
- Set up ATM and cash deposit machine for paper less work.

## **PUNJAB NATIONAL BANK**

India's second largest bank also initiated with financial sustainable, encourages the use of renewal energy finance and also promoting the use of renewal energy at house hold level (PNB 2019). PNB as its Environmental, Social and Governance set up 4 solar street light in a village which was adopted also provide solar Lantern to village girls. PNB lunched LADLI Scheme, 524 Solar Lights have been installed in 144 villages and 1612 Solar Lanterns were given to girl students up to 31.03.2019

## BANK OF BARODA

Bank of Baroda in its CSR program towards environment support programmers/ projects those are related to protection and conservation of environment. It also encourages the use of biodegradable product by funding them to setup such kinds of infrastructure. Company motivate the stakeholder to reduce carbon foot prints.

## ICICI BANK LTD

Bank with collaboration with India Army from 2006-2011, had supported to 25 resource conservation and biodiversity projects. These projects include bio gas plant , energy generation projects , solid waste management, water conservation etc.

Bank with association of NGO established solar plant in Maharashtra , in 7 villages in tehsil which lighten the life of 190 household.

Bank has also saved 13000 trees in two years and reduces 33% work paper less, it finance Rs 70 Lakh for plantation of 170000 trees in Maharashtra and Chhattisgarh

## HDFC BANK LTD

Like other bank HDFC also working for environment friendly activities, which reduce the carbon footprint also save trees. In this context in FY 2017-18, bank transforms all its ATM to paperless ATMs , this reduce consumption of paper. Consumption of paper in bank was 62625 tonnes, this reduce carbon emission. Bank also setup Solar ATM this reduce use of power consumption.

### Environmental Performance:

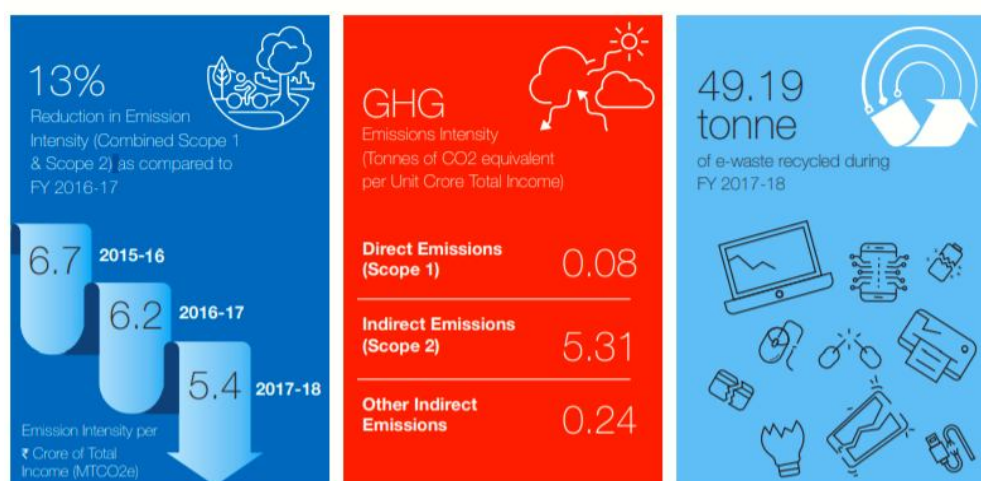


Fig-8

Source: HDFC Bank Sustainability Report

## AXIS BANK LTD

Axis bank has included in FTSE\$ Global Emerging Index 2018, similarly other public and private sector banks , it also take care of environmental issues to reduce carbon footprint by digitalization.

In this process, 16 proposals with total value of more than Rs 100 cr were checked under environmental and social parameters by the Bank's 'Sustainable Lending Policy & Procedures'. Bank's Credit outstanding of Rs 37.63 Cr for 'sustainable sectors'. Axis bank has also Launched India's first certified 'Green Bonds' of US\$ 500 million in international market to finance and/or refinance environment-friendly projects as described in the Bank's 'Green Bond Framework'. Bank achieved 10.45 % reduction in carbon footprint with help of its employees. It has installed 2 MW solar energy capacity for own operations during the year.

- 9,542 MWH energy savings realized through efficiency and retrofit measures 4.38 % reduction in overall office-paper usage

- Installed water saving faucet aerators at Axis House and NPC I25 tonnes of dry waste recycled
- Organic waste composter at Axis House .

## CONCLUSION

This paper is a study of initiative adopted by public and private bank in term of financial sustainability. Researcher has found that, development in necessary for any country to sustain its economic conditions. Economics condition is measures by GDP and contribution of industry and service sector in Indian economy is balance until past two three years later on industrial performance decrease due to policies. However, it is quite sure about that industrial growth also contributes in carbon emission. Bank finance always a support tools for ant industries government monetary policy and industrial policies are depends on financial schemes of banking sector. As a researcher, we studied three public sector and three private sector banking schemes which are related to environment or sustainable finance. Concluded, that after Paris meeting for sustainable development, banking sector is working to promote the renewable sources of energy. Now, banking sector is fully assist to the industries which are belongs to manufacturing and service promote eco friendly products. Banking sector by itself adopted so many policies which help them to reduce carbon emission. This is win-win situation for them, in one hand they are doing business to save the earth on other than it also reduce the cost of operation.

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## The Bhagwad Gita and its Role in Management and HR Practices

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“The Bhagavad-Gita emphasis upon the self-awareness and a holy feelings-centered approach to the subject of ethical values based on moral principles that should govern the action of leaders and managers. The holy lessons of Bhagvad Gita, outlined to form a system governed by moral values that has withstood the test of time.”

### ABSTRACT

*Bhagavad Gita' is one of the core Indian ancient Book which has utmost importance to show the path of life and paving the way in every difficult position including providing solutions to the complex management problems. Every individual and an organization may follow it and it may show us various spiritual and ethical ways through which we can gain knowledge, the power to introspect and inner-peace in this complex world. Some of our leaders like Mahatma Gandhi, Lokmanya Tilak and many more were no doubt majorly influenced by the thoughts of 'Bhagavad Gita'. The present research paper shall showcase that, how the principal and thoughts in 'Gita' are interrelated with certain management visions and thoughts, which have created a set of practices to follow in the modern world as a solution to any organization, group or an individual.*

*Human Recourses Development act as a primary agent in the process of development. Human Resources are the basically comprises off all the knowledge, talent, various set of skills and their acumen to face new and new problems. The Human Resource function have a strong connection with regard to manpower relation to the systems and work and the systems comprising of social, cultural, political and economic developments of individuals, groups, organizations and then nations. Another important aspect of the development of HR in India is that it has a significant influence on its rich heritage, philosophy of life and the Positiveness of good karmas and epics. HRD in any organization is very important in the changing business scenario for ensuring the growth and competency of people for achieving a higher level of innovation, fulfillment, and creativity towards its jobs, roles, and team achievement. Buddha's five precepts and eight-fold path are guiding principles for ethical and socially sensitive decision making in the management. It may be a fact that ethically correct and the socially sensitive decision is stronger than a legally correct decision. Buddhist philosophy believed that employee behavior in the workplace is linked to their relationships with peers, other employees. How a workman can manage the stress, It is rightly said in various Vedic hymns that as a solid rock is indifferent to the wind and rain the ideal leader do not care about criticisms, difficulties and praises, and achievements and give away to the rational and tough decision making and a way to management till the ultimate organizational goal is achieved. Management Principals have well explained in Bhagavad Gita the magical book of life management from the birth to death of a human being. In the holy book, the main pillars of management are drawn based on pre-decided goal, optimum utilization of available resources, to develop out of box thinking in the work we do, commitment and full devotion towards work without thinking for its results, which is not in our hand but only hard work, which we can do. The emphasis is given to stick to a certain way that is required to do the that karma, remove the negative work culture by leaving egoism personal desire, improper performance, etc. and replace it by positive culture based on self-control, sacrifice, and love, etc. Hence, Human Resources Practices in Indian Scenario have taken the basic practices, spirituality, and morality from holy epics like Bhagavad Gita, Upnishads, Vedas, etc. The research paper is focused to find the connection between “THE BHAGWAD GITA AND ITS ROLE IN MANAGEMENT AND HR PRACTICES” in changing business scenario in India and the economic crisis being faced by the nation.*

*The holy book is full of principles and set of small guides which is based upon the theory of action and consequences, making the managers and leaders more sensitive towards the karmas and its*

*consequences of his deeds. While forming these instructions it is advised to be refrains from self-gains for the gain of a group and sacrifice for the collective gain and which helps to learn more rational decision making in this world. The Gita does give a principal that karma is utmost important and like worship and get refrain from work and not performing duty is like disregard to god and there is no other way than to discharge of his or her responsibilities.*

*Keywords: Modern Management Practices, Bhagavad Gita, Upnishads, Vedas, Business ethics, Compensation Management, Gandhian thoughts.*

## **DEFINITION AND REVIEW OF LITERATURE**

Before looking into the literature, it would seem to be helpful to clarify that what do you mean by 'Spirituality' and how it is used to pave the path of life in different circumstances faced by human being, this is not the principals written in the books but they are the ideas given on the real experiences of very learned gurus, acharyas so that people of work may lead their life in very ethical way and this may lead to building an ethical nation where there is no place of hate and bitterness towards each other but love and harmony for the other human being irrespective of a matter that their way of life is different. Some of the live examples may be referred to as under:

In the second lesson of Gita, Bhagwan Krishna said that you need not be impotent, and stand up for the war leaving the weakness of small heart as it is the duty of Arjuna, shown the way to come out from nepotism and favoritism which is prevalent in the organizations. If some action is required in the interest of work or some punishment is to be imposed the same bitter action may be done even if the person is very near and dear to any person as the matter of the duty. In the second chapter, Arjuna accepts the position as a follower of Lord Krishna and Arjuna requests Shri Krishna to explain him in how to forfend his moan and grief. Thus, this chapter is entitled as "The Eternal Reality of the Souls' Immortality".

Mitroff and Denton (1999) explained their views on spirituality pertaining mainly to individuals as informal and personal. Lewis and Geroy (2000) and Clark's 1958 defined spirituality as "Spirituality is the inner experience of the individuals when he or she senses a beyond, especially as evidenced by the effect of this experience on his/her behavior when he/she actively attempts to harmonize his/her life with the beyond.

Qualitative study 2003 of spirituality in the workplace comprises a combination of extensive reading on the topics and in-depth interviews of business executives, has led to believe that spirituality in the workplace has all characteristics of good management behavior in which workers at all levels are respected and valued and where reciprocal understanding and cooperation are while backstabbing and internal competition are discouraged. According to this study, spirituality in the workplace involves an environment where interconnectedness among workers is optimal, because all workers participate in the work process with their best mindset and perform to their best capacities. They are encouraged by the overall atmosphere of helpfulness and accessibility at all levels, friendliness, understanding, atmosphere of trust and the general feeling of "we-ness". Since their leaders keep them involved in processes and changes in important decisions and keep them informed about organizational goals, they feel connected with the purpose of the organization. This whole set of positive encouraging behavior expresses itself through optimal performance from each worker individually and resulting in the optimal performance of the organization. The optimal performance of the organization leads to longevity for the company, translated in enhanced job security which in turn increases the devotion, dedication and self-esteem of the workers and this results an upward spiral that just cannot go wrong in any way.

There are nonetheless a variety of decent indications with regard to the importance of this particular task. Caudron (2001) emphasizes this by stressing that the path to enlightened Human Resources starts with hiring (P-40). In this regard, Hughes, Curphy and Ginnett (2002) suggest the recruiters to focus on hiring the individuals with high levels of achievement orientation and this is nothing else than one's tendency to put efforts towards task accomplishment depends on the strength of his/her motive to achieve fortune (P- 254).

## ORGANIZATION POINT OF VIEW FROM THE ABOVE REVIEW OF LITERATURE

To draw the organizational policies in such a passion that on one hand, it may lead of HR development by ensuring equitable wages, just and human conditions at workplace, Samuchit Nyaya for deprived and protected classes, owners should follow principle of trusteeship and CSR practices must be an important in overall organizational practices and on other hands from employee point of view a culture imbining High Productivity, Success, Innovation, Dynamism, Innovation, and Commitment may be ensured.

## NEED FOR STUDY

The study will be of importance to the management and the Personnel and Administration department because they will be able to make informed strategic decisions on whether the proposed plan could be relooked ethically and as to what extent these principals could be important to make the future plans of re-align the existing plans in view of Principal depicted the holy book.

Other Government departments and stakeholders will also be able to obtain the principals on the basis of which they can find solutions of challenges being faced by them in HRM and other management problems such as to keep cordial human relations, basis of HR and Financial policies and further may be useful for strategic decisions. It will provide literature regarding the spiritual aspect of human resource management and Management its challenges and solutions to researchers and scholars.

## I. Research Design of the study

The first method will be the content analysis of the epics such as Bhagwad Gita, Vedas and various spiritual theories provided by Indian Philosophers such as Gandhi Ji, and the second will be discussions with various HR Managers and employees working in HR Department, various HoDs in various Government and Private sector units and eminent persons to know their religious and spiritual orientation and its impact on their working life.

On the basis of the feedback received from the various stakeholders and the exploratory research of the book Bhagwad Gita the interpretation and analysis may be referred to as under:

**1. Chapter 1 of Gita** depicts a broad view the setting, its characters and reasons that why gita was came into existence. The broad situation of war is characterized in a way that how other principals could be evolved around it. The main characters are the Supreme Lord Krishna, Prince Arjuna, Sanjay, Dhartarastra, Kaurav and Pandavs. The scene is witnessed by four million soldiers led by their respective military commanders. After calling the names of chief warriors of both sides, Arjunas was going towards not fighting against its own relatives near and dears and fear of dare consequences. Thus, this chapter exhibits Sorrow and regret of War.

In the same manner, today's business environment is like a war in which the entrepreneur bears the risks manage all resources and, in this war, he makes and changes the strategies as per needs. He has to face the pressure of political, social and economic point of view, even then he has to overcome with the issues of HR, Finance, etc. and principal of Gita in above chapter shows the path to fight against inter-personal relationship, intra-personal relationship and take the right kind of decision in the complex business situation too by following the principals in rational manner irrespective of favoritism and nepotism. Wrong thinking is the only problem in life and how human beings are balancing his/her way of life to achieve their desired goals

**2. In Chapter 2**, Arjuna comes in the position of a follower of god and on his persuasion and request to suggest a way to come out how he can come out from the sorrow and grief and feeling of killing its own relatives and near and dears. It is the crux of the whole Bhagavad-Gita. In this chapter lot of functional aspects have been elaborated such as karma yoga, Jnana yoga, Sankhya yoga, Buddhi yoga and the Atma which is the soul. Utmost importance has been given to the perpetuality of the soul existing within all living entities and it has been described in great detail. Thus, this chapter is exhibited the perpetuality of Souls in this world.

The yoga is defined as to get which is not achieved. The position of profit-loss, up-down is the part of life and business and as such the same should not affect the effort to achieve goals. The manager should behave like a wise and stable mind man and how to behave as per principals is also applicable in the

management scenario. Anger is a cause of irrationality which leads to the illusion of mind and leads to loss of knowledge as such a wise man needs to control his anger. The yoga is the path through which a manager can overcome the griefs and difficulties of complex business problems. Right knowledge is the ultimate solution to all our problems Determined towards action (Karma), not on its fruits. (Nishkam Karma Yoga).

**3. Chapter 3** evolve and describe the importance of perform the stipulated duties and it is stated that everyone in this world has come with a specific duty to perform and it is very essential to everyone to perform these duties with full devotion. In this chapter it is comprehensively mentioned that in every stage of life how a human being has different roles to play to fulfill the responsibilities towards himself, family, society and this world. It is explained that what are the benefits by performing these duties like the worship of god and consequences for not performing these. It is directed that what are the set of actions which leads to bondage and the actions lead to salvation. Thus, this chapter exhibited **The Duties of Human Beings in this world.**

In the same passion, an organization may define the Key result Areas and the eternal duties to perform which is collectively necessary to achieve the specific goals. The employees could be motivated the principle of performing the duties is derived by Lord Krishna and it is applicable to everybody's life and not giving full efforts or showing less commitment is like they disregard the god. The mature position of resources is Nishtha. One is through knowledge without thinking the result of the same (Niskam Karm) and another is through yogis' action. The actions of every employee need to be free and through commitment and not compelled by coercive action and performance be free from all compulsions. The purpose of our life is our duties and responsibilities, our goals and most essentially, peaceful inner co-existence with the fellow individual.

**4. In Chapter 4,** It is revealed the importance of the knowledge that too spiritual knowledge may be attained by a follower and how and in what circumstances this knowledge could be applied and used. What are the ways of action and knowledge as well as the insight regarding the ultimate knowledge of supreme which finally shows two paths? Thus, this chapter exhibited Achieving the Ultimate Truth.

The chapter evolves the basic concept of "Samastbudhiswarup" which reveals that the person farm from negative energies and the person refrain from envy, contended from which is available, and not affected from sorrows and joys is never stuck despite doing all the works in the organization. Knowledge is the power through which managers could overcome from all worldly situations. The culture of sharing and belongingness leads to productivity and such organizations may be in a better position to solve the complex problems and could act as learning organizations. Every act can be an act of prayer Daivi Sampat's work culture is the best option to become a world-class enterprise by tapping the potential within the workplace.

**5. In Chapter 5,** delineated the concepts of action with Impartiality and rationality explaining that both are a means to the same goal. Here it is explained that how salvation is attained by the pursuance of these paths. Thus, this chapter exhibited the action with impartiality and rationality.

Self-control and Uninvolvement in the activities which are not required and focused on the goal attaining activities for which may sometime sacrifice of a personal goal for the collective goals. Such principles imbibe the culture of mutuality and belongingness in the organization. The persons need to be far from all illusions and who always think about universal welfare could be proved as a good leader. Renounce the ego of individuality and the bliss of infinity Resources are limited and select wisely and utilize limited resources optimally.

**6. In Chapter 6,** It is revealed that what is Ashtanga Yoga and the procedure of adopting and doing such yoga. It is explained in detail that what are problems and dilemma of the mind and the procedures by which one may achieve command over their mind through yoga which reveals that every living entity is spiritual by nature. Thus, this chapter exhibited the real procedure of **Self-Realization in a scientific way.**

Ashtanga-yoga, a tool for meditation which helps to command mind and senses and show the path towards achieving the ultimate goal which is attainment of Paramatma.

When after achieving the goal of Karma-Yoga the yogi increases in knowledge and self-realization, this stage is called Jnana yoga, when yogi after Jnana-yoga increases in meditation on the Super soul by different processes physical and intangible, and the mind soul and body is fixed on the ultimate power, it is called Dhyana-yoga. The organizations nowadays may emphasize the mandatory yoga sessions or enlightenment activities to ensure more productivity or while framing the policy the life management training may also be conducted in which chance of real self-actualization may be explored through practical sessions. These sessions helps employees to connect to higher self-awareness and such employee being devoted towards the work and duties has to keep in mind the broad outlook instead of being self-centered.

**7. In Chapter 7**, gives a thorough knowledge of the reality which is absolute and describe the splendor of divinity. This world is full of the illusionary attraction of Maya and it is extremely difficult to overcome form this attraction. There are four types of people who are attracted to divinity and the four types of people who are opposed to divinity. Only spiritual intelligence may show the path through which a man can takes shelter of the Lord without reservation in devotional service. Thus, this chapter exhibit the Knowledge of the Perpetual Truth.

To outcome the illusions of management and decision making, there are certain principles prescribed in the management theories as mentioned in the above chapter as in the state of dilemma a manager can come out of that state and use his mind for optimal utilization of resources without any deviation. The persons with good skills, knowledge, and action may be in a better position who are eager to perform their activities with perfection. In the management theory, there are four types of disturbances described in decision making such as stereotype, halo effect, and cognitive and social bias, etc. As the management theory helps to come out with these illusions, Gita also has the path shower in this materialistic world.

**8. In Chapter 8**, Lord Krishna emphasizes the science of yoga. How one attains God whatever one remembers at the end of one's life. It is utmost important that very last thought at the moment of death should be God. How this material world full of illusions has been created and how it is different from the spiritual world. What is the best path to follow and the light and dark paths in regards to leaving this material existence? There is predetermined interpretation of following each of the path and outcome or rewards out of it. Thus, this chapter exhibited how the salvation could be attained.

When the organization is in such a position that it cannot be survived further due to gloomy business environment where there is no scope in such a situation, the manager thinks about the U-turn strategies and take all last measures so that dying organization may survive and this chapter emphasis on the positive thinking and determination of management even in the bad business situations. When there is nothing to do what last resort may a manager take with full effort could be determined by the principles and behavioral theories provided in the Gita. Never Give-up on yourself by the stability of mind one can calm the emotions and can increase his/her 'Viveka' or 'Buddhi' with 'Vichikshana.

**9. In Chapter 9**, It is revealed that this science is sovereign and very confidential. Lord Krishna interpreted that the entire universe is created, unfolded, maintained and quashed by his external energy and all are coming and going under his supervision. This system of creation and destruction is very confidential in nature and not easily known to the worldly people as such the persons could not know this confidential truth without following the definite path shown comprising of devotional service. Thus, this chapter exhibited the factor that Knowledge of the Ultimate Truth in Confidential in nature.

Like in the above chapter, all efforts and all functions and all manpower engaged in an organization make effort towards organizational goals only that maybe the profit earning or the welfare of humankind. The said objective runs like blood in all sub-functions and sub-sections of the organizations, further, it is like the powerhouse for any organization which synchronizes all the matters tangible or intangibles towards the goals of the organization. Where there is a culture of good work and good conduct, these goals are attained very easily and the human beings in the organizations are self-motivated.

Whatever the task, the action you perform or gather all being back to himself at the end. Work is worship so give respect to your work and perform the actions with dedication. Value your Blessings Power of Intention' is the main success mantra for achieving any desired goal.

**10. Chapter 10** reveals that the Lord Krishna's have pivotal position and he is the cause of all causes. In gita there exhibits that special manifestations and splendor of Lord. On the prayer of Arjuna, Lord describe the most important opulence which are glorified. Thus, this chapter exhibits that the Glories of the Ultimate Truth is beyond imagination.

In the management theories, the organization while adopting a strategy always inspired by its heroes, vision, culture, and targets as such the culture of the organization must be so glorified that the employees and manpower are motivated even with the idea to connect with its name and glory. The organization must follow the ethical management practices so that the goal of welfare measures may be attained on its own. See the divine all-around Intentions begins with inner feelings then it transforms into intuitions and then travels as a self-analysis which will be supported by the wisdom and becomes the plan of Karma or action and science becomes the success formula of the action.

**11. In Chapter 11**, Lord Krishna has shown his universal form therein showing all of existence and all the things are beautifully imbibe in this form of god. Thus, this chapter is focused on showing the Universal Form and the vision behind it.

In the management theories, the organization while adopting a strategy is a mixture of awe, love, and fear because Employees have moved from an intellectual to an experiential understanding of Management teachings to achieve the goals of the organization.

**12. In Chapter 12**, emphasis upon the glory of devotion to God. It is explained that what are the various forms of spiritual disciplines and what are the nature and the qualities of the devotees. The way in the manner these devotees may perform their activities by which they can be dear to god. Thus, this chapter shows the devotion as a path of Bhakti.

In the management theories, the organization while adopting a strategy could be devotional love or could be less tangible and both of these routes will lead to understanding. The manager or employee who worships his work or tries to do it with more perfection would have a clear focus and this essence permeating all things will lead to understanding, but this type of worship involves more work. Absorb your mind and heart to supreme divine Have enough surrender to see the truth as it is.

**13. In Chapter 13**, it is revealed that there is a great difference between the physical body and the immortal soul. It is explained that the physical body is mortal and is perishable and on the journey of the world. The soul is Immortal and eternal. It is unaffected by worldly things. The relationship individual soul and the ultimate soul is defined beautifully. Thus, this chapter exhibits the relationship of the Individual and Ultimate Consciousness.

In the management theories, the managers are well known about their specific knowledge and expertise is the supreme reality and essence of all things. Management makes the employee's persistence in knowing the Self / and awareness of the goal of authentic knowledge with the expertise/perfection. Detach from materialistic assets and attach to the divine.

**14. In Chapter 14**, reveals that there the matters pertaining to goodness, passion, and nescience by which everything in the material existence is influenced by. There is a pertinent characteristic of each individual, their cause, the level of their potency in this world.

The way to come out from ignorance and to have passion and adopt the path of pure goodness until acquiring the ability to transcend them. Thus, this chapter exhibited the Qualities of Material Nature.

In the management theories, an organization has different types of a person having specific credibility like Goodness, Passion, and Nescience to perform their action to achieve results. It totally depends upon the action "How they treat or attain to get the specific task or parameters included to achieve Organization goals". Live a lifestyle that matches your vision.

**15. In Chapter 15,** It is revealed that the god is omnipotent, omniscient and omnipresent. The presence in this world is glorified and god is inspiring. Also, there is a purpose and value of knowing about God. There are the paths and the means by which god can be realized. Thus, this chapter is emphasis upon how the god which is ultimate truth can be realized.

In the management theories, the organizations are already well structured to perform their actions into reality with the help of resources like manpower and also this will not affect whether someone is performing his/her task efficiently or not. Give priority to the divine.

**16. In chapter 16,** it is described that what are the mode of action which is full of divinity, which are righteous in nature and conducive to divinity. The evil propensities and ill-conduct which are unrighteous in nature and may not be followed. Thus, this chapter clearly describe the characteristics of the Divine and the Demonic Natures.

In the Management theories, an Organization has different behavioral persons who work like More Ambitious, Medium Ambitious, and Less Ambitious to perform their work in a specific period to achieve Goals. Management has the ability to easily analyses employees' credibility towards any work with the help of **KPI** (Key Performance Indicator). Being good is a reward in itself.

**17. In Chapter 17,** three divisions of faith, have been classified wherein it has been revealed that there are different qualities of faith in the ultimate by which the character of living entities are determined. one's consciousness in this world is determined by three kind of faiths. Thus, this chapter classifies the Divisions of Material Existence.

In the management theories, an organization has set a number of goals to achieve with the help of manpower but the best way to achieve the Organizational Goals, the managers have to follow the path of action rather than knowledge.

**18. In Chapter 18,** This chapter is sums up of all the chapter and it provides the conclusion of the previous chapters. It describes the attainment of salvation by the paths of karma in chapters one through six. Further, depicts the jnana yoga section which is chapters thirteen through eighteen. n everything to God. The knowledge revealed gets. Thus, this chapter discloses the Final version of the Ultimate Truth.

In the management theories, to perform any activity of an organization the set number of actions/tasks, in a specific time frame with the help of specific persons to achieve the Goals in a significant manner. Let's go, let's move to union with the divine.

"Some people do the best work when lead. Not everyone is born to lead. The best leader, however, is one who 'leads like the baby'. The baby, though apparently depending on everyone, is the king of the household. At least, to my thinking, that is the secret".

**Swami Vivekananda,**

## CONCLUSION

Based on the above, it may be noted that the Bhagwat Gita has the same patch which is similarly applicable to the principals of Management and theories of Organizations. Nowadays it is the responsibility of the Schools and Colleges to introduce Gita at very early so that instead of producing merely technology masters the value managers could be produced in this nation who shall be real representatives of the Indian Culture. People and organizations must understand that the workforce in this competitive world needs to focus on the up-gradation through effective training and development in which the management needs to focus. The state needs to put attention to the allocation of the Budget for the human resource development efforts by promoting quality education even to the last to last citizen of India.

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## Theoretical Perspectives on Innovative Sustainable Human Resource Management

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### ABSTRACT

*In spite of the extraordinary recognition for human resources (HR) as a source of value addition within firms, HR innovation remains poorly understood. Innovation has long been recognized as a source of competitive advantage. Human Resource innovation is considered to provide high end performance in the corporates. The non-imitable human resource innovation is considered to provide competitive advantage which is considered essential for the sustainability and growth of the firm. Despite of the importance of human resource innovation, practitioners and academicians focus on the product or process innovation.*

*The objective of this research paper will be:-*

- 1. To understand the various form of HR innovations.*
- 2. To elaborate the role of HR professionals in undertaking HR innovation.*
- 3. To understand how to create and utilize knowledge resources required for HR innovations.*
- 4. To allocate the role of top and line management in successful HR innovation.*
- 5. To provide management implications on how HR innovations enable firm to compete better.*
- 6. To exploring how firms can gain competitive advantage through HR innovation.*

*Keywords: Organizational commitment, HR effectiveness, Innovative Practices, Competitive Advantage.*

### LITERATURE REVIEW

Today's competitive environment is full of opportunities with regard to strategic innovation, sustainability, etc. All these are expected to act a major driver for change and advancement for the future.

Business has entered a challenging new world full of opportunities for strategic innovation, and sustainability will be a major driver of these opportunities into the future. Companies that want to challenge the complexity of the dynamic shift in global environment are expected to abandon the traditional approaches. The solution directs to shift towards the solution oriented strategic innovation for sustainability.

Innovation for sustainability is more dynamic than innovation per se, since people working in this area have to be incredibly flexible to take account of the numerous drivers in the play.

Sustainability innovation seems to be more dynamic and versatile than innovation per se, as it calls for the increasing level of understanding and adaptive ness to change among the people of Human Resources.

### SUSTAINABLE INNOVATION

Top leading companies of innovation such as IBM, 3M, DuPont, etc. all emphasize on the importance of strategic innovation for sustainability. The managers of these big giant corporates believe that strategic innovation has pushed the core of the strategy to a new corner i.e. sustainability. Companies

Sustainable innovation can be implemented in a number of methods if an organization wants to introduce it to its employees. Organizations need to assure that their employees take this new introduction as an opportunity rather than taking is a threat or a challenge, which will help their employees to explore more technical and powerful ideas and bringing them into reality by changing

their customer's mindsets. In fact, organizations can make sure to introduce sustainable innovation with right motivation and mindset amongst the employees to promote the long-term view of this idea.

### **Ways to improve the strategic innovation in sustainability are:-**

1. Importance should be given to the role of leadership in linking corporate strategy with the company's goals.
2. Innovation in business strategy should be supported by an in-depth analysis and scenario planning.
3. Organizations must concentrate on the client needs.
4. Technological developments should be applied tactfully.
5. Research and development department should be provided with full and fair disclosure of information in order to carry on their activities wisely.
6. Sustainability performance should be blended well in the core processes in order to introduce a change in a welcoming manner.
7. Confidence in the employees can be maintained by providing them effective communication about the strategies of the organization, and help them to blend well with the change by providing them appropriate training programs.
8. Every stakeholder must support strategy development by promoting innovations and an interactive corporate culture.

HR professionals should focus on enhancing the positives of sustainability among the business operations as well as among all the stakeholders. Employees can be convinced to form "green teams" which will enhance employee engagement on issues related to environment.

### **HUMAN RESOURCE INNOVATION**

Innovation is considered both as a process as well as an outcome. This conceptual research paper will focus on innovation as an outcome only.

HR innovation is defined as a practice or a program or a system that an organization adopts considering it to be something new and value creating. The extent of newness/ change/ number of employees being affected defines the level of HR innovation. Hence, the level of innovation in HR depends upon various factors. It can be as simple as introducing paperless communication and documentation, or it can be as major as introducing performance based bonus schemes which will affect the salary structure of the employees directly. Therefore, HR innovation can happen at varying degrees in different firms.

### **RESPONSIBILITY OF HR PROFESSIONALS**

First, there is a need to identify an opportunity for innovation. After this, professionals need to resources required and assess risks such as implementation failure, investment risk, and desired outcome failure. Hence, there is a required need to balance the understanding of risk and resources.

### **HR INNOVATION KNOWLEDGE**

HR professionals acquire knowledge from internal as well as external sources of the organization.

Internal knowledge related to the understanding of the working of various departments of the organization, their interaction and their dependency on each other. External knowledge relates to the tapping of right opportunity at the right time and being aware of all the possible threats floating in the environment.

Organizations can tap all this by organizing formal and informal channels for sharing the acquired knowledge among all the HR department professionals. More important than acquiring knowledge and sharing it, is to utilize it in an integrated manner for HR innovation.

### **DESIGN AND IMPLEMENTATION**

At the stage of finalizing the design and implementing the innovation in the organization, an inclusive process demanding inputs from line managers and recognition and acceptance from top management is essential. Introduction of new HR activities and processes should assist in internal learning of the line management to meet the basic requirement of the organization. However, some reputed organizations

have known to involve the line managers in the designing and development stage of HR innovation also. It may include some brain storming conference meetings with the line managers, or some in-depth interviews/ focus group activities which will help to share ideas among general managers. Hence, the involvement of line managers in HR innovation will help to align various programs and processes with the stakeholders needs and desires. It will also increase the chance of success and improvements and reduce the risk of failures in such programs and initiatives.

## **TOP MANAGEMENT IN HR INNOVATION**

Designing and implementing innovation should be an inclusive process that needs input from administration and not to forget the support of the top management is utmost important. Support can be sought in the form of recognition of HR professionals, or recognition of the proposed HR innovation program with some positive allocation of resources to help implement such process in a better way. Top management can reward the HR professionals by appreciating their work in bard meetings, by imbibing confidence in them for the work done, or by involving them in organization's strategic meetings for the development and growth.

Restrictions from top management may lead to the failure in implementing the innovation strategy effectively. To conclude, support of top and line managers is directly proportional to the credibility of the HR department in the organization. The credibility of a department id earned when it delivers what it promises. HR department is expected to be well aware of the external environment and the future propositions of the organizations. It needs to be one step ahead of its competitors in tapping the opportunities present in the environment for the growth and benefit of the organization and prepare the organization for the upcoming threats by finding substitute ways to solve the forthcoming problems.

## **INNOVATION: A FAILURE or A SUCCESS**

In this fast changing environment, traditional approaches with regard to innovation have failed to deliver the desired results as they are redundant to the ever changing and growing environment. In todays, changing and dynamic environment, it is essential that the workforce should be built with creative people who can be versatile enough to introduce innovation in various fields. Companies which rely on unstructured methods have to face failure in introducing innovation in a sustainable style. It could be due to the lack of internal communication campaigns or may be due to the lack of creative people in the organization to introduce and invent such change. On the other hand, there are few little fishes in the pond that try to copy the big business house's successful strategies.

For example, under Steve Jobs, Apple had a very controlled and centralized approach to product development. By contrast, 3M has developed a more dispersed approach. Yet both companies are successful innovators. Therefore, only copying other business strategy will not surely lead to success as every innovation takes a different face for different organizations. Hence it is suggested to develop a unique and different approach to innovation for a respective company which will fit best for the particular circumstances and situations. Past studies have proved that there is no significant relationship between financial assistance to R& D department and success of innovation. Also, technology is not a factor in this relationship. On the contrary, it has been analyzed that strategies that are built around human capital of the organization are the most successful innovation strategies such as strategic alliances with business stakeholders; exploring key talent areas and utilizing their potential; encouraging risk taking and entrepreneurship; introducing innovative ways of work in the organization.

It was accepted that, successful business houses had an innovation friendly culture in the organization; innovation was one of the responsibility of employees at all the levels of the firm; risk taking attitude and experimentation is promoted in such companies. A well-planned change in the management program is expected to introduce a creative and innovation friendly environment.

## **GUIDELINES TO AN INNOVATIVE ORGANISATION**

### **1. NETWORK CONNECTIVITY**

Collaborating with all the stakeholders is the primary condition for innovation. Also, the employees of the organization need to be well-informed and closely knitted together as well as with the outside experts who provide them timely inputs.

## 2. EMPLOYEE PREFERENCES

Employees should be made comfortable and safe so that they may focus on creativity to introduce innovation at all stages. Employees should be heard well and motivated positively by their managers.

## 3. CONTINUOUS PROCESSING

There is a need for continuous processing of mind for the screening of ideas and generating new innovations at all the possible stages by top members of the organization in designing processes and discussing next course of action; by middle level managers in motivating and encouraging the employees; by lower level managers to identify all the emerging trends in the organization and to imbibe with the changing technology in the market place.

### KEY HR DRIVERS FOR ORGANIZATIONAL INNOVATION

<b>Recognition</b>	Try to give recognition to encourage new and old employees so that they can share their ideas which will help to strengthen the importance of innovation activity as well as its results
<b>Talent Management</b>	Employees must be aware that to grow and develop they will have to be creative and present their unique skills
<b>Team spirit</b>	Focus should be on team work and resource sharing for a broader career development framework
<b>Leadership</b>	Developing leaders with a broad mindset of innovation and risk taking attitude
<b>Identifying critical roles</b>	A 3 step process should be undertaken: To identify the roles of innovation, find appropriate people for filling up those roles, innovation strategies should be implemented
<b>Organizational design</b>	Organizational structure and processes should support innovation strategies by encouraging collaboration and minimizing boundaries
<b>Internal communication</b>	Inter-organizational networking and collaboration should give way to communication
<b>Change management</b>	Change in any form should be dealt with positive mindset and should be encouraged in the organization

### IMPLICATION FOR THE HR PROFESSIONALS

HR innovation can be tapped at all times in varying degrees to gain competitive advantage from its competitors. For this, internal as well as external knowledge need to be collaborate and put to best use by the line and top managers which drive innovation in the desired direction. Hence, HR professionals need continuous learning and training from the internal and external environment. This will help them to gain the confidence of their stakeholders also. HR innovation should be treated as a value addition in the HR functions as it contributes to the competitive advantage.

### THE CONCLUSION

There is impressive proof that HR keeps on encountering a validity issue and that it is seen to need verifiable key effect. This doesn't, be that as it may, must be the situation. In actuality, the C-suite's present and most likely perpetual enthusiasm to build up a culture of ceaseless advancement leaves HR confronting a one of a kind chance – and a reasonable and straightforward decision. HR executives can either keep on pursuing ostensibly conventional models and best rehearses with the expectation that along these lines of working will convey their initiative's wants. Or on the other hand HR can utilize its unchallenged responsibility for differing scope of key switches, to particularly design procedures and rehearses and convey a best fit (instead of best practice) way to deal with advancement – and to in this way design into their association's DNA the capacity to create leap forward development consistently. In the medium to long haul, just one of these choices is probably going to situate HR as a vital accomplice that includes huge and substantial worth. One of these choices will see HR endure and flourish as an essential worth maker. The other is probably going to see it shrink away.

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## Workplace Spirituality and its outcomes in the organization: A comparison with the Mystical Practices of Sufism in the Medieval Indian Subcontinent

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### ABSTRACT

*The study elaborates upon the relevance and fit of Workplace Spirituality in today's multidimensional work environment as well as various outcome orientations it leads to including, community service, self-efficacy, pro-environmental approach and performance. Furthermore, it draws a parallel of this style of leadership with the mystical foundations of Sufi orders in the Medieval Indian Subcontinent.*

*Keywords: Spiritual leadership, workplace spirituality, community service, Sufism.*

The world order is becoming increasingly chaotic on an ever increasing velocity. The society at large and the business organizations in particular are no exception to this phenomenon. Firstly, the rate of change for organizations is at lightning speed with multidimensional directions and secondly, the idea of business organizations as what it entails has also drastically changed with the ideas of corporate social responsibility, social capital, concern for ecology and environment, community service and many more. People's management and employee take care has become an area of concern because of the above said reasons. It is equally an important question that how employees cope with this fast paced change mechanism. For the human resources it becomes important to achieve inner peace and outer balance, all the while working towards a job.

Spirituality as a phenomenon has gained acceptance in the organizations in recent past. Moxley (2000) underlines the importance of all the four the basic dimensions of existence and compares it to the four corners of a table or the four parameters i.e. the body, the mind, the heart and the spirit. All the four have to be attended to in order to achieve a balance. Thus it is revealed that in employee care programs, the aspect of spirituality needs to be included as well as inculcated.

The Webster's dictionary defines Spirituality as of, relating to, consisting of, or affecting the spirit; of or relating to sacred matters; ecclesiastical rather than lay or temporal; concern with religious values; of, related to, or joined in spirit." Since a long time researchers have been of the opinion that spirituality is either connected to culture or religion. The general assumption is however different where in religion is considered as being less tolerant and dividing although spirituality is a broader canvas which is including and liberating. The concept of spirituality is abstract and therefore it becomes a challenge, rather difficult to include it in the organizational framework. Spirituality is more related to the idea of ethics rather than religion or culture. Many spiritual behavioural manifestations have been drawn from the concept of ethical and moral literature such as the discipline of "dealing with others as you would have them deal with you"; the discipline of "balancing our work, personal, family, community, and church responsibilities"; the discipline of "working to make the system work"; and the discipline of "engaging in personal and professional development" (Pierce 1999, 24).

### LEADERSHIP

Traditionally, in organizations leadership has followed a path of motivating employees with recognitions and rewards being the outcome.

1. Transactional leadership- It has revolved around the concept of influence because of power and position. As the leader moves up the ladder in the organization the influence of power increases. This type of leadership becomes most effective when leading to employee engagement which in

turn leads to job performance as well as organizational commitment. The outcomes revolve around the idea of rewards and coercion, rather extrinsic rewards leads to motivation. Different styles of leadership are there in transactional leadership like autocratic, consultative, delegative and participative.

2. Transformational leadership- In today's workspaces traditional leadership theories have been replaced by concepts like transformational leadership, leadership from within which finds followership through intrinsic motivation rather than use of power in influence. The intrinsic factors that lead to motivation are, a shared vision that provides meaning to their work and development of their own potential. Transformational leadership has undoubtedly been argued as the more motivational approach to leadership than other approaches.
3. Spiritual Leadership- Spirituality comes into play where motivation ceases to affect. In the world where low levels of motivation, mental alienation and depression are widespread, spirituality seems to be the answer to many such conditions of counterproductive behaviour. Before deliberating upon the concept and theory of spiritual leadership it becomes imperative to discuss the movement from transformational leadership towards spiritual leadership. According to Fry (2005) spiritual leadership includes within its domain behaviours and attitudes which focuses on intrinsic rewards through spiritual uplift by means of community " and "it relates to increasing levels of intrinsic motivation, commitment, productivity, and well-being" (Fry et al. 2005,)

The interpersonal aspects of leadership are to be considered as hugely instrumental in the implementation of an abstract concept like Spiritual Leadership. The enquiry in the arena of this would be a two fold understanding . The spiritual aspect of Strategic leadership as well as the role of that spiritual leadership on organizational outcomes. Spiritual leadership refers to the establishment of a learning organization through the use of employees' inner motivation for the purpose of achieving organizational transformation.( Fry,2005). Phipps (2011) discusses how the the personal spiritual beliefs of a manager at a strategic position, function as a means of selecting, evaluating and using information to arrive at decisions.

In this research, Phipps a framework has been developed to explain how the spiritual views of a strategic leader effects their decision making..

## WORKPLACE SPIRITUALITY

According to Giacalone and Jurkiewicz, 2003, workplace spirituality has been defined as "a framework of organizational values evidenced in the culture that promote employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy". The modern day focus on spirituality is the need for self fulfilment after the greed , in particular the corporate greed of the 80's. ( Jean-Claude Garcia-Zamor, Public Administration Review May/June 2003, Vol. 63, No. 3) . Spirituality, however, abstract the concept may be, is believed to give meaning to life. Similarly, when the concept of workplace spirituality is applied to organisations, it is bound to give meaning to work itself. For some the spirituality aspect appears to be the answer for many workplace outcomes where motivation sector has not seems to be working well with employees when the motivation industry has not provided one.

The theory that personal issues should be left at home is simply not realistic, especially when so many people link their personal self-image with who they are in the professional world. In the society where a large part of waking hours is spent in the workspace , switching out one's spiritual aspect is just not practical and doable. According to Daidone, (2000), fast paced technology has brought us to the verge of becoming a barrier culture, the barrier in between people and the resulting void seems to be naturally filled by spiritual orientations..

A study of spirituality in the workplace published in the *Sloan Management Review* (Mitroff and Denton 1999, 83) describes spirituality as "the basic feeling of being connected with one's complete self, others, and the entire universe. If a single word best captures the meaning of spirituality and the vital role that it plays in people's lives, that word is interconnectedness." Another study in the *Academy of Management Executive* (Cash and Gray 2000), is thought provoking as it propagates spirituality as an

ideal approach for today's organizations. The defence being that today's global organizations need to be more universal, liberal and inclusive in order to handle diverse issues. The assertion is that spirituality looks inward to an awareness of universal values. Laabs (1995) has further contributed that the the assumption of goodness in human beings is to be adopted and this paves way for spirituality in everyday life , including divinity, integrity and truthfulness. Ethics is viewed as a way of behaving that can be learned, informed and regulated by the workplace environment.

The Ethical parameter are often revealed as code of conduct , as part of inducting the employee in the organisation. But individuals are directly not assessed in their understanding and handling of ethical dilemmas. But within this broad framework are a multitude of variables that often are rooted in the individual's own spirituality. An individual's spirituality will determine his or her understanding and acceptability of moral and righteous behaviour. Undoubtedly, the personality characteristics , that have a huge bearing on eithical and righteous decisions, are unfaltering and cannot be changed . If the employees need to be changed towards ethical behaviour, the change may require a deliberate attempt at the organizational culture level to incalcute spirituality. Still to spread spirituality in a top down approach may be a more difficult job than bottom up where individuals have taken up spirituality on their own Because even after deliberating upon the merits of ethical behavioural change , some of the employees may not be ready for the hard work required for ethical change. Thus, in bringing spirituality at the workplace a bottom up approach is far consequential than top down.

## WORKPLACE SPIRITUALITY AND ORGANIZATIONAL PERFORMANCE

Workplace Spirituality refers to the approach where the assumption is that human beings as employees still remain human beings firstly and include within them not only their brains and bodies but also their ever spirited souls and talents.

Spirituality in the workplace may manifest itself in multiple consequences and manifestations, but it most definitely operates at three different levels: the Supreme Being, The community/organization level and the personal level .

Spirituality at workplace has gained tremendous importance because of the realisation that materialistic gain and monetary motivation is not always enough . The meaning of attached to work should pave way for fulfilment and self realisation.. While indulging in work, should have wider perspectives, while in transcendence, indulge in community service and have compassion for others.

A detailed analysis of the attitudinal and behavioural consequences of workplace spirituality would be instrumental to assimilate inferences on the same.

**Below mentioned are the consequences of workplace spirituality as put forth by different authors.**

Consequence	Authors	Reference
Meaningful Work	Ashmos & Duchon, 2000	A spiritual workplace as one that enables the individual's expression of an inner life by performing meaningful work in the context of a community.
Satisfaction	Giacalone & Jurkiewicz, 2003	workplace spirituality as those aspects of the workplace, either in the individual, the group, or the organization, that promote individual feelings of satisfaction through transcendence.
Organizational Performance	Chawla & Guda, 2010; Pawar, 2009	promoting spirituality in the workplace actually promotes organizational performance
De stressor	Csiernik & Adams 2005,	one's spirituality does help decrease the perception of workplace stressors and thus contributes to a sense of wellness
Organizational commitment	Milliman, Czaplewski, & Ferguson,	Spiritual individuals have greater organizational commitment



	2003	
Self- Efficacy	Pargament, 1997; Silberman, 2003	Spirituality is also efficacious. It empowers individuals to achieve authentic spirituality, realize their virtuous ends and cope with and solve problems faced in life
Quality Of Life	Dierendonck & Mohan, 2006; Mohan, 2001;	a greater sense of fulfillment and a better quality of life
Community service	Fairholm 1996	Spiritual people are empowered (and empower others) to look beyond self interest to make a difference in and a contribution to society as a whole.
Pro- Environmental Behaviour	Shrivastava 2010	The emotional and spiritual development of an individual is indispensable for his/her behavior to save the environment and to display eco-centrism.

Figure 1

Sufism –A case of Workplace Spirituality and Spiritual Leadership,

The Indian culture has a long history and enriched tradition when it comes to spirituality.

Muniapan and Satpathy (2010) have explored the importance of spirituality from the dimension of Indian epic *Valmiki Ramayana* in developing managerial effectiveness. Similarly, there may be other parallels as well when comparing with the evolution of spirituality organizations and work orientation.

Sufism happens to be a phenomenon of the early medieval times. It started showing its presence in the subcontinent with advent of Moinuddin Chishti in the twelfth century. Sufism is considered as the mystical dimension of Islam with an emphasis on inner life and spirituality. (Schimmel, A., 1975)

Concept of Leadership- *the Shaikh* (Leader), Murshid (guide) or Pir (Master) occupies an important place in Tasawwuf ( Sufism) . ( Nizami ,K. 1957). The followers accepted the bayt (or agreement) with the pir or master ,of unconditional support owing to his excellent knowledge and acts of spiritual practices and perfect psychological behaviour reflected in teachings of moral and ethical nature. As a spiritual leader, he has to guide his disciples in ways of spiritual growth enhancement and develop a sense of serving the humanity. As a seeker of God's way and for the purpose of raising his spiritual stature, he has to keep in mind that services to creatures is service to the creator ( Khidmat –e Khalq is khidmat –e – khuda) and another doctrine Neko ba Khalq is Sidq ba Khuda,( Sincere to God and Good to People) (Moini,SLH,1989)

This concept of the Pir or master is practised in his Khanqah's (hospice or sufi convent) management and is an obvious case of spiritual leadership. Provision of shelter food and other facilities in the khanqah required educational and spiritual training. The leader was found to be always keen to develop a band of disciples to spread the message of universal brotherhood, love and respect for each other, harmony and stress on moral and ethical values (Ernest C.1985) In his capacity as a leader of his khanqah or organization he had authority and power, but he always distributed the means and affairs of the Khanqah and Langer( free kitchen) amongst his Murids or disciples. (Moini,SLH, 2004)

## CONCLUSIONS

It has been put forth by many different authors that spirituality at workplace is relevant in today's chaotic environment. The study has tried to establish that the idea of workplace spirituality was quite prevalent in the subcontinent since a long time. The various aspects and positive sides of spiritual leadership and workplace spirituality have been deliberated and established in the organizational research across the world. But the idea of management and spirituality has been tapped right from medieval times as Nizami (1957) puts it.

The variables and consequential behaviour related to workplace spirituality discussed in Figure 1.1, have been also discussed in the literature on Sufis and their khanqahs. The emphasis was on community work is profoundly found in most of the manuscripts. Work and job descriptions (role played by disciples in the khanqah) along with religiosity provided satisfaction and meaningfulness in life,

rather than only prayers. Organizational performance and commitment can well be assessed by the mere fact that feeding people, arranging for their stay at the hospice and taking care of the griened were excellently provided services and the commitment of the workers/ disciples were highest because of their spiritual orientations. Community service was the amalgamation of the entire spiritual approach and concern for environment was yet again very high since the Khanqahs were far from the cities near a forest and water source with minimalistic approach towards resources. Thus, workplace spirituality surely found its place in the sufi khanqahs and could be a lesson for modern business organizations in ways of finding answers to more satisfied employees and more effective organizations.

It appears that the present emphasis on spirituality at workspaces is phenomenal and answers many such issues that have been pertinent to survival and continuity in this century across cultures. Meeting deadlines everytime everywhere seems to be the mantra for not only success but for survival as well. At the individual level, an agitated mind, a stressed out soul and a tired body is the consequence of such a fast-paced world. At the organisational level, short term goals could be achieved, though decisions may not be perfect in above said conditions, however long term goals and objectives are far from reaching in such conditions. An approach and orientation towards positive psychology seems to be the answer. With key concerns like empathy for environment, the idea of organization being part of a larger society and giving back in the form of community service, social entrepreneurship, corporate social responsibility, and many other dimensions being added other than only profit making, spirituality has surely found its way in the organizations. It further needs to develop techniques for training of employees to orient towards spirituality as well as develop instruments and framework to measure spirituality at the workplace.

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## Workplace Spirituality and Job Satisfaction: Theoretical Paradigm

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### ABSTRACT

*Increasing competition and changing work environment have given rise to stress amongst the working professionals. Work overload can be identified by conditions like long office hours, practice of overtime, insufficient number of holidays, too much workload and unrealistic expectations with respect to how much work can be accomplished given the amount of time and the resources available. This has an adverse impact on their health, physical and mental. This in turn affects the performance of the employees. One of the ways to overcome this is workplace spirituality. Workplace spirituality can be understood as the spiritual well-being of an employee in the work environment. This paper aims at discussing the theoretical underpinnings of workplace spirituality. It also throws light on the role of spirituality at workplace on the job satisfaction as perceived by the individuals. Descriptive research methodology has been adopted for achieving the said objective. Workplace spirituality is believed to play a favourable role in achieving a higher job satisfaction.*

*Keywords: Spirituality, Job Satisfaction, Workplace Spirituality, employee performance*

### I. INTRODUCTION

Workplace spirituality has come to occupy an important place in ensuring an improved prosperity of employees in an organization. It has an effect of an employee feeling connected to his/her work, thereby improving the level of commitment to work and consequently greater job satisfaction (Leigh, 1997). This in turn leads to an improvement in the work performance (Giacalone & Jurkiewicz, 2003).

Absence of spirituality at the workplace results in unwanted outcomes. These include absenteeism, low trust, stress as well as politics within the organization (Ashmos & Duchon, 2000). Employees who find their work meaningful and are more interactive and connected in their approach exhibit better performance (Gull & Doh, 2004).

### II. LITERATURE REVIEW

Spirituality has been the focus of study undertaken by several authors. According to Afsar and Rehman (2015), spirituality leads to a feeling of trust among the people who are involved in a particular work. This in turn increases cooperation among individuals and motivates them, thereby improving their cumulative performance.

Neck and Milliman (1994) find people to be more spiritually inclined both at personal as well as at professional front. A shift from individualism to spiritualism among the USA executives thereby improving their commitment levels has also been observed these authors.

Workplace spirituality is believed to be present in the culture and leads to an improvement in the knowledge (Giacalone & Jurkiewicz, 2003). Navy trainees have been the subject of an empirical study conducted by Fairbrother and Warn (2003). Their results indicate workplace spirituality to be having a direct effect on job satisfaction.

Another study was undertaken by Reineck & Furino (2005) wherein it has been found that the satisfaction level of the nurse in a spiritual environment is greater. Similar relationship between workplace spirituality and job satisfaction in case of sales employees has been found by Chawla and Guda (2010).

Moderation impact of spirituality at workplace on job satisfaction has been found by Altaf and Awan (2011). Walt and Klerk (2014) believe that spirituality at workplace has not attracted attention for many years. The results of their study indicate a positive impact of workplace spirituality on the satisfaction in job.

Piryaei and Zare (2013) used a sample of 300 workers employed in an industrial company located in Iran to conduct a study. Their results reveal workplace spirituality to be having a positive relationship with job satisfaction as well as commitment of the employees to the organization.

Thus, workplace spirituality's relationship with satisfaction in job has been the focus of various studies conducted by different authors over time.

### III. OBJECTIVE

The objective of the current paper is throw light on the theoretical underpinnings of spirituality at work place. It tries to uncover the link between spirituality and job satisfaction experienced by the individuals.

### IV. METHODOLOGY

The objective of this paper has been studied with the help of descriptive methodology.

### V. DISCUSSION

Workplace spirituality gained attention during the 1920s. It is a multifaceted notion (Beazley, 1997). Guillory (2000) identifies spirituality as the inner consciousness. Barnett, Krell and Sendry (2000) identify spirituality as a self-enlightenment process.

Spirituality is intangible, something that cannot be perceived by senses. Some of the studies undertaken in the field of spirituality find some common areas between spirituality and religion. However, they are not believed to be the same (Salopek, 2004).

Spirituality at workplace also influences the behaviour of individuals and their culture. It also leads to an improvement in the level of their well-being. Another beneficial impact of workplace spirituality is the improved job satisfaction (Connolly & Myers, 2003). It has also been found to lead to an improvement in the productivity of employees, thereby improving the performance of the organization (Chakraborty et al., 2004).

Spirituality at workplace is believed to have assumed increasing importance due to various reasons. Firstly, the increasing concern for achieving a good work-life balance has induced people towards spirituality. Second reason for increased importance of workplace spirituality is that the work environment is becoming impersonal and insecure, driven by the changes in the societal and organizational structure. Therefore, greater insecurity has led to a shift towards spirituality (Hayden, Barbuto, & Goertzen, 2008).

Further, due to complex and competitive environment, stress has become an inevitable part of people's lives. No occupation is free from stress. Everyone experiences stress at workplace at some or the other point in time. This results in dissatisfaction among the working individuals. Spirituality helps the individuals in coping with this job stress.

### VI. CONCLUSION

The present study has aimed at throwing light on the role of workplace spirituality in achieving job satisfaction. This paper has adopted descriptive methodology in doing so. By reducing the job stress and influencing the behaviour of individuals, spirituality at workplace directly helps in improving the job satisfaction.

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