

Role of spiritual Leadership in responsible and sustainable organizations – A study of select organizations in India

Avadhanam Ramesh*

SMS Journal of Entrepreneurship & Innovation
4 (2) 1-12
<https://doi.org/10.21844/smsjei.v4i02.14005>

Abstract:

Abstract

Spiritual leadership is emerging as central aspect of workplace spirituality, and more importantly in the context of social and sustainable enterprises, which are primarily driven by mission of benefitting society at large. There is also paradigm shift by the organizations towards triple bottom line (people, planet and profits). Indian scriptures have defined the duties and obligations of individuals to the welfare of the others and nature as NriRin or Manushya-rin and BhutaRin. The research paper analysis few social and sustainable organizations in India, such as Sri Ramakrishna Matt and Ramakrishna Misson, The Akhsypatra Foundation (TAF), Aravind eye hospital, Bamboo house India, Mitticool and TirumalaTirupathiDevasthanmas (TTD) and Indian Institutes of Management (IIM's) in the context of spiritual leadership and managerial excellence, and attempts to build a conceptual framework to understand these organizations. The poor people (defined by the World Bank's definition of below US\$2 a day) can have access to services and products other than those that are absolutely essential only if they are provided free of cost. Paradoxically in India, where the five forces air water, land, fire and space are worshiped and are considered as part of individual human body or the larger cosmic body, India is fastest growing major polluter in the world . This also calls for eco -entrepreneurship and responsibility at corporate and even individual to fight the global challenge of environmental degradation and disaster. The study finds that organizations with spiritual leadership and selfless innovations, values as means and have achieved very high positive impact on social and environmental aspects.

Key words: Spiritual leadership, values, selfless innovation, triple sustainable and social enterprises, environmental degradation and disaster

Introduction:

Dharma is defined in Sanskrit as "dharayatiitidharmaha", meaning dharma is that which upholds. Again, it is said "dhriyateitidharmaha", thus meaning not only what is supported is dharma, but that which does the supporting is also dharma. Toensure a stable social framework, Hinduism introduces the concept of debts. Indian scriptures espouse that धर्मो रक्षति रक्षितः. DharmoRakshatiRakshitah meaning

Dharma protected protects. According to the Taittiriya Sanhita, a child is born with three debts to repay in his (or her) lifetime.

- a) Deva Rin This debt must be repayed by performing various religious acts and worships (puja).
- b) Rishi Rin By studying and acquiring knowledge (and if possible adding matter to the existing knowledge), this debt can be repaid.

Sr. Asst. Professor, Marketing, Vignana Jyothi Insitute of Management, Hyderabad, E-mail: a.ramesh@vjim.edu.in, avadhanamramesh@yahoo.com,

- c) PitriRin"- To replay this debt, Hinduism advocated (righteous) procreation as well as performing rituals in remembrance of the ancestors

There are debts which have to be Ancient Hindu scripture; Shatpath Brahman added two more debts. According to this scripture:

- 1) a person is indebted to humanity at large (called NriRin or Manushya-rin) which can be repaid by treating others with respect and helping them
- 2) a person is indebted to plants, animals and nature (called BhutaRin). These debts are repaid by performing the five great sacrificial fires (panchamahayadnya) in the stage of the householder. Thus it is ordained by our scriptures in our great country, to observe and strive for the welfare of the others and nature. Unfortunately ancient wisdom is sometimes ignored leading to ecological disasters such as most sacred river "Ganga" is also one of the most polluted river in India.

Chakraborty, S. K. & Chakraborty, D. (2008) offered critical insight into application of spirituality at workplace. Ashmos and Duchon (2000) have identified spiritual dimension for organizations, which has to do with meaning, purpose, and a sense of community. This new spiritual dimension embodies employees' search for simplicity, meaning, self-expression, and interconnectedness to something higher (Marques, Dhiman, and King, 2007). Chakraborty, S. K et al (2004) have observed the need for ethical and spiritual anchorages in our country which presents daunting challenges like poverty and deprivation. They also called for humane management aspects to take care of stakeholders. Athreya (1994) reconciled the religion and management by

arguing that the link between knowledge and action is mediated by values. The author opines that four aspects where scriptures can have a direct bearing on managerial practice are business and society interface, managerial leadership, work culture, and self-management.

Reave (2005) observed that leadership spirituality behavior concept as leaders' behaviours toward subordinates reflecting the spiritual values of integrity, honesty, and humility, and spiritual practices of showing respect, providing fair treatment, expressing care and concern, responsive listening, and appreciating others' contributions. Fry's (2003) spiritual leadership theory includes three components—vision, altruistic love, and hope/faith—which are linked to various positive outcomes such as sense of calling and membership for employees.

Spiritual leadership is treated more as an observable phenomenon occurring when a person in a leadership position personifies spiritual values such as integrity, honesty, and humility, creating the self as an example of someone who can be trusted, relied upon, and admired.

Spiritual leadership leads to an intrinsically motivated, learning organization. Spiritual leadership comprises the values, attitudes, and behaviours necessary to intrinsically motivate one's self and satisfy fundamental needs for spiritual well-being through calling and membership, which positively influences employee well-being, sustainability and corporate social responsibility, and financial performance (the Triple Bottom Line.)

Essential to spiritual leadership is:

1. Creating a vision wherein leaders and followers experience a sense of calling so that their lives have purpose, meaning and makes a difference, and

2. Establishing an organizational culture based on the values of altruistic love whereby leaders and followers have a sense of membership, feel understood and appreciated, and have genuine care, concern, and appreciation for both self and others.

Reave (2005) also opined that "Spiritual leadership" lies in the embodiment of spiritual values such as integrity, and in the demonstration of spiritual behavior such as expressing caring and concern". Pawar, B. S. (2014) made an attempt in linking spirituality to organizational topics in general and leadership in particular. Author also made an attempt to understand the spiritual sources of a leader's spiritual behaviors toward subordinates. Krishnakumar, S., & Neck, C. P. (2002) examined multiple views of spirituality and considered it as a positive thing for organizations if managers for implementation of spiritual based culture within firms.

Graber (2001, p. 40) Spirituality implies an inner search for meaning or fulfilment that may be undertaken by anyone regardless of religion. The intrinsic-origin view of spirituality is that which argues that spirituality is a concept or a principle that originates from the inside of an individual. Menon, (1997) observed that The Hindus can also reach god through work and believe that their spirituality is in doing the work with utmost devotion with focussing on means and effort rather result. This is embodied in one of the most important tenets, "Karmanyevadhikarasthe" in their religious text "The Bhagavad Gita"

The Existentialist view of spirituality is perhaps the most associated to the concepts such as the search for meaning in our work at the workplace (Naylor et al., 1996; Neck and Milliman, 1994; Kahnweiler and Otte, 1997). The "search for meaning" has been one of the most quoted phrases in examples of people who quit their jobs to lead a more spiritually enriching life (Naylor et al, 1996, p. 56; Burack,

1999, p. 12).

The concept of sustainability emanated on to the corporate agenda via the UN World Commission on Environment and Development (more commonly known as the Brundtland Commission after the name of its chairman, Gro Harlem Brundtland, a former Norwegian prime minister). Commission defined "sustainable development, which it famously defined as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs".

Gap in the studies

There are fewer studies to our limited knowledge, establishing the role of spiritual leadership in the genesis of formation of organizations and its performance.

Methodology

The conceptual study by studying various organizations such as Sri Ramakrishna Math and Ramakrishna Mission, The Akhsyaptra Foundation (TAF), Aravind eye hospital, Bamboo house India, Mitticool and Tirumala Tirupathi Devasthanmas (TTD) and Indian Institutes of Management (IIM's) and builds conceptual framework to understand the nature and impact of social and sustainability measures of the organization.

The organizations for the study are discussed below-

1. Ramakrishna Math and Ramakrishna Mission

Each nation has a theme: everything else is secondary. India's theme is religion- Swami Vivekananda

Swami Vivekananda an eternal spiritual and youth

icon of India has established Ramakrishna Mission an institution which aims at harnessing the power of youth for nation building. Swami also intuitively hinted at Religion as core competency of our nation and also need to address the needs of poorest of the poor in India (analogy for CK Prahalad bottom of the pyramid). Dr. Mrityunjay B. Athreya one of the doyens of the Indian Management thought has underlined the need for emphasized on values such as patriotism, humanism, contribution, dharma and self-realization for nation building. These values are espoused by Swami Vivekananda and great institutions like Ramakrishna Mission and Math, Satya Sai University are shining examples of great institutions for preserving Indian culture and spreading Indian values among the new generation and more so leveraging the power of the youth for the nation building.

2. Ramakrishna Math

Ramakrishna Math is a monastic organization for men established by Sri Ramakrishna (1836-1886), the great 19th century saint of Bengal who is regarded as the Prophet of the Modern Age. Ramakrishna Math and Ramakrishna Mission are twin organizations which form the core of a worldwide spiritual movement (known as Ramakrishna Movement or Vedanta Movement), which aims at the harmony of religions, harmony of the East and the West, harmony of the ancient and the modern, spiritual fulfilment, all-round development of human faculties, social equality, and peace for all humanity, without any distinctions of creed, caste, race or nationality. The Math and the Mission together have more than 180 centres all over India and in different parts of the world.

The motto of Ramakrishna Math and Ramakrishna Mission is: *Atmanomokshartham jagadhitaya cha*, meaning "'For one's own salvation, and for the welfare of the world". This reinforces the underlying spiritual aspect or dimension which

emphasized the universal wellbeing.

3. Aravind Eye Hospitals

When I go to meditation room at the hospital every morning, I ask God that I be a better tool, a receptacle for the divine force. We can all serve humanity in our normal professional lives by being more generous and less selfish in what we do. You don't have to be a 'religious' person to serve God. You serve God by serving humanity."- Dr. G. Venkataswamy

Late Dr APJ Abdul Kalam, missile man and ex-president of India hailed Dr. G. Venkataswamy founder of Aravind Eye Hospitals established in the year 1978 as the beacon light for the ophthalmologists and eye care centres across the country. Aravind eye hospital is being hailed as an organization which is a "world class Low cost eye care" with business model and operational strategies to fight the odds of operational constraints and blindness and serving the needs of poor Indians. There are several Harvard cases written and which epitomize globalizing Indian management thought and frugal innovation. A particular intraocular lens (IOL) may cost \$100 in the United States, but an essentially equivalent one may be available in India for Rs. 220 (about \$5 using official currency exchange rates). IOL surgery may cost \$1000 in the United States, \$30 in Nepal, \$25 in India, and \$80 in Indonesia.

4. Tirumala Tirupati Devasthanams (TTD)

TTD is a conglomeration of temples, brought under the First Schedule 2 of the Act 30 of 1987. The Board of Trustees is constituted by members appointed by the government. The Executive Officer is the chief executive of TTD and assisted by two Joint Executive Officers, Chief Vigilance and Security Officer, Conservator of Forests, Financial Advisor & Chief Accounts Officer, and Chief Engineer and several officials taking care of

administration. TTD maintains 12 temples and their sub-shrines, and employs about 14,000 persons. TTD has dedicated itself to serving pilgrims who visit Tirumala and Tirupati. It provides facilities to make their pilgrimage a unique and rewarding spiritual experience including free bus service, free meals to (fifty to seventy thousand people per day). It also works towards preserving the serenity and sanctity of the sacred Tirumala-Tirupati area. TTD is ever-conscious of the social, economic, religious and environmental needs of the people, especially the needy. Tirumala considered as currently most sacred and visited pilgrim center on the Earth. The national geographic documentary premiered on March 27, 2017 featuring technology involvement in various processes (Kitchens, queue systems etc.) and management aspects involved as nearly every day sixty to seventy thousand.

5. Mittocool– The natural Refrigerator

“You need to work in the field to gain knowledge about it, doing an MBA is not enough?” He adds, “Demand for items that are environmental friendly and good for the health will always remain.” - Mansukh Bhai

During the disastrous earth quake in Gujrat (2001), Mansukh Bhai was moved by a caption with title “garibka fridge tooth gaya” and made a fridge out of clay for the masses. In 2002 with the help of GIAN he invented Mittocool. innovator has been awarded in NIF's Fifth National Competition for Grassroots Innovations and Traditional Knowledge in 2009. He was also selected by FORBES in 2010 in their list of most powerful seven rural Indian entrepreneurs whose "invention were changing lives" of the people across the country. Better preserves the original taste of fruits and vegetables and not requires any maintenance and sold at a price of INR 5500/. The organization also sells complete range of products include water filters, refrigerators, hot plates, cooker and other

such items of daily use.

6. Green Livelihoods - Bamboo House India

Bamboo House India is a social enterprise established by two first generation entrepreneurs Prashant Lingam and Aruna Kappagantula in the year 2008 with an aim of utilizing bamboo as an economic driver for providing sustainable livelihood opportunities to rural and tribal communities dependent on bamboo for livelihoods and at the same time utilize bamboo as a eco-friendly substitute for wood, steel, iron steel and plastic. Bamboo has numerous benefits such as products is estimated at Rs.26, 000/- Crores and can help more than 5 million of our population cross the poverty line. Also, bamboo can help minimize CO2 gases and generates up to 35% more oxygen than equivalent stand of trees. Currently in partnership with NMBA, CII, APTDC and IIT Delhi who will add value to the cause. Having strong partners is in itself a marketing strategy. Bamboo has distinct advantages such as being renewable resource, absorbs greenhouse gases, amazing growth rate, very little waste, grow in variety of conditions, and versatile in applications, soil protection and huge market potential.

7. The Akshaya Patra Foundation (TAPF)

In Indian Mythology “Akahyapatra” is vessel which is capable of giving food endlessly. Moved by the plight of children fighting with stray dogs over scraps of food in a village near Calcutta, his Divine Grace A. C. Bhaktivedanta Swami Prabhupada, gave birth to determination that no child within a radius of ten miles from our centre should go hungry. In June 2000, The Akshaya Patra Foundation started the mid-day meal programme in Bengaluru, Karnataka. Today, through the partnership with the Government of India and various State Governments, as well as philanthropic donors; the organisation runs the world's largest mid-day meal programme. Built on

a public-private partnership, AkshayaPatra combines good management, innovative technology and smart engineering to deliver a nutritious and hygienic school lunch. AkshayaPatra Foundation is a leading non-profit organisation, providing mid-day meals to fight against classroom hunger in Government schools in India. With the vision that no child shall be deprived of education because of hunger, AkshayaPatra now has kitchens set up across 27 locations in 11 states of India serving mid-day meals to over 1.6 million children every day. For every donation of just Rs 950, a child is fed a healthy, tasty mid-day meal on every school day, for an entire year. It won several coveted awards for food safety, governance, and public relations wards and many prestigious international awards and now has become Harvard case study.

8. Bakeys Foods

*“for Bakeys Foods, environmental and social amelioration is the business-----
Narayana Peesapaty*

Bakeys Foods is 100% Export Oriented Unit (EOU) and complies with ISO 22000. We follow the Food Safety Standards Act of Government of India. We make our cutlery we use sorghum, rice, wheat flours with hot water added to it and bake it. Presently the product is available in three flavours (plain, sugar and Savoury). There are no preservatives, chemicals, additives, colouring agents, raising agents, fat, trans fat, artificial chemical nutrition or animal ingredients, milk or milk products. Jowar (sorghum), millet consumes very less water and nutritive was selected as the raw material. This endeavour helps to create an alternative to plastic, and saves environment.

9. Indian Institutes of Management

IIM Calcutta-The Indian Institute of Management

Calcutta (IIMC) was established as the first national institute for Post-Graduate studies and Research in Management by the Government of India in November 1961 in collaboration with Alfred P. Sloan School of Management (MIT), the Government of West Bengal, The Ford Foundation and Indian industry. During its initial years, several prominent faculty formed part of its nucleus, including Jagdish Sheth, J. K. Sengupta, among others. The vision of the Institute is to emerge as an International Centre of Excellence in all facets of Management Education, rooted in Indian ethos and societal values. Only 5 other business schools in Asia and 73 business schools around the world are currently 'Triple Accredited' and IIM Calcutta is one of them. Admission to these premier institutes of management are considered to be one of the toughest exams in the world given seats and aspirants ratio.

IIM – Ahmedabad -Led by space scientist Dr. Vikram Sarabhai and an eminent industrialist and philanthropist Shri Kasturbhai Lalbhai, and proactively supported by the then Chief Minister of Gujarat, Dr. Jivraj Mehta, a group of enlightened individuals set up IIMA in 1961. This group ably wove together a coalition of five actors - the governments at the centre and the state, local industrialists, the Ford Foundation and the Harvard Business School, to establish the foundations of the Institute. IMA has been consistently ranked as the premier management school in the country by several national agencies. IIMA programmes are also ranked highly in several international rankings. In 2008, IIMA became the first management school in the country to be awarded EQUIS (European Quality Improvement System) accreditation by the EFMD (European Foundation for Management Development). See Figure 1 for motto of few IIM's and the motto derived from Indian scripture which acts as guidance.

Figure 1 – Indian Institutes of Management & motto

IIM 's	Motto	Translation in English
IIM Calcutta	ज्ञानसर्वहिताय (JñānamSarvahitāya)	Knowledge for the benefit of all
IIM A	विद्याविनियोगाद्विकासः	Progress Through the Application of Knowledge
IIM- B	तेजस्विनावधीतमस्तु he motto derived from Sanskrit तेजस्विनावधीतमस्तु (pronounced as tejasvināvadhītamastu) is an extract from the Shanti Mantra recited in Taittiriya Upanishad, Katha Upanishad, Mandukya Upanishad and Shvetashvatara Upanishad.	May our study be vigorous and effective.
IIM 's IIM Calcutta IIM A IIM- B IIM K Motto ज्ञानसर्वहिताय (JñānamSarvahitāya) विद्याविनियोगाद्विकासः तेजस्विनावधीतमस्तु he motto derived from Sanskrit तेजस्विनावधीतमस्तु (pronounced as tejasvināvadhītamastu) is an extract from the Shanti Mantra recited in Taittiriya Upanishad, Katha Upanishad, Mandukya Upanishad and Shvetashvatara Upanishad. योगःकर्मसुकौशलम् Lord Krishna talks to Arjuna in Bhagavad Gita Chapter 2 Verse 50 about “Yogah Karmasu Kaushalam.	योगःकर्मसुकौशलम् Lord Krishna talks to Arjuna in Bhagavad Gita Chapter 2 Verse 50 about “Yogah Karmasu Kaushalam.	Yoga is excellence at work. (This verse advices us to perform our allocated duty in an excellent manner. Kaushalam signifies doing work with devotion and without attachment i.e. without becoming a workaholic.)

Source - prepared by the author based on secondary data

10. 24 letter mantra

In 1992, a time when founder, Raj Seelam was working in an agricultural products company and profuse use of pesticides and fertilizers, related farmers debt issues led him to think about alternative way of farming and eventually setting up 24 Mantra. Delving into the ancient Upanishads of India and sourcing from the Rig Veda they drew

upon the primary elements of nature. TvamBhumir Apo AnaloAniloNabha- You alone are Earth, Water, Fire, Air & Ether is the blend of all basic elements that compose wholesome food. 24 Mantra organic food brand is available across India and abroad in 1500+ outlets and our own stores. Under our sustainable farming initiative, we have 35,000 farmers working in 30 plus projects over an area of 2, 00,000 acres. Organic food

products have huge health benefits while protecting the environment. See figure 2 for Typology of socio & sustainable organizations

Figure 2: Typology of socio & sustainable organizations

National ↑ Scale ↓ Regional	Nature of impact	
	Environmental	Social
	Mitticool Bamboo House India , 24 organic mantra & Bakeys Food	Akshyapatra, Ramakrishna Matt Aravind Eye Hospital, Indian institutes of Management, Super 30
	TTD	TTD

Source – Prepared by the author

TTD has also has plant samplings scheme to grow plant and help afforestation. The above organizations have impacted social issues (free food, affordable high quality health care ,subsidized and quality education, healthy food and health cutlery, higher productivity and performance though consultancy services) and environmental issues (soil protection, water conservation, reduce co2 emissions etc) and the scale of these impacts range from national to regional level.

The some aspects of spiritual leadership which may have bearing on organizational culture and motivated employees and eventually leading to high social and environmental impact, managerial excellence are given below:

1. The Akshaya Patra foundation (TAPF)
 - a) Vision - No child in India shall be deprived of education because of hunger.
 - b) Organization Culture - People focused, secular organisation. Akshaya Patra always

ensures that all its 2. personnel stay abreast of the latest organisational developments and delivers values to all its stake holders, 3. continuous investment in best training.

- c) Managerial Excellence –. Excellence in service operations.
- d) Achievement /Recognition - World's largest (not-for-profit run) mid-day meal programme serving wholesome food to over **1.6 million children from 13,529 schools across 11 states in India**

2. Tirumala Tirupati Devasthanams (TTD)- Mission

- a) Dedicated itself to serving pilgrims who visit Tirumala and Tirupati.
- b) TTD provides facilities to make their pilgrimage a unique and rewarding spiritual experience.
- c) TTD also works towards preserving the

serenity and sanctity of the sacred Tirumala-Tirupati area.

- d) TTD undertakes several activities and has initiated different schemes to address social, economic, religious and environmental needs of the society.

Managerial excellence - Employs 14,000 persons and good governance structure. The Board of Trustees is constituted by members appointed by the government.

Recognition

- a) Provides free meals to nearly 50000 -75000 pilgrims per day.
- b) The national geographic documentary premiered on March 27, 2017 featuring technology involvement in various processes (Kitchens, queue systems etc.) and management aspects involved as nearly every day sixty to seventy thousand.

3. Super 30

- a) Mission - The main objective is to track bunch of students from economically backwards sections and hone their skills by providing conducive environment
- b) Organization culture - Innovation is the key here. It will be an immensely satisfying experience working with extraordinary students and share their moments of joy.
- c) Recognition - High success rate (98%) 28 out of 30 students getting into IIT admission. Founder Anand Kumar invited to Harvard and MIT to deliver lectures. Honoured with LakshmiPatSinghania IIM Lucknow National Leadership Award by

Finance Minister in 2016

1. Bamboo House India

Mission - Creating bamboo livelihoods

Recognition – Won many awards, and invited at IIM's. Diversified into other eco-friendly products

2. Aravind hospital

Mission - To eliminate needless blindness

Organization -Well trained manpower and inspired by the mission and founder of the institute.

Managerial excellence - Throughput of surgeons, high productivity like assembly line

- a) Recognition- World class Low cost eye care.
- b) Provides other services like education, training eye bank etc
- c) Networking with other organizations.
- d) Organization has won many awards and known for Selfless innovation.
- e) Many reputed B –Schools all over the world have written cases studies.
- f) Expanded across many states.

3. Mitticool

Mission - To provide all luxurious things to country wide peoples who can't imagine affording electronic goods.

Organization culture - Innovation driven and harnessing the potential of the soil

Recognition- Founder has won manyawards. Has range of eco-friendly products. He has orders from all over the world and was presented an award by the

President of India. He has received an ISO certification and his Tavas have been approved as having a food grade quality coating.

The following hypotheses can be derived based the conceptual analysis of the organizations:

H1- organization mission and founders leadership inspire and motivate employees.

H2- organizations addressing major concerns of society and environment have ability to attract high

talent pool

H3 – Socio- eco organizations have flexibility in strategic orientation which helps them to overcome operational constraints.

H4- Founders demonstration of spiritual leadership has bearing on employee's motivation and high performance.

Way forward for these organizations given in Table 1

Table 1- way forward the organizations

Organizations	Problem /Opportunity	Future course of Action /Strategy	Operational constraints
1. TAPF	Food for construction workers and other segment, daily workers of people who require meals.	Sell subsidized meals by networking with municipality of the state government	Funds to be given by state governments.
2.IIM's	1. Productivity of the MSME's and in the light of Make in India. 2. Scaling up challenges of social and eco enterprises. 3. Address problems like Increase quality of government schools. Student's physical and mental load at school level.	Offer consultancy services to MSME and not for profit social and eco enterprises. Also advice state government.	Work with state governments and not for profit organizations, reduce consultancy with private organizations.
3.Bamboo house India	Housing for the poor and removal of slums.	Work with state governments for providing housing for the poor. Work with resorts and tourism departments for feasibility of Bamboo house.	Government should buy or lease of bamboo houses for providing housing for the poor.
4.Super 30	Enabling Professional & post-graduation education for the poor	Tie up with NGO's	Scale up faculty and use technology geographical reach
5.Mitticool	Scaling up	Tie up with NGO's for distribution	Tie up with like-minded institutions. Bank loans to buy Mitticool.

Source- Prepared by the author

Conclusion

Indian scriptures explain the concept of "service" through the five-fold debt system. The concept of the four ends (Purshratha) and five debts sensitizes individual to one's duties and responsibilities, acts as compass by giving moral and ethical direction to life, encourages family values, and helps one to organize life for individual accomplishments. The quintessential nature of human being is to conquer external nature for survival and development purpose but not at the cost of environmental degradation and destruction. We observe that in organizations such as Sri Ramakrishna Matt, The Akhsypatra Foundation, Aravindan eye hospital, Bamboo house India, Mitticool and Tirumala Tirupathi Devasthanmas (TTD) organizations and lastly Indian Institutes of Management (IIM's) reflect the spiritual underpinnings and motives such as yoga at the excellence of work and knowledge for the benefit of all and also fulfilling debts to society and nature. These organizations demonstrated kaushalam, samatva and sevaa (skill, equanimity and service) and eventually earned keerti (fame) for their managerial excellence and service orientation. It is selfless innovation which has led to the managerial excellence. Over a period of time, some of these organizations have made remarkable innovations in service operations but also have successfully scaled up in size and scope.

Note: The authors are grateful to the anonymous referees of the journal for their suggestions to improve the overall quality of the paper. Usual disclaimers are applicable.

References

1. Ashmos, D. P., and Duchon, D.: 2000, Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry*, 9(2), 134-145.
2. Athreya, M. B., Teachings From Shastras For Modern Management, Presentation at the India International Center, New Delhi, 11 July 1994.
3. Marques, J., Dhiman, S. and King, R.: 2007, *Spirituality in the Workplace: What It Is, Why It Matters, How to Make It Work for You*. Personhood Press.
4. Chakraborty, S. K., & Chakraborty, D. (2008). *Spirituality in management: Means or end?* New Delhi: Oxford University.
5. Chakraborty, S. K., Kurien, V., Singh, J., Athreya, M., Maira, A., Aga, A., & Khandwalla, P. N. (2004). *Management paradigms beyond profit maximization*. *Vikalpa*, 29(3), 97-118.
6. Graber, DR (2001), "Spirituality and healthcare organizations", *Journal of Healthcare Management*, Vol. 46 No. 1, pp. 39-50.
7. Krishnakumar, S., & Neck, C. P. (2002). The "what", "why" and "how" of spirituality in the workplace. *Journal of managerial psychology*, 17(3), 153-164.
8. Pawar, B. S. (2014). Leadership spiritual behaviors toward subordinates: An empirical examination of the effects of a leader's individual spirituality and organizational spirituality. *Journal of business ethics*, 122(3), 439-452.
9. *Traditions in Business*, Berrett-Koehler, San Francisco, CA, pp. 39-52. Menon, J.K. (1997), *SrimadBhagavad 1 Gita*, Devi Book Stall, Kodungalloor, India.
10. Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *The Leadership Quarterly*, 16, 655 – 687. http://www.shraddhananda.com/Duties_and_Responsibilities_The_Hindu_Social_Framework.html
11. last visited on 12/5/17 <http://isha.sadhguru.org/blog/sadhguru/masters-words/pancha-bhutas-the-possibility-of-the-five-elements/>
12. last visited on 12/5/17 <http://knowledge.wharton.upenn.edu/article/will-the-real-social-entrepreneur-please-stand-up/>
13. last visited on 12/5/17 http://www.business-standard.com/article/specials/india-is-now-world-s-fastest-growing-major-polluter-115062700303_1.html
14. last visited on 12/5/17

15. <http://dishabharat.org/2-day-national-conference-on-value-initiatives-in-institutions-of-higher-learning-key-to-youth-empowerment/> last visited on 12/5/17
16. Science of Spirituality: Vol. 1 C. Varnashramvyavastha, Chapter 1 C B. Stages of life (ashrams), point - The stage of the householder (gruhasthashram).] <http://www.aravind.org/default/aboutuscontent/genesis>
17. last visited on 12/5/17
<http://www.ttdsevaonline.co.in/tirumala-ngc-documentary-video-watch-live-online-download/>
18. last visited on 12/5/17
<http://www.thebetterindia.com/14711/mitticool-rural-innovation-nif-mansukhbhai/>
19. last visited on 12/5/17
<http://nif.org.in/innovation/mitti-cool-refrigerator/751>
20. last visited on 12/5/17
<http://www.bamboohouseindia.org/about-us/>
21. last visited on 12/5/17
<http://www.bakeys.com/mds-pitch/>
22. last visited on 12/5/17
<http://www.24mantra.com/our-history/>
23. last visited on 12/5/17
24. <http://iispiritualleadership.com/spiritual-leadership-theory/> last visited on 12/5/17
25. <https://www.iima.ac.in/institute.html/> last visited on 12/5/17
26. <http://iimb.ac.in/about-institute/> last visited on 12/5/17
27. <https://www.iimcal.ac.in/about/> last visited on 12/5/17
28. <https://www.iimk.ac.in/iimk/about/about.php/> last visited on 12/5/17
29. <https://www.iimk.ac.in/iimk/about/about.php/> last visited on 12/5/17
30. <http://www.economist.com/node/14301474/> last visited on 12/5/17