

ROLE OF ETHICS IN SPIRITUAL LEADERSHIP

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Abstract- All of us are much aware about the famous lines of William Pitt, former Prime Minister of Britain who stated that unlimited Power is more pertinent to distort the minds of those people who possess it and how true it is. Today, corporate world is a ruthless place and the employees are ready to cut throats of their fellow employees to achieve their goal. The leadership is at stake. Leaders lack morality, ethics and spiritualism. Ability to lead in a team is known as leadership and a good leader is considered to be the one who can motivate the assigned team to achieve the goal. He or she is expected to be highly rich in moral values, emphatic in nature and show concern about all the members of the team that he or she leads. However the practical approach is completely different. A leader who gives emphasis on ethics, morality and spiritualism is much likely to face lots of hurdles in his way to success. Things get really tough for the leader who refuses to succumb to the pressures of materialism. There have been situations where a leader is forced to step down or change his workplace if he doesn't submit himself to the needs of the organization pertaining to biasism. Therefore my paper would aim at scope of imbibing in the moral and spiritualism in the mind of a leader and make the corporate world a beautiful place. During the course of my presentation I would emphasize on the following issues: Introduction of the Corporate Leadership Role of Ethics in Corporate Leadership Scope to generate spiritualism in Leadership Bringing about a balance between Ethics and Spiritualism Conclusion

Keywords: Corporate, Communication, Ethics, Spiritualism

I INTRODUCTION

People define leadership in different ways. Some say it is empowerment, while for some its influence. However Leadership is a process of influencing people in a social manner, resulting in maximizing the efforts of others, towards the attainment of a goal set and an effective leader is the one who provides the vision and motivation to a team so they work together toward the same goal, and then facing the toughest hurdle to

understand the talents and attitudes of each individual and effectively motivating each and every team member to contribute in his/her own way giving the best toward achieving the group goal. He / She is someone who stands up willingly at the forefront to be either the person to be blamed for the group activity or the hero to take responsibility for the success or failure of the assigned goal. Though many leaders

are competent yet few qualify as being remarkable. Some important leadership traits are listed below:

1. Awareness Good leaders need to be aware about the surroundings they are in. They need to know what is happening in their workplace. There is a difference between management and employees, team members and other employees. Leaders understand the actual difference in the hierarchal order and accept it; it communicates about their image, their activities, and their interaction. They structure themselves in such a manner that makes a demarkation from their employees not in a way that shows they are better than their counterparts, rather in a way that allows them to keep a track on an objective point of view regarding all the events that's goes on in their organization.

2. Decisiveness The leaders must make tough decisions which goes with the job. They understand that in adverse situations, difficult and timely decisions needs to be taken in the best interests of the entire organization, Firm and strong with authority, and sometimes stern-ness and finality that will not please everyone and Extraordinary leaders don't hesitate to take active decisions even in adverse situations. They are much aware of the time when not to act by listening to only one side and opting for collaborative decision-making.

3. Empathy Empathy means when one is aware of another's feelings and comprehend what is its impact on the person. As an empathetic leader, you are aware of how your activity affects your team members and its impact on the other person's perception. You can be aware of what another person is

going through, when you display empathy. There two key traits to empathetic, effective leaders: and they are being a good listener, one should be non judgemental. Empathetic leaders pursue the “2 Ears – 1 Mouth” rule... which means giving more they give more time listen than to talk. Empathetic Leaders focus on the person who is speaking to them. With so many distractions today around us, it can significantly impact the nature of our skills in listening. Leaders who are empathetic by nature put away their distractions while listening, so that they focus on that person who is the speaker. These leaders are also nonjudgmental and impartial. even when they are asked to judge people who are their near and dear ones. They do not show undue favours on their favourite co workers. They appreciate the feelings of other person and understand how those feelings are affect that person's sensitivity, without making a judgement if those feelings are right or wrong.

4. Accountability Extraordinary leaders take responsibility for the performance of their team members, as well as their own. They maintain a strict monitoring on all outstanding issues, check in on employees, and monitor the usefulness of company policies and dealings. When things are excellently performed, they applaud. When problems arise, They are the ones to identify a problem spontaneously look out for solutions, and get things right on track.

5. Confidence A good and a genuine leader are confident of themselves as well as their members. There is no doubt about it that employees are naturally attracted towards them, seek their advice, and feel more comfortable in their company. They are not the ones to give in too easily if they are

challenged because they know themselves, their opinions and strategies are well-informed because of their hard work they have put in to come to that level.. But in-case something doesn't work out for them, they own up the responsibility and quickly act to do something so that there is opportunity to bring in a change the situation for the betterment..

6. Optimism A good leader is a source of positive energy. They are the ones who love to talk about the positive things in life. They are inherently helpful and genuinely concerned about other people's welfare. They always seem to have a solution and know better how to inspire and reassure people at the right time with the right words. They avoid listening to gossips about others and take personal criticism positively without any pessimistic thinking, and look for ways to gain consent and get people to work together efficiently and effectively as a team.

7. Enthusiasm A good leader is excited and when a leader is motivated and excited about the task assigned, people will be left with no other choice but to follow. A very Successful leader possess intense passion for the activities in which they engage. Enthusiasm generates passion and propels achievement which comes from within. Enthusiasm is a choice of a good leader and also for all the other employees who opt for are the greatest beneficiary from the results. John Wooden , one of the greatest basket ball coach has mentioned: "Your energy and enjoyment, drive and dedication will kindle which can be a great inspiration to others. This would not only inspire the employees but also it will motivate *oneself* to achieve new glories.

8. Focus An effective leader plan ahead and focus on their goals set by them. They are tremendously organized who think through numerous dimensions and the possible impacts of their decisions. They consider possible alternatives and making plans and strategies which are targeted toward achievement of success. Once they explore the possibilities, they establish strategies, processes them , and manage their time so that high performance becomes substantial, and redefined . They discuss their plans to their active members and have emergency plans as backup which they implement in case the first plan fails to work.

II ROLE OF ETHICS IN LEADERSHIP

Ethics consists of judging by an individual about right and wrong from moral point of view. The decisions that are taken within an organisation may be accomplished by any individuals or by any group, but whoever is responsible in taking these decisions are likely to be influenced by the culture existing in the company. Behaviour of a leader from the ethical point of view is moral one where the employees are given opportunity to think what is right before taking any course of action. No doubt it may involve discarding the route leading to incur biggest short-term profit. Ethical nature of any leader and corporate social responsibility can bring considerable benefits to any business. They may:

- Attract customers to buy company's products, which implies shooting sales and profits
- Make employees happy and try to retain them in the company which reduces labour revenue and thereby increasing productivity

- Attract more number of employees who want to work for the business and reducing recruitment costs and enabling the company to get the more number of capable employees
- Attract the attention of other investors by keeping the company's share price high, as a result protecting the business from getting sick or any takeover by another company.

Maintenance of ethics is more beneficial especially for the investors because knowledge about the company that they are dealing. The company which sets a moral and makes promise to work in an ethical and responsible manner generates a feeling of satisfaction and gives peace of mind to the investors that their money is being utilized in a way that arranges with their own moral standing. When working for a company with strong business ethics, employees are comfortable in the knowledge that they are not by their own action allowing unethical practices to continue. Customers are at ease buying products or services from a company they know to source their materials and labour in an ethical and responsible way.

For instance, a programme in TV uses the subtitles that computerised animals are being shown instead of real ones while portraying them would attract more viewers to that show. The organization which has principles to work as per its own ethical guidelines enjoys less risk of being penalized for poor conduct, and there are less chances to find themselves in breach of one's code of conduct of quite a large number of rules that concerns required nature. Reputation is considered to be a

company's most important assets, it takes quite a number of years money and it is not even easy to rebuild if it is lost. A leader who always keeps his promises can be considered to be a crucial nature to maintain that reputation. The companies who do not follow any kind of ethical code or carrying out their social responsibility is likely to lead to drastic consequence. Unethical behaviour of an individual employee may damage a company's fame and make it less interesting to the stakeholders. As a result of which there would be decline in profit. The companies which has business in the natural world can be affected by an ethical business strategies. For example, a company which does not portray the location where it dumps its waste materials, or doesn't take interest to take a long-term view while buying up land for its development damages the world in where every human being lives, and damages the future prospects of all companies. Ethics is very necessary to business organization for numerous reasons as they give rise in sales growth or increase their popularity.

III ROLE OF SPIRITUALISM IN LEADERSHIP

Spirituality is difficult to define. It has originated from the Latin word spirit *spirare*, which signifies breathing. From its elementary sense, it is the spirit which dwell in us as long as we are alive and we breathe. It is also the life giving force. Spirituality has been defined as a traditional belief which is considered to be the most crucial principle or animating force that lies within all living creatures. It constitutes of one's unseen indescribable being which in real sense is significant of something.

Workplace Spirituality is more concerned with people viewing their work from a spiritual aspect, as an opportunity for personal as well as professional development and to contribute meaningfully to the society. It is also about developing the quality to be more caring and compassionate towards all fellow employees, with higher authorities, with those employees who are subordinates and while dealing with the customers. It is about uprightness, being truthful to self, and speaking only the truth to all the people whom we deal. Spirituality in the workplace also refers to an employee's effort to live his or her life following the principles more fully in the workplace. It can refer to the ways in which organizations formulate in their own way to develop the spiritual growth of employees.

Rajeev Peshawaria has pointed out emphasizing upon spirituality by saying that for two decades, he was puzzled over a fundamental inconsistency where on the one hand, organizations spend billions each year globally on leadership development, yet at the same time they continue to report that there is an acute shortage of good leaders who are within their ranks. After lots of conducive research and practical experience, he was finally convinced that they may be looking out for leadership advice from a much narrow angle. The secret of popular leadership lies at the confluence of quantum mechanics, neuroscience, biology and spirituality instead of management and psychology books and conducting training programs produced largely by business school professors.

Spiritual leadership is a topic of interest for researchers since thousands of years however scientific research in this field was started only in the 20th century. Early research was based on the great man theory of leadership. Giacalone and Jurkiewicz define workplace spirituality as a framework of organizational values which were imbibed in the culture which promotes the experience of employees transcendence through the process of work thereby aiding their sense of being connected in a way that generate feelings of compassion and joy. In-order to achieve a systemic understanding of the functioning of workplace spirituality through the process of transcendence and give importance to equivalence among the team members and individual ethics impacts organizational effectiveness, focus must be given on the interconnectedness and interplay across these levels.

Giacalone and Jurkiewicz hypothesize that if the value of congruence across levels is greater, individuals will experience greater rise through their job, and to the extent the organization's culture replicate the general global shift to post materialist unselfish values that are more likely to be more idealistic and spiritual. Kurth has stated that through spiritual leadership, an individual is more likely to have a feeling of connection, joy, and completeness. It is particularly important for workplace at their own level for leaders as well as the employees to stick to and implement five major spiritual practices in the constant perusal for personal leadership and professional development and effectiveness know one's self, respect and honour the beliefs of others, be as trusting as you can be, and maintain a spiritual practice which could be enjoying the beauty of

nature, or praying, or in meditation or even reading inspirational literature. One can do yoga, practice shamanisms, write a journal. These are some of the high-commitment workplace spirituality practices, by beating into the essential spiritual survival direction of calling and membership, create an intrinsic motivating power which bring forth instant, joint endeavour from the employees, and make it more likely for them to learn, prosper, and utilize their talent and awareness which are useful to both themselves and their organizations. Studies have shown that organizations perform better if they stresses upon spiritualism in workplace through both public centered ethics and a high-commitment form of attachment between the organization and its employees.

The accelerating trends for workplace spirituality which is rising at a faster rate and the new learning organizational paradigm appear to be confluent. An important topic that needs to be addressed is regarding the qualities and processes for tactical leadership, concept of leadership from empowered point of view, and personal leadership for assisting this convergence. Therefore the organizations who do not make the requisite changes to integrate workplace spirituality most likely fail to make the evolution to the learning organizational hypothesis which are necessary for attaining success in the 21st century.

Spiritual leadership is generally looked upon as a field of inquest within the broader context of spirituality in workplace . Both relate to areas of research in the early stage of development and therefore they lack a strong scope of theory and research

findings. Most of the organization theory that is usually provided in the area of Spiritualism emerge from the areas of Western religious theology and practice and leadership which are based on ethics and values. A Leader needs to therefore give importance on the following points from the spiritual point of view:

IV GUIDELINES TO BE FOLLOWED BY A LEADER FOLLOWING SPIRITUALISM

A leader can follow five basic spiritual principles which can prove to be useful for personal as well as professional development.

1. Knowledge of Self

The spiritual growth processes integrate the principle of self-awareness. Leaders provide an opportunity to be more aware of one's self. We must examine why you respond to situations the way we do. One must always make reflections before starting a day in the morning to reflect on the kind of leader one would like to be that day. And after the day comes to an end one must retrospect on all the actions that was done on that day, how well it was done, and to what extent we were able to live up to the expectations aligned with our deep rooted core values.

2. Acting with genuineness

When we are leading in any organizations we expect that people should follow us and respect us. Therefore we need to prove ourselves that our followers can learn a lot more from who we are and how we interact than from what we just talk. Authenticity means being oneself, genuine and being

fully harmonious, and not mere acting. There are some managers who really step into the shoes of a “leader” where they appear managing as a place to assert their supremacy and bossism. They would never prefer employees to see the human side and subtle

parts of them. Yet its certain that managers who are more authentic, humble and harmonious tend to be more effective.

Its very challenging to be authentic and harmonious as an employee where he/she works. A number of people are of the opinion that in case they are truly themselves and if they say what is going on in their mind, then their career would definitely end. But if it's believed that if we don't do this, we sell a little bit of our souls each time we are not genuine, and that weaken our creative energy and our emotional intelligence. Our feeling commitment is reduced and we won't feel like doing our duty and we cannot perform at our highest level. Experiment with greater genuinity and with displaying being more human. One will be surprised at how positively people will respond. Creating a climate where employees are encouraged to behave authentically and congruently is more necessary. The employees should be at ease to express their feelings. And contrary to popular opinion, a very rigid ego can be a hindrance to a strong will do create an enduring organization and may prove to be a powerful tool which can demolish one's personality.

3. Understanding Others

Discussion about one's own spirituality can be risky and even inappropriate in the workplace. However, in-case spirituality is

a motivating factor in someone's life who is one of the team leader who pursue the guideline of authenticity and harmony, one cannot hide that part of himself/ herself. It can be a good cakewalk. Building an environment of trust and frankness and getting prepared to an acceptance of opinions and ideas that are different from yours can be the best model. Sometimes, when there is appropriate opportunity where something about one's spiritual beliefs needs to be mentioned, one should own up the responsibility. It needs to be explained that many people have distinct beliefs and that it needs to be respected. It needs to be checked that employees should not be made to sense that your belief system is being imposed on them which may be spiritual, religious, or even ethical. At the same time, it is worthwhile to do anything that you can do to develop from spiritual and ethical point of view of your employees which allows them to explore their own deepest values and beliefs.

4. Winning trust of fellow employees of the team

This aspect operates at various levels. The policy of being trustworthy as much as you can apply to trusting oneself, one's conscience, or one's cause of guidance at a spiritual and personal level. This indicates an essence of trust that there is another higher power in one's life and that one asks if you would receive guidance on other important matters. Winning trust also operates on the interpersonal, intrapersonal and also organizational level. In-case someone wants to learn in order to see oneself as someone who is trustworthy, and believe that it is our essential nature as humans to be trustworthy, then it is natural

that one starts the feeling of trust of fellow colleagues and as well as the subordinates. And you will also enjoy the trust and that whatever happens around you have a higher purpose to them if you look for it and amplify it.

5. Practicing Spiritualism

In a research study on people who integrate spiritualism with their duty and practicing spirituality by spending time with nature can be a very spiritual practice. Meditation, prayer, reading inspirational literature, practice yoga, shamanistic practices, writing in a journal, and watching a flower bloom can be other examples of other practices. The habitual association as an opted practice appears to be the best way to deepen one's spirituality. When leaders faithfully commit to a particular spiritual practice they are calmer, more creative, and develop a sense of harmony with employees and customers, and are more compassionate by nature..

V BALANCE BETWEEN ETHICS AND SPIRITUALISM

A number of today's generation people discover that profits is not everything that one need to worry about in business. Money as the single bottom line has become a thing of the past. Banking on moral aspect and being ethical are the two qualities which has become more necessary in this New Age world. The latest talk in today's world is about a "triple bottom line," which is about commitment to "people, planet, profit." In an organization both the staffs and also the environment are given equal importance. Some people say it's all about imbibing the spiritual and ethical values in the workplace. A poll that was published in

leading daily *USA Today* showed that 6 out of 10 people are of the opinion that workplaces would indeed be benefitted by having a great sense of ethical spirits in their workplace.

Contrary to people's beliefs, Workplace Spirituality has not got anything to do about anti-business nor the practice of personal spirituality at workplace. It connects the characteristics of the "spirit" into the work culture and conduct transactions in a socially responsible manner which promotes internal as well as external cooperation and all round development. Marglis and Walsh clearly demonstrate the positive correlation between an organizations inclination to be socially conscious and more ethically concerned which effects its financial performance in a positive way throughout their study. Between 1972 and 2002 it was found 127 articles published and 54 (43%) showed a positive correlation, 7 (5%) negative, and this balance stated either less important correlation or maybe a mixed correlation. The term Workplace spirituality fosters the wisdom of operational management. Wisdom is undoubtedly an output of spirituality which helps in building the organization's intrinsic morality, a necessity for peaceful and harmonious co-existence and growth.

Swami Nikhilananda talks about spirituality as leading a highly rational, value based and active life that culminates in Self-Knowledge. Sri Ramakrishna says that truthfulness is the only spiritual discipline in this Kaliyuga for people who are engaged in worldly activities. Our spirit owns unlimited spiritual energy and is responsible for this entire existence and creation. All other

forces which are either physical or mental have been evolved by the association of this spirit with media of different kinds. The spirit has infinite power and when it possessed by upon matter it leads to material development but if it is made to exercise upon thoughts it leads to intellectual development of an individual, and when it acts upon oneself it makes a human God. This was the thought which were brought out by Swami Vivekananda .Indian Ethos and Indian philosophy are been condemned for being devoid of ethics or moral philosophy. It is true that Vedanta does not contain an eloquent code of morality which is derived from an recognized ethical ideology and the problems of modern ethics are not elaborately raised, yet it answers the critics about the suggestions that are available it. Max Mullar the noted Sanskrit scholar is of the opinion that The Vedanata philosophy emphasises upon the important area of ethics, and one find ethics in the beginning, in between and also in the end. Spiritualism motivates people to be human in all direction dimensions that witnesses new and much improved management practices among employees and cultivate greater human development in the workplace.

VI CONCLUSION

People talk about The sustainable business, lots of social investment are made and spirituality in business movements are carried out. However there is a hopeful sign that all business deals, emerging as the most powerful institution in world today, needs to be transformed from within. a revolution has already started which focuses on a new attitude towards the workplace as a station to fulfil one's inner purpose. This can be

emphasised through the words of Willis Harman, World Business Academy cofounder who stated many years ago that the leading institution in any society needs to take up the responsibility assigned for the whole. He symbolized it with the church who did during the time of the Holy Roman Empire. The growing number of businesses each and every day help to make a better world by showing socially responsibility towards the way they treat not only their employees and the customers but also the environment. and eventually they prove that spirituality helps without harming as the motto. Kahlil Gibran reminds us in *The Prophet* by saying that Work is actually love which is visible. It's a fact that this transformation process is likely to take time, but ultimately the reward of 'Increase in Sustainability' can be achieved in the organization in terms of support from the society, brand value enhancement and investors who are more than enthusiastic and who are eager to invest in the organization.

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