Spiritual Leadership In self- Life & Work Place it’s Equipoise Impact On Organizational Performance

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ABSTRACT

Concept of Work-Life balance is gaining importance in all the sectors from academics to the corporate but it is essential not to miss out the nucleus aspect i.e. self, our relationship with ourselves and then with the other roles of life. Healthier & balanced the relationship with self, stronger & better will be the connection with life’s other roles, be it personal or professional.

'Need prevails when deficiency arises'. People are failing to find a point of balance, where they can help self, life and then the organization for which they work. We all are born as leaders and we are born with great harmony and with growing years we damage the accord and become an ordinary person. This paper will reveal the ways to be leader again and gain the great blessed harmony and help our organizations to perform.

The qualitative analysis in the paper will focus on teachers, trainers and facilitators in academic institution. This will acknowledge their difficult role in counseling, guiding and managing the tensions of an organization with a dual purpose: An overall development of students and elements of vocation as well as service to others at its core, with managing the self, life & workplace imbalance.

Key words: Gap Management, Spiritual Leadership, Self, life & workplace and point of balance.

INTRODUCTION

We all are born perfect; we are born as leaders, with great harmony in self. Our glasses were full when we came on this beautiful earth but with growing years of learning we lost the harmony in ourselves. We learned so much that our blessed persona got damaged; we dented so much of our actual self that we forgot who we really are.

We all have forgotten the art of prioritizing life and its components. In this information age, we became informed about lot of things; required or no; we became only knowledgeable by gathering a lot of informational stuff within our mind. But discussion lies in the argument whether we require only being intelligent by gathering information or something else exist above that?

WORK LIFE BALANCE

To elaborate the connotation of work in ‘Work Life Balance’ is one’s professional & occupational fraction or role in one’s existence. Work signifies all the other roles of life apart from professional for instance one’s role as a spouse, parent or child or as a friend as well. People often feel that they fail to create equilibrium with all of these important roles. It is not that easy also to understand all of them and to create a point of balance but a harmony can be very well created and sustained for all in life if an individual develops a harmony in him, and between three internal split ends i.e. soul, mind and body. And why according to researchers, ‘Soul’ occupies priority in treatment first? It is because according to ‘Hindu mythology’ soul does not belong to body but body belongs to soul, and it is important to understand that if our body belongs to our soul and soul owns our body.
The REAL SELF: THE LEADER WITHIN

Rationale of choosing this issue is above thought. It is often observed in people that they generate deep-rooted reservations related to what will happen if they speak out what they think and do what they want to do regarding the roles in their lives. This in turn results in a self-created imbalance between life and profession and above all imbalance within themselves which ultimately entrap them and consequently develop a BIG GAP in all the chosen and happened roles of their life. It is needed to deal directly with the underlying fears that sometimes prevent people from even knowing what their values and purposes are, and what kind of a behavior is authentic for them. Therefore it is very essential to know the real self, i.e. the leader within.

We all have read, seen and discussed a lot on Maslow’s hierarchy of needs. The basis of Maslow’s motivation theory is that human beings are motivated by unsatisfied needs, and that certain lower factors need to be satisfied before higher needs can be satisfied. According to Maslow, there are general types of needs (physiological, survival, safety, love, and esteem) that must be satisfied before a person can act unselfishly. He called these needs “deficiency needs.” As long as we are motivated to satisfy these cravings, we are moving towards growth, toward self-actualization. Satisfying needs is healthy, while preventing gratification makes us sick or act evilly.

According to this theory, man fulfils his physiological needs first, and then social needs, followed by esteem needs and in the end, focuses on needs for actualization. Undoubtedly, it is true in all aspects, however, when we talk about improving organizational performance and productivity through gap management and spiritual leadership, it is obvious that we have crossed the levels of basic needs and are moving forward towards other needs to get exalted. Nevertheless, the logic here is that human beings are single identity with a soul and mind within the same body, then how can they prioritize between their so-called higher needs and basic needs of soul and mind. If body needs food to satisfy hunger, mind needs harmony and soul needs peace and pleasure. Shouldn’t this justify the basic needs of mind and soul which lie within us, or it will be better to state that this physical body belongs to the soul; and soul is the core or reason for body and mind. We feel it is quite important to satisfy the core aspect i.e. soul’s requirements or spiritual needs. If soul gets its food for life it is obvious that outer shelves will attain fulfillment. Moreover, even without contradicting Maslow’s hierarchy of needs, we are talking about organizational performance and maintaining our balance. It means our basic needs are satisfied as we are working and earning our meal, furthermore, breathing under a shed.

Humans do not only have five stimuli but also carry three hidden guides: mind, intellect and soul. If a perfect synchronization of the three is maintained, it can very well acknowledge the presence, and guide the five visible senses in the right way to behave. These three, i.e. mind, intellect and soul thus direct the senses to learn, unlearn and implement. Therefore if we observe carefully and calculate rationally, we have eight senses within us; five visible i.e. sight, smell, sound, skin and taste which are, if we may say at visible or operational level. The other three are soul, intellect and mind and these are at administrative level that guide, inspire and operate the operational stratum. This level needs to be absolutely vigorous, alive and enlightened; therefore the quote that “leader’s administrative level is very strong, spirited and enlightened” is apt as true leaders can bring upon such a harmony that can actually assist self and others. It’s a fact that true leaders are spiritual.

SPIRITUAL LEADERSHIP

Being spiritual according to us is an ability of listening to one’s true inner call, listening to one’s soul, which has inherent qualities of being true and ethically right as well as morally inclined. To be a true leader, it is inevitable to obtain, attain and cultivate the quality of listening to one’s true self.
One who can listen to self can better listen to others, rationally; such people not only develop great relationship with self but also connect better to environment. And Thus:

If we analyze Dana Zohara’s leadership model which is based on the concept that we all have a spiritual intelligence quotient, or IQ, and Kevin Cashman's theory which states one’s ability to develop as a leader depends on one’s ability to develop as a person, then it is noticed that both the leadership models are similar in respect to their focus on the need for personal awareness and development as the most fundamental elements in effective leadership. The analysis states that ‘Though emphasized differently yet the two refer to a similar stand’.

Self Inculcated Problems

According to Zohara’s and Cashman’s model SQ is essential in effective leadership and the researchers also agree to this stand. However the problem still persists. The prime issue in today’s corporate culture is, though people can perform acceptably as their jobs are done efficaciously because they are learned and skilled to do so yet they do not think in the right direction. They are neither inventive nor spiritually bent. Which is why people in any organization, whether at a superior or a junior level see a problem. They feel distressed because of self inculcated problems and complain as well as grumble. However, if we observe carefully and examine critically, we see that in reality there is no such problem. We accept the very fact that being humans, we resist any or all changes at that instant, but later on with a lot of ingenious and formulized thought process, we perceive the problem as a change and accept it as a part of development process. Development without change is like activity without intent.

It won’t be wrong to say that because of less or no spiritual bend in life’s approach, people fail to THINK right or they do not posses creative, innovative and constructive way of thinking, hence they call all the unfamiliar, unexpected or unrest change as Problem. So, people tend to react but do not act or in other words they only take action but do not perform an activity.

This means Activity= Action + clear motive.

For a spiritual leader, we believe that the most important prerequisite is virtuous thought process. Righteous the thought, mighty and progressive will be the realization of worthy goals for self, people and organization. Spiritual Leaders have priorities in accordance to place, and they can be well defined as intelligent as well as intellectual. They use their SQ first, and then EQ and finally IQ which we feel is the byproduct of strong SQ and EQ.

Zohar sees, SQ is aptitude to access higher meanings, values, enduring purposes, and unconscious aspects of the self, which informs both a leader’s life and work. Ultimate power of a leader with strong spiritual intelligence is his ability to inspire others, to give them a sense of purpose. Whereas Cashman considers that it is deeply powerful for a leader to become conscious of his own character, values, use of power, and sense of purpose (internal source). Leaders must evolve by increasing their awareness of their own identity, purpose and vision so they can function in a more awakened and intentional manner.

The motive of these models is that, true leadership requires that a person be able to learn from experience and willing to work to better, understand herself or himself and others, and develop strong and clear values that are evident through her or his actions.

Accumulating spiritual principles to the mix, however, requires genuine introspection and actions based on moral principles. Exploring self is the discovery of life & its meaning, and acting bravely on uncompromised ideology a constant challenge. Once a leader has known the necessity to develop this aptitude, his consciousness changes, and the understanding of his world is further inclusive.

Leaders require being agreeable and able to constantly evolve, which demands an enduring exploration into an understanding of their own values, principles, biases and blind spots. By this, leaders can build up a wakefulness that change is constant, and proficiency in guiding a change in a constructive and productive track. Any such change could be a change of personal upliftment or
perceiving the other roles of life from a different perspective or by managing people at workplace with a different leadership style.

We propose and develop a leadership model that constitutes all three mentioned components that are Soul, Mind and Body with their required attributes, this model is comprehensive and is deeply inspired by the Great Human- Gods personalities like Sri Krishana, Rama, Buddha, Jesus but all the mentioned qualities are innate in all of us, the missing links are unawareness of the fact that we all are potential Gods, Gods here means complete being, and applicability of potential charisma. It is mentioned in SrimadBhagw Gita that Every particular is Potential whole. In this model, we are trying to include various aspects of human nature i.e. innate but unexplored plus if we carefully observe, all such below discussed attributes were not only possessed by Human-Gods but many Indian legendry leaders, like Mr. JRD Tata, Birla’s and Mr. Narain Murthy etc. So, it would be a mistake to assume that below designed comprehensive spiritual leadership model is unrealistic.

Model of Spiritual Leadership

![Image of Spiritual Leadership Model](image.png)

**Figure 1**

Spiritual Leadership Model - Soul + Mind + Body = Spiritual Leader

Attributes of a Spiritual Leader at proposed levels

**Level of Soul**

- Awaken, Aware and Alert
- Ethical and Moral values in conduct
- Audacious- possessing or displaying courage; able to face and deal with contingencies without flinching
- Humane & Compassionate- Humans think they are superior, but their true colors can only be judged on how they treat the fewer superior or other beings.
- Forgiving & Forbearing
- A pacifist: Promote peace, harmony & cohesiveness. Again total calmness and peacefulness and control over ones senses and mind.
- Vigorous: Demonstrating Enthusiasm and should be dynamic in nature
- Posses Renunciation – Non-attached behavior towards possessions and roles but he should possess responsibility.
- Transparent- Put others before self. Loyal or unswerving to all.
- Generous in helping all. Tolerant in judging others.
• Self-restraint- Restraint of one’s emotions, desires, or inclinations; mastering mind.
• Forfeiture or sacrificing highly valued for the sake of one considered having a greater value or claiming.

**Level of Mind**
• Steadfast & Determined
• Expert & skillful
• Creative & innovative
• Self Controlled & Patience
• Capability to judge time & situation
• Balanced & Disciplined
• Respectful and gracious

**Level of Body**
• Strong Stimulus (strong five senses)
• Healthy & strong body
• Youthful & energetic
• Wonderful Linguistics & pleasant speech

Therefore a spiritual leader is a sum total of all the above mentioned characteristics which are more or less interconnected and the root of all these features find their abode in a person who is true to one own self and then to life as well as work. Such is leader has a zeal to work and spread positive energy.

**ANALYSIS AND INTERPRETATION OF STUDY**
In this paper we have taken five aspects of life such as self, life, workplace, point of balance and spiritual quotient. Based on these five aspects, we have prepared questionnaire and got it filled by 57 respondents. In these five aspects we have taken five factors:

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<th>Table 1</th>
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<td><strong>A. Self</strong>&lt;br&gt;1. My first focus in my life is self development (Self1)&lt;br&gt;2. I spend time for my personal interests (Self2)&lt;br&gt;3. I spend time for physical fitness (Self3)&lt;br&gt;4. I have ability to develop as a person and hence as a leader (Self4)&lt;br&gt;5. I am, the way how I spend my life and feel contended (Self5)</td>
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<td><strong>B. Life (Other roles of life apart from career, like spouse, parent and child etc.)</strong>&lt;br&gt;1. I spend enough time my family during workdays and holidays (Life1)&lt;br&gt;2. I feel, my family depends upon me and I work to maintain the reputation of my family (Life2)&lt;br&gt;3. I feel, I play all my family roles effectively to make them happy (Life3)&lt;br&gt;4. I feel, I’m a crisis manager in my family, all relations in my family consider me as problem solver (Life4)&lt;br&gt;5. I feel, my family shares all matters and seeks my advice and suggestions (Life5)</td>
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<td><strong>C. Workplace</strong>&lt;br&gt;1. I’m considered to be an effective employee, who takes initiative for various tasks. (Workplace1)&lt;br&gt;2. I’m considered to be a creative &amp; innovative person in doing tasks and managing people. (Workplace2)&lt;br&gt;3. I’m considered to be a person who is committed and meet the deadlines. (Workplace3)&lt;br&gt;4. I’m a person who has cordial and friendly relationship with my colleagues. (Workplace4)&lt;br&gt;5. I’m able to give enough time for my personal development with organizational development. (Workplace5)</td>
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<td><strong>D. Point of Balance</strong>&lt;br&gt;1. I’m a person who is liked by my family, peer and colleagues and they don’t have conflict with...</td>
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me for different things like time and communication. (POB1)
2. I feel I’m managing all the role of my life effectively including professional roles (POB2)
3. I feel I’m giving enough time to myself and growing with growing age (POB3)
4. I feel I’m managing my time and energy in such a way that no role is dissatisfied with me and I’m producing enough results which is awarding me overall development. (POB4)
5. I feel, I don’t feel stressed & pulled off by family and profession, more over there is no frustration within me for doing less on personal front. (POB5)

E. Spiritual Quotient (SQ)
1. I’m a person who listens to my gut feeling and takes the decision on the basis of my inner call. (SQ1)
2. I consider myself a person with ethical & moral values in my conduct for all my actions in my life. (SQ2)
3. I feel it’s more important to do right things instead doing things rightly. (SQ3)
4. I can vision my life and act accordingly. (SQ4)
5. I share a great relationship with self and thus love others, I like listening to others. (SQ5)

Each question has five scales.

We tried to correlate workplace with self, life, point of balance and spiritual quotient. This has been analysed with the help of correlation analysis.

In correlation analysis, significant factors are Self1 in Workplace1 and the coefficient of correlation is 0.981, Workplace3 and the coefficient of correlation is 0.998 and Workplace1 and the coefficient of correlation is 0.991, Self2 Workplace2 and the coefficient of correlation is 0.934 and Workplace5 and the coefficient of correlation is 0.994, Self4 in Workplace1 and the coefficient of correlation is 0.967, Workplace3 and the coefficient of correlation is 0.991 and Workplace4 and the coefficient of correlation is 0.980, Self 5 Workplace2 and the coefficient of correlation is 0.953 and Workplace5 and the coefficient of correlation is 0.980. Life3 in Workplace2 and the coefficient of correlation is 0.986 and Workplace5 and the coefficient of correlation is 0.920, Life 5 in Workplace1 and the coefficient of correlation is 0.996, Workplace2 and the coefficient of correlation is 0.940, Workplace3 and the coefficient of correlation is 0.968 and Workplace4 and the coefficient of correlation is 0.946. POB1 in Workplace1 and the coefficient of correlation is 0.978, Workplace2 and the coefficient of correlation is 0.908, Workplace3 and the coefficient of correlation is 0.971 and Workplace4 and the coefficient of correlation is 0.957, POB2 in Workplace1 and the coefficient of correlation is 0.943, Workplace2 and the coefficient of correlation is 0.986 and Workplace5 and the coefficient of correlation is 0.958, POB3 in Workplace2 and the coefficient of correlation is 0.933, POB4 in Workplace2 and the coefficient of correlation is 0.901 and Workplace5 and the coefficient of correlation is 0.956 and POB5 in Workplace5 and the coefficient of correlation is 0.890. SQ1 in Workplace1 and the coefficient of correlation is 0.984, in Workplace2 and the coefficient of correlation is 0.881, in Workplace3 and the coefficient of correlation is 0.968 and , in Workplace4 and the coefficient of correlation is 0.944, SQ2 in Workplace1 and the coefficient of correlation is 0.903, in Workplace3 and the coefficient of correlation is 0.941 and in Workplace4 and the coefficient of correlation is 0.957, SQ3 in Workplace1 and the coefficient of correlation is 0.985, in Workplace3 and the coefficient of correlation is 0.996 and in Workplace4 and the coefficient of correlation is 0.989, SQ4 in Workplace1 and the coefficient of correlation is 0.951, in Workplace2 and the coefficient of correlation is 0.992 and in Workplace1 and the coefficient of correlation is 0.950, SQ5 in Workplace1 and the coefficient of correlation is 0.958, in Workplace3 and the coefficient of correlation is 0.996 and in Workplace4 and the coefficient of correlation is 0.993.

Conclusion
Based on the analysis of data the following conclusions can be drawn;
✔ If a faculty, trainer or facilitator is focusing on his/her self development then he/she can be an efficient employee and can be considered a committed & progressive person for the organization.
✓ If he/she is able to spend & invest time for personal interest then he/she will be a contended person with innovative & creative bend of mind and will be able to manage personal development with the organizational development.

✓ If a person proves to be spiritually inclined, having high SQ, manages to be a better leader and he/she can be considered for the overall enhanced development of the organization.

✓ If a person is able to play all other roles effectively & actively in the family then he/she can be considered as balanced and creative person who can further be helpful for the enhanced development of the organization.

✓ If the person is a resource in the family for crisis management and offers recommendation then that person will be able to bring productive development of the organization.

✓ If a person is strong in building and sustaining relations with family, peer and colleagues with no conflict then that person will be able to contribute in the constructive development of the organization.

✓ If a person manages all the roles of life effectively then the professional roles can be managed efficiently & effectively too.

✓ If a person is maturing & learning with the growing age then he/she will be more committed in professional life and will have a productive association with the organization.

✓ Most importantly, a person with high Spiritual Quotient (SQ) will be able to manage his own self and be able to create a balance and harmony in life and workplace. Thus becomes a cause for overall constructive development of organization.

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