



## **COGENT OF SPIRITUALITY IN ADVANCE MANAGEMENT**

**Dr. M. A. Lahori**, (MBA., Ph.D-Mgmt.)

Director

Anekant Institute of Management Studies (AIMS), Baramati-413102

### **ABSTRACT**

*The new globe indeed, is a comprehensive place of growing technology, effective management practices and perpetual innovations. Hence the modern and advance management practices have given totally new face of paradigm shift to all the emerging trends. The management approaches have undergone circumvent curve with the mission and vision of better productivity in all facets of business and societal concern more particularly on sustainability, growth, ethicality and happiness of the stakeholders.*

*Over a period of time, all the management practices no matter advance, modern, and what not, the theme have been always focused on the profit and saleability of the products & services, meaning thereby channelizing all management principles into practices of benefits to all stakeholders. But in the new era of 21<sup>st</sup> century we are experiencing altogether distinctive practices of technology, marketing, culture and other area of management. The diversity in the work force, environment and acquisition of new organization always force a group for the demerging of group into units for better functionality and results.*

*Of late, cogent of spirituality is popping up across many units of the group. Irrespective of the objectives, mission and vision of the organization, the focus is made on 'spirituality' in the work culture of the organization. In the field of management spiritual indeed integrate the basic human nature, i.e. body, mind, emotions, feelings and the spirit. Hence, these are new inputs and ingredients in different shapes and phrases etc., which make management as an advance and applied management, in the today's working culture.*

*This is a conceptual paper based on the author's rich and pragmatic experience of 32 years, which is blend of industry as well as academia. An earnest attempt has been made in this paper to see the effectiveness of 'spirituality' which is the main tools in the modern management, to bring job satisfaction, employees engagement and employees well being at large and the same time employer will gain employees citizenship.*

**Key words:** Sustainability, ethicality, happiness of stakeholders, distinctive practices, demerging, integrate, employees citizenship and main tools / inputs.

## **INTRODUCTION:**

It is well stated that, 'MANPOWER IS THE POWERHOUSE' to ignite the other functions of the management and organization. And to keep functioning (effective working) the powerhouse one should have to have 'spirituality' in the organization as well as among the employees. Miller, L. (1998), in his journal stated that '*People are searching for a way to connect their work lives with their spiritual lives*'. According to Palmer (2001), spirituality at the workplace has been growing. To highlight his viewpoint, he emphasized that large corporations (such as Intel, Wal-Mart, Xerox, Ford, Nike, and Harley-Davidson) have supported spirituality in their work environments. Spirituality in general, and at workplace in particular, has become an important tool in modern management.

The term spirituality infers a number of conclusions and religious connotation. Several authors have offered different definitions for spirituality. Some with emphasis on atheistic and materialistic constructions (Dehler & Welsh, 1994; Mitroff & Denton, 1999a; Ashmos & Duchon, 2000), and others with emphasis on pantheistic and deistic visions (Benner, 1989; Mohamed, Hassan & Wisnieski, 2001).

In precise spirituality is the '*basic feeling of being connected with one's complete self, others, and the entire universe - spirituality teaches discipline which transcendent into performance.*'

Spirituality has '*self-righting*' mechanisms, when something goes wrong, people have a natural tendency to bring it back on course, even if that takes a little emotional risk - people don't keep agreements. The spirituality creates qualities such as;

- i. It creates a shared vision.
- ii. Maintains a high level of integrity and keeps agreements.
- iii. It teaches culture, values, excellence, dedication and honesty.
- iv. It creates cooperation, communication and community.
- v. It creates a supportive and congenial environment.
- vi. It creates an organizational culture that supports personal growth.

The study reveals that, human culture has a very high potential and scope for the 'spirituality in the organization-modern management'. It was nicely said by Fry and Matherly, (2007) workplace spirituality asserts that people bring unique and individual spirits to the workplace and are highly motivated by the spirituality, it need to experience a sense of transcendence

and community in their work. Cogent of Spiritual involves motivating and inspiring employees (workers) through a transcendent vision and a culture based in altruistic values to produce a more motivated, committed and productive workforce. Spirituality in modern management eradicates selfless and disseminate shared values which intertwine spirituality and profits (Gull & Doh, 2004). The cogent of spirituality generates discipline in the work, work done with discipline results into best productivity and work done without discipline is a nuisance and chaos. In advance management ‘pinnacle of productivity is the mantra for successes’.

### **OBJECTIVES OF THE STUDY:**

The cogent of spirituality in advance management has numerous objectives, like employees’ job satisfaction, self motivation, better after sales service and profit to the organization. Some of the main objectives focused in this paper are:

- a) To examine effectiveness of spirituality.
- b) To study spirituality as a new avatar of modern management.
- c) To study modality of effective spirituality.
- d) To avoid criss-cross agreements among staff.
- e) To analyze the impact of spirituality.

### **STATEMENT OF THE PROBLEM:**

The various variables are attributing towards advance and modern management and the focal point remains the manpower along with other variables like, perception, physiological factors; job satisfaction, challenges in the assignments etc. Thus, to understand the modern management jargon, this study is carried out with the help of secondary data and with hand-on-approach experience. The author of this paper has rich and resourceful knowledge and pragmatic experience of 32 years both in industry and academia. His keen observation, insight of extensive literature review, perhaps made this paper. Author has used simple statistical tools wherever required so as to arrive at the comprehensive and meaningful findings and conclusion.

It is experienced that, most of the organizations have been taking different management approaches time and again to gain better edge over the competitors, as well as plan is strategize for better results. Hence this study is carried out to understand the significance of spirituality and how the management will be advanced by using cogent of spirituality.

### **DISCUSSION:**

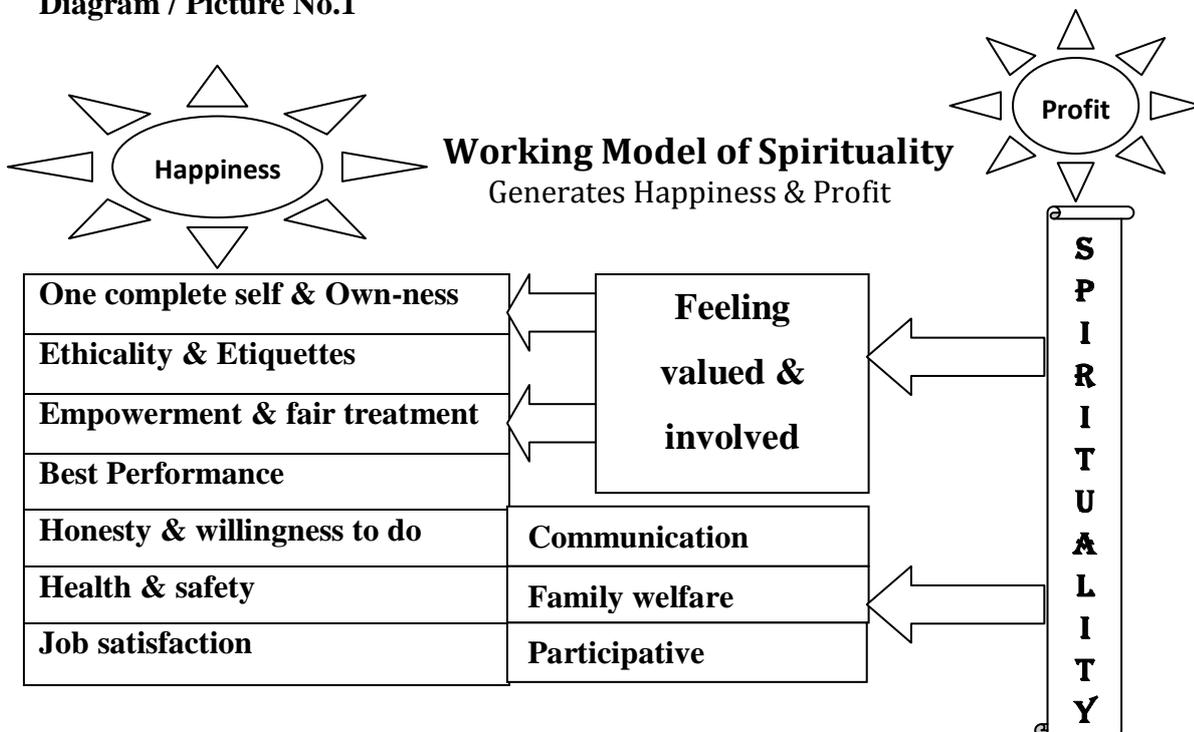
It is misconception that spirituality and religiosity are same or religion has an influence on spirituality, it is not so but a merely artificial / an illusion and an unnecessary dichotomy. As

a matter of fact spirituality is sprouted with an affiliation of religion but has principles of ecumenical, which anonymously fosters spirituality. It is experienced that Management which provides opportunities for spiritual development, employees perform better and they will be intuited towards:

- Better organizational growth.
- Optimum level of creativity.
- Greater level of job satisfaction.
- Excellency in team performance.
- Scarifies and unselfishness.
- Organization commitment and
- Adoptability and no agreement

The input of spirituality in modern management represents shared values. As the leadership effectively demonstrates these values with behaviour and actions and as these values are upheld throughout the organizational culture; forthwith employees' satisfaction is increased. A spiritual Management can be considered as the new competitive advantage since it increases profits and performance. The cogent of spirituality is a synergy with the elements of trust, responsibility and an understanding of the working elements that can be sustained or improved changes. The working model of spirituality is shown below:

**Diagram / Picture No.1**



This higher level of consciousness becomes a driving force to perform at a level of excellence. Spirituality entails a higher awareness that motivates employees to perform at a

level of excellence (Marques, 2006). In the working environment of spirituality responsibilities benefit the entire organization, therefore the leadership and employees experience an increased quality of life at work (Marques, 2006). A spiritual employee is more likely to make correct choices for the correct reason, although this varies with each employee (Marques, 2005).

When the organization is toxic, it takes strong leadership to turn the organization into a Cogent Spirituality and it grows employee satisfaction. The spiritualized Leadership leads with heart and cognition and it influences employees to reach a state of self-realization and the encouragement to attain goals that once appeared to be impossibility to actuality. Spiritual Leadership includes self-realization and implements a balance between family, work, and spirituality, which inducts internal peace and satisfaction as all aspects of life come into balance with each other and generates a harmonious state, instead of chaos.

### **ESSENCE TO CREATE SPIRITUALITY:**

The very purpose of ‘cogent of spirituality in modern management is to provide an ambience where employee satisfaction exceeds beyond the routine, but to a level of understanding that the job is being performed with a sense of greater purpose beyond the paycheque. A sense of greater purpose is considered to be spiritual. The approach and practicing ‘Theory Y& Z’ will be more congenial in reflecting the cogent of spirituality in the modern management, the critical elements would include;

- a) Recognition of the worth and value of the employees.
- b) Employees’ centric management approach.
- c) Desire to create high integrity work climates.
- d) Establishing a foundation of trust, faith, justice, respect and love.
- e) Everything must be in line with the vision and mission of the organization
- f) Fostering ownership's economic and individual needs.

Therefore the today’s management is inculcating the tools of ethics, etiquettes, value etc., and turning the organization as an advance management.

### **CHALLENGES IN MODERN MANAGEMENT:**

In the name of diversity, better technology and modern management, it is being face with diversity of spiritual traditions and spiritual experiences at the workplace. It is easier to maintain the established spirituality at an organization than it is to change. At the same time, it is not easy to maintain an organization's spirituality, because the human being is very complex and has numerous intricacies towards work culture and personal issues etc. Spirit in

advance management advocates pantheistic cogent and is transcendent and will not espouse one's spiritual beliefs.

### FINDINGS:

The wholesome is spirit at work, powered with distinct characteristics by profound feelings of wellbeing, a belief that one is engaged in meaningful work, a connection to others and common purpose, a connection to something larger than self, and it has a transcendent nature.

A study reveals that, a spirit at work is identified based on the following cogent path;

### Diagram / Picture No.2



- ❖ **Always there is path:** As an organization 'Always There' is path inspires leadership, integrity, recognition, growth etc. According to this spirit, these are spirituality cogent to make management modern. By virtue of this cogent employees are engaged in the work and give results beyond expectations.
- ❖ **Coming together path:** In this path the organization and employee will have conscious and sense of spiritual connection and feel good in community wellbeing.
- ❖ **Transformative even path:** The participant will be experiencing self appreciation, constructive contributing and replenishment of joy and energy in the work.
- ❖ **Contextual sensitive path:** The pinnacle of inner harmony, positive inclination, and self-transcendence will lead to mystical and unite experience.

Thus, these above paths are supported by individual factors (personality characteristics and personal actions) and contextual factors (organizational characteristics and transformative life events) that contribute to the experience of spirit at work. This model posits that personality, personal actions, and organizational characteristics are interconnected and operate to foster or impede an individual's spirit at work. Spirit at work appears to counteract disenchantment

and disengagement at work and results in positive outcomes for employees, consumers, and organizations and this is the main mantra of advance management.

## CONCLUSION

There are evidences that, cogent of spirituality has become an anchor sheet in advance management, which forge coherence in all functions of management for excellence. The spirituality leads to an increased positive human health and psychological wellbeing, delivers improved employee commitment, productivity, reduced absenteeism and employee turnover. Also, it has been experienced that a high degree of spirituality and spiritual leadership act as a driver of commitment and productivity. Thus identification and designing spiritual path will be a greater challenge to place spirituality in work culture.

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