Role of Spiritual Leadership as a Catalyst in Building Resilient Organisations: Leadership Lessons from Organisations in India

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Abstract

Organisations today need to be resilient in order to thrive in an environment of constant disruption and uncertainty. A spiritually-based leadership can provide the building blocks for creating resilient organisations. The study elaborates on spiritual leadership and provides a tool kit for organisations to build resilience in their organisations by leveraging spiritual leadership. The study traces the evolution of leadership from the historic Great Man Theory until contemporary theories like Servant Leadership and Spiritual Leadership, which puts current organisational realities into context. The data for the study were collected over one year through survey instruments involving 386 respondents across 25 organisations based in the cities of Mumbai and Pune. The data were analysed using SPSS and various statistical methods. Hypothesis drawn were tested using Carl Pearson's Coefficient of Correlation, One-way ANOVA, Independent Sample t-test. The data collected from surveys also underwent analysis methodology to propose a building block for organisational resilience.

Keywords: Resilience, Spiritual Leadership, Organisational Realities, Disruption

Introduction

What makes some organisations or people more resilient than others? Leadership has always been the most significant force multiplier in managing change and making people thrive. There has been a lot of ongoing research on resilience and resilient organisations in the wake of the pandemic. The foundation of resilience is built by leadership and is indicated by five traits: prepared, adaptable, collaborative, trustworthy and responsible (Sage-Gavin, 2020). Importantly, the study suggests that being prepared is much more than planning for the future; employees have to be made comfortable with ambiguity to be adaptable. Collaboration has to be nurtured in any organisation by freeing information and sharing rich perspectives. According to Sage-Gavin's study, trust is built in normal times and tested hard times. Trust is created by empathetic leadership by ensuring employees' physical, emotional and digital security and responsibility has the most significant impact in building resilience. The study states that organisations that see beyond the bottom line and serve their communities stand a much better chance of thriving in adversity (Sage-Gavin, 2020).

Leaders can also build resilient organisations by leading with the head and the heart, putting the mission first, aiming for speed over elegance, owning the narrative, and embracing the long-term view (Ranjan, 2021). This study has focused on variables that define spiritual leadership, which, in turn, builds the building blocks of a resilient organisation.

The pandemic came with the backdrop of technological disruption, climate change and new power dynamics of geopolitics. This new context demands a different skillset /mindset for leaders. Resilient leadership is about harnessing both the head and the heart, having a missionary zeal of purpose, owning one narrative and embracing the long term view of life (Ranjan, 2021). Resilient leadership can also be built by the habit of reflecting and assessing, striving to learn and grow continuously, being driven by purpose and cultivating leadership (Sage- Gavin,2020). Spiritual leadership implies leading with wisdom, courage, humility, character, purpose and compassion, thus creating an organically resilient organisation. The study aims to understand how spiritual leadership provides the building blocks of resilient organisations.

Review of Literature

Spirituality concerns itself with developing a longing or capacity for meaning, vision and value. It underlies how beliefs and values guide action and behaviour (Zohar, Nd). As society has evolved, organisations have changed, and leadership has responded with a newer and relevant approach. Leadership has transmuted into service-oriented or the "servant "leadership model from being considered a divine right to lead or rule. The table below captures the evolution of leadership from the most dominant theories of the times

As organisations become more complex and the environment more fluid, resilience has become a key competence (Ranjan, 2021). Spirituality gives a holistic way of looking at leaders because it integrates character, behaviour, effect on followers and achievement of group goals (Reeve, 2005). Some crucial attributes: Showing respect for others, Expressing Care and Concern, Demonstrating Fair Treatment, Listening Responsively, Recognising contribution by others, Engaging in reflective practices (Reave,2005). The transforming leader also recognises and exploits an existing need of a potential follower. But beyond the transforming leader, look for possible motives in followers, seek to satisfy higher needs and engage the follower. The result of transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and leaders into moral agents (Bass & Steidlmeier, 1999).

A crucial quality of managers is to accept negative feedback. Hence humility is essential. People with very high opinions are not receptive to negative feedback or criticism. This draws a very subtle distinction between narcissism on the one hand and self-love on the other. Genuine Self Love can only be practised through intense spiritual practices and ultimately leads to respect and love for others (Bushman &Baumeister 1998). Humble leaders do not build a personality cult around them. Thus they ensure that employees continue to remain focused on Organisation Goals (Collins & Porras 1995).

Spiritual attributes have global appeal; of the 22 Leadership attributes, 14 can be associated with spirituality, values and ethics. These attributes include trustworthiness, excellence, confidence, team, motivation, and dependability. Interestingly, these researchers found many variations across cultures in the following traits: elitism, individualism, cunningness, conflict avoidance, risk-taking etc. (Den Hartog,2019).

Table 1: Evolution of Leadership After 19ᵗʰ Century Great Man Theory

Theory	Essence	Focus	Organisation Culture	Significant Works
Trait Theory	Domination	Individual	Command & Control, Military	Stogdills (1948)
Behaviour	Training	Individual Followers/Groups	Hierarchical. Standardised, Manufacturing, Control,	(Lewin, 1939)
Motivation	Rewards & Punishment	Groups Different Needs for Different People	Organisational Goals Performance.	Maslow (1943)
Contingent	Context	Individuals Groups Different Situations	Goal Orientation, Task Driven, Formal, Hierarchical. Force fitting individuals to Org Needs	Gibb & Fiedler (1969)
Strategic Leadership	Vision	Organisational Growth Competitors Shareholders	Synergy Market Share Global Corporations Competitive Advantage	Ouchi (1977)
Charismatic Leadership	Inspiration	Organisational Culture.	Passion Innovation Technology Driven	Klien & House (1995)
Transformational Leadership	Reinvent Business	Massive Global Org Paradox of Growth Stakeholders	Complexity Diversity Innovation Values & Ethics	Bass (1996)
Servant Leadership	Partnerships	Organisation Stakeholders Society at Large	Organisation for the larger good. Responsibility Humane Completely delinking of Positional Power.	Spears (2004)
Spiritual Leadership	Empowerment	Organisation Society World at Large Making a difference	Learning Organisations Sustainability Knowledge-Economy The Millennial	Fry (2003)

Basic attitudes and practices that are essential for maintaining a spiritual corporate culture. These include Honesty with self, Articulation of Corporations Spiritual Philosophy, Mutual Trust and Honesty with others, Commitment to Quality and Service, Commitment to Employees, Selection of Personal who match spiritual philosophy (Wagner-Marsh &Conley, 1999). What drives emotional intelligence is a deep self-awareness, the ability to manage oneself and one's feelings and emotions which lead to contagion, the vibes picked up by office staff and personnel (Goleman, 2017). Influential leaders do not champion right over wrong crusades. These leaders move carefully and patiently and prevent wrongdoing, quietly and without casualties. They are quiet leaders with a great deal of modesty and restraint. These traits are responsible for their extraordinary achievements (Badaracco,2015). Spirituality is also defined as employee experiences that surpass everyday meaning by facilitating some fulfilling relationship with a higher power or transcendent being (Dean et al.,2002).

Strategic leadership is the top level of leadership in any organisation (Phipps,2011) and organisations are a reflection of their top leadership (Hooijberg,2000). Three obstacles that have caused a lack of integration between strategic leadership and spirituality are as follows: Lack of clarity regarding the level of analysis. As the field of spirituality and leadership moves from theory to measurement, clarity of constructs and levels of measurement will be clarified critical. The essence of Strategic Leadership is creating and maintaining an organisation's absorptive capacity (ability to learn) and adaptive capacity (ability to change). Strategic Leadership has a profound influence on Organisations However; the paper identifies that strategic leadership has a narrow focus on only organisational outcomes hence fails to deal effectively with environmental turbulence.

Most importantly, strategic leadership has failed because of short term focus, hubris, greed and unethical decision making (Phipps,2011). The literature review has revealed the interpersonal aspects of leadership, e.g., motivation, employee satisfaction and empowerment. From these interpersonal dynamics, the organisations get strategic advantages. These advantages have also been termed consequential approaches, and 13 possible areas of connection between existing organisational research and spirituality have been identified. Most of them relate to employee motivation, commitment, ethics, self-care, creating a sense of meaning for employees (Jurkiewicz & Giacalone,2019).

Theoretical Framework

Spiritual Leadership Theory or SLT is described as a causal theory of Organisational Transformation. The theory is not based on external rewards but on intrinsic motivations, which help create a Learning Organisation. The SLT is based on spiritual well-being through calling and membership (Fry et al., 2005). SLT explains the leader-follower exchange within an organisation and its impact on the well-being of both groups. The authors posit that this leader-follower exchange creates a value

congruence across the strategy empowers the team to foster high levels of employee positive health, psychological and spiritual well-being, organisational commitment, productivity, and ultimately performance. Furthering research on excellence, the researchers have stressed the need to include employee commitment and growth metrics. Employee well-being is central to higher performance.

The research also quotes from other sources. These results also add to the mounting evidence that a spiritually-led workplace is more productive and maybe a source of sustainable performance and competitive advantage (Mitroff et al., 2009). It may be that employees manifest intrinsic motivation through calling by "doing what it takes" to promote the organisation's message concerning the quality of existing and new products and services. This would include being spontaneous in seeking out new methods and customers and taking the initiative to develop and sustain internal and external cooperative relationships.

To the extent that the culture is also high on altruistic love, employees would have a strong sense of membership, a phenomenon that could explain the strong membership SLT offers as a new paradigm for leadership theory, research, and practice, given that it firstly incorporates and Extend transformational and charismatic ideas and ethics- and values-based approaches, and secondly, it avoids the pitfalls of measurement model misspecification.

Specific key processes are essential to Spiritual Leadership:

Creating a vision in which leaders and followers experience a sense of calling so that their lives have meaning and make a difference. Establishing a social/organisational Culture based on the values of altruistic love where leaders and members both have a sense of membership, feel understood and appreciated and have genuine care, concern and appreciation for both the self and others.

As more people spend a more significant proportion of their time at the workplace, they actively seek meaning, purpose and a sense of connection. Earlier, these needs were met by extended families or communities. As families became nuclei and geographically dispersed, the workplace became central to most people.

Figure 1- The Spiritual Leadership Theory (SLT)
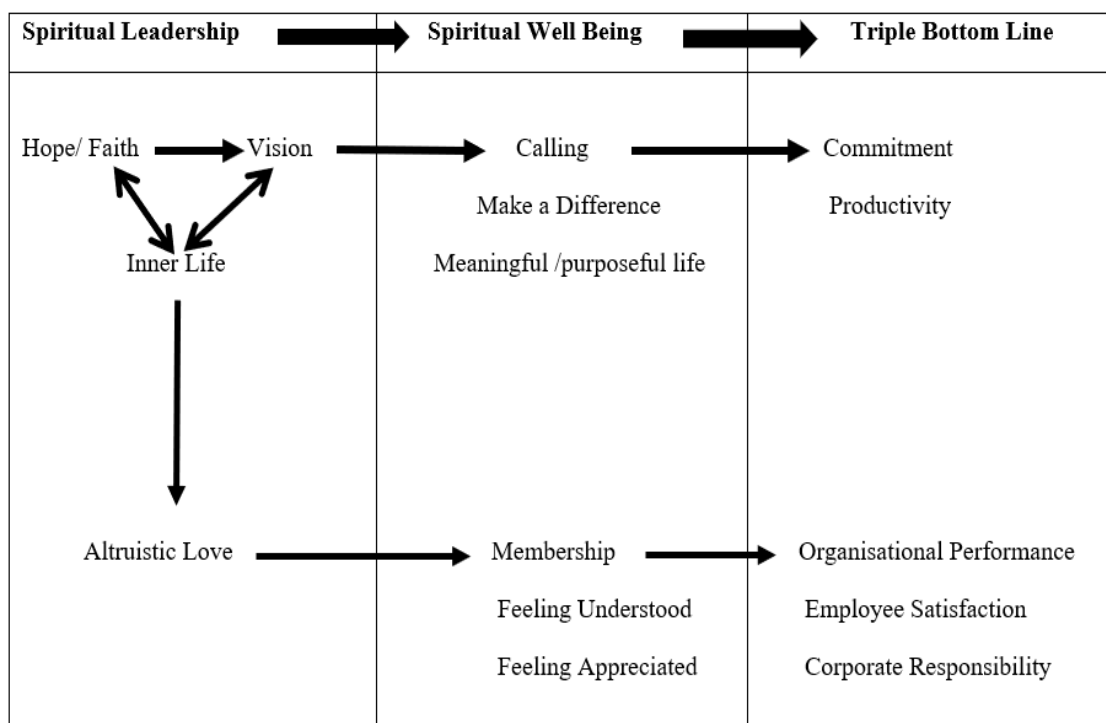
Source: Adapted from Fry (2003) Spiritual Leadership Model

Components of The Spiritual Leadership Model

According to Fry and Slocum (2008) (as also shown in Table 2), spiritual leadership comprises of three concepts :

I. Hope/faith in a vision that motivates both the leaders and the followers: both experience a sense of calling; their lives have a purpose, meaning and make a difference

II. A personal ethical system and organisational culture are based on values of altruistic love, so leaders and followers have a sense of membership and belonging, feel understood and appreciated, and act based on genuine care, concern and appreciation for both self and others.

III. An inner life practice (spending time in nature, prayer, meditation, reading inspirational literature, yoga, observing religious traditions, writing in a journal) positively influences the development of hope/faith in a vision of service to key stakeholders and values of altruistic love.

Developing the Qualities of Personal Spiritual Leadership

I. Recognise and believe in your untapped potential

II. Develop a strong self-image

III. Be self-motivated through a personal vision, fueled by both the desire and the belief that it will be realised

IV. Define success in terms of the progressive realisation of worthwhile, predetermined goals.

Implementing Organisational Spiritual Leadership

I. Selectively recruit new personnel who identify with the company's vision and values

II. An organisational design based on self-managed teams and decentralised decision making

III. Comparatively high compensation that is contingent upon organisational performance

IV. Extensive Training

V. Transparency of financial and performance information

VI. Reduced positional status distinction and barriers

The theory's basic premise is that spiritual leadership comprises values, attitudes, and behaviour that creates intrinsic motivation in oneself and others. This creates a sense of the theory's basic premise: spiritual leadership comprises values, attitudes.

Table 2- Qualities of Spiritual Leadership

Hope / Faith		Altruistic Love	
1. Broad Appeal to Key Stakeholders: Trust/Loyalty Endurance		1. Kindness 2. Compassion 3. Patience 4. Endurance 5. Fun	
2. Defines the Destination &the Journey: Stretches Goals Encourages Hope/Faith			
3 . Does What It Take: Establishes Standard for Excellence Displays Courage Creates Expectation of Victory			

Source: Adapted from Fry (2008) Spiritual Leadership Model

The theory's basic premise: spiritual leadership comprises values, attitudes, and behaviour that creates intrinsic motivation in oneself and others. This creates a sense of spiritual well-being through calling and membership (Fry et al.,2010). Based on the SLT, the following behaviours that indicate spirituality have been studied and analysed. When a person has sincerely practised techniques and has undertaken genuine contemplation, certain changes in behaviour, attitude and personality can be discernible:

A person starts taking a long term perspective on human life (Villani et al. 2019). The long term could be relative. It could entail a lifetime or many depending on belief structures, but this long term orientation makes a person conscious of decisions and actions because the focus shifts on consequences. For example, a spiritual person will not harm or do injustice to any living creature because he knows that sooner or later, the energy will come back sooner or later. Another trait is that a person on the spiritual path will develop self-awareness(Vago & Silbersweig, 2012). This self-awareness makes a person conscious of their intentions, strengths and weakness. Self-awareness causes a person also to understand others and their orientations. This strengthens bonds and makes a person compassionate. A person on the spiritual path, since forms a connection with himself, gradually becomes connected to other humans and living creatures (Bozek et al., 2020). This person will not exploit any resource, will restore and nurture and respect all resources. A trait that is much required in these times when the issue of sustainability is at the forefront for many.

Materials and Methods

This study uses data collected through surveying leaders and employees of various organisations. The ethics clearance for conducting this study was obtained from the Ethics committee at MIT World Peace University, Faculty of Management. The questionnaire was used as a measure of instrument and reliability. The questionnaire was divided into three parts. The first part dealt with the organisation's basic information, industry sector, basic profile information of employees like age, number of services, designation, etc. However, confidentiality was

respected if the employee did not wish to disclose that information, and this segment was optional. The second part of the questionnaire dealt with short answers, and this part was administered to people in leadership positions. Results of the second part underwent thematic analysis. The third part dealt with Attitudinal Scale using the Likert Scale and was administered to employees. For the purpose of this study, the questionnaire was at times Mailed to HR managers and responses solicited. The hypotheses have been tested, and results analysed using SPSS.

Scope

The geographic scope of this study is restricted to the cities of Mumbai and Pune, India. Both cities were among the first metropolises of Maharashtra state in India's western and central peninsular region. Mumbai is a financial hub of the country and a bell-weather city. Mumbai sets the trends, and other cities follow. Also, it has been understood that Mumbai is an extremely cosmopolitan city and hence highly representative of the country's sentiments. The city is indeed a frontrunner in all matters of commerce and industry. Pune is known for work ethics, diligence and a great feeling of community. It is, in a sense, the spiritual capital of Maharashtra. Apart from the attitude of the workers, Pune is a manufacturing hub for automobile parts and has also emerged to be a preferred location for IT and Technology.

A Judicious mix of Mumbai and Pune with its eclectic mix of traditions and a very open and learning and uplifted culture was chosen to get different views, opinions and facts so that the research could be rich, diverse and varied. Besides the mentioned factors, convivence, resources, and time were also considered. However, looking at trends and secondary literature, both Pune and Mumbai are now recognised as world-class manufacturing and commercial hubs. Pune and Mumbai have this huge advantage of resonance in what happens in the world at large, and as far as India is concerned, both the cities are trendsetters. What happens in this part of the world today happens in the rest of India the day after tomorrow.

Hence, the geographic limitations are significantly offset by the favoured status of the two cities. Also, a factor favouring generalisations to a certain extent both intuitively, as suggested by the literature, is the cities' culture. Both Pune and Mumbai have the right blend of conservative and liberal values, making a significant contrast and an outstanding balance. Although limited by geographic dimensions, the culture of both cities makes it highly amenable to a generalisation on a relevant scale.

Data and Data Sources

Here, the aim was to contribute to the emerging field of spiritual leadership by developing a questionnaire to measure different virtues and values essential to

employees. Following the multi-source approach, two sets of questionnaires were designed and distributed to a cross-section of employees and leaders from organisations based in Mumbai and Pune. Employees rated spiritual leader behaviours, trust and leader effectiveness, and leaders rated their measures of success, determinants of adopting sustainability as a mindset, their own priorities. In contrast, employees rated their organisation on the goals, vision, sustainable practices, key stakeholders etc. In total, 386 questionnaires were completed over a period of one year. Table 3 shows the age of organisations (younger than 25 years and older than 25 years) and response propotions received from them.

Table 3 – Age of Organisation

Companies age	No. of Respondents from the companies	Proportion
Establised less than 25 Years	144	37%
Established more than 25 Years	242	63 %
Total	386	100%

A judicious mix of Mumbai and Pune organisations with their eclectic mix of traditions and contemporary were chosen to successfully obtain different views and opinions. Overall, 15 of these organisations are located in Pune, and ten are in Mumbai. Table 4 shows the relevant industries in which the respondents work. Besides the factors mentioned above, convenience, resources, and time were also considered.

Table 4- Industry Type

Industry	No. of Respondents	Proportion
Manufacturing	204	53 %
Technology	104	27 %
Misc.	78	20 %
Total	386	100%

The year of the establishment was considered an essential piece of information (Table 3). The literature review shed light on the difference in attitude towards work and power concerning generational change. It was understood through pilot study undertaken that visionary, principled and nationalist organisations are well established with a long history of market activity. In some of these establishments, the guiding principles have been upheld, and in many others, new values are steadily taking over for practical or other circumstances. It was also understood that older establishments do not want to openly talk about spirituality because it is sometimes confused with religion, and it was deemed inappropriate in corporate culture. However, it was found that newly established companies welcome the concept of spirituality at the workplace and acknowledge its importance.

The research tested six different hypotheses. The first hypothesis focuses on correlating beliefs that drive an organisation with admiration of leadership traits. The second hypothesis focuses on finding the link between business goals and excellence. The third hypothesis is used to understand the correlation between spiritual leadership and stress management/employee well-being. The fourth and fifth hypotheses were used to investigate if excellence and sustainability are connected to the age of the organisation. Finally, the sixth hypothesis was used to understand if values were universal or related to a specific industry type. The data collected from the surveys were manually coded. Further, the results were tabulated and analysed using SPSS. All questionnaires were administered in English, and the response scale for all questions ranged from one to five. Sample questions are provided in Text Box 1 and 2.

Results

Employees rated spiritual leader behaviours, virtues, values, and leaders' spiritual quotient, and leaders rated their values, focus horizon, drivers of excellence, motivation factors etc.

Figure 2: Virtues and Values
Survey Results- n= 386

Important Vistues of Business Leader
(Rating Total)

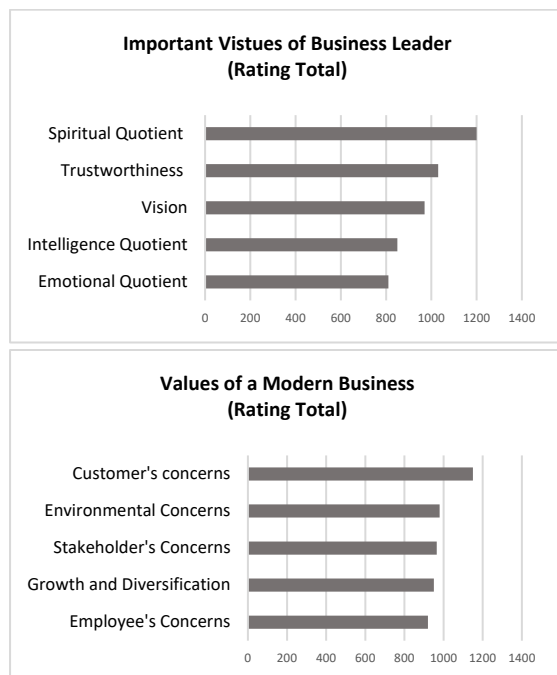Values of a Modern Business
(Rating Total)

Figure 2 presents responses to questions that asked respondents to rank in order of importance, the virtues of business leaders and the ordering of business values. A leaders' spiritual quotient is considered the most important virtue. 98 % of the respondents have given this the highest ranking, followed by trustworthiness by 87%. Leaders

with a high spiritual quotient and those who create an environment of trust successfully shape resilient organisations by creating a sense of calling and membership. Such organisations will have agile mindsets. 92% of the employees have ranked customer concerns as the principal value for an organisation, followed by environmental concerns. The Spiritual Leadership Theory indicates that the customer focus creates a service orientation and a will to serve.

The respondents were asked about how the spiritual beliefs of their leaders reflected in certain practices followed in their organisations. The respondents were also asked to describe how the spiritual quotient of the leaders impacted business decisions in the organisation. The responses to these questions are provided in Figure 3.

Figure 3- Spirituality and Spiritual Quotient
Survey Results- n=386

Reflections on Spirituality
(Rating Total)

High Spiritual Quotient
(Rating Total)
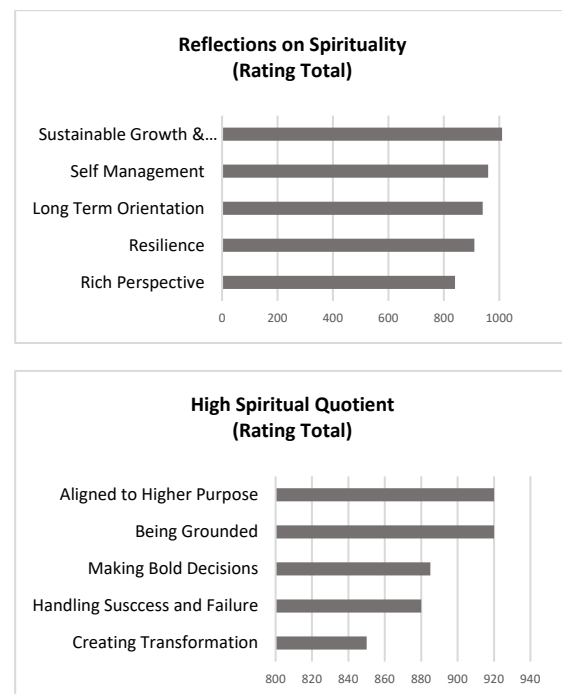
These beliefs are reflective of specific actions and behaviours of the leaders, which acts as a catalyst for change in the organisation on account of the long term thinking and richer perspectives on organisational strategies concerning risk, growth, performance measurement, thereby creating a buffer zone to bounce back from adversity, driven by a sense of resolute faith in purpose.

Text Box 1-

Sample questions- Part 1

Designation:

Company Name :

Company Profile :

i)	Registered Address :	
ii)	Year of Establishment:	
iii)	Core Area:	
iv)	Annual Turnover:	
v)	No. Of Employees :	
vi)	Any Awards or Recognition:	
vii)	Annual Growth Rate:	

Sample questions- Part 2

1. What are your core beliefs as a person ?

2. What beliefs drive your business?

3. What is your vision about the company?

4. How does the core philosophy of your business translate into policy?

5. What are your core belief systems for Human Resources ?

6. How can this be validated by me?

7. How do you differentiate between the short term and the long term as far as business goals are concerned?

8. What has been the biggest challenge you have faced and how did you overcome it?

9. How would you define excellence?

10. How do you insure that your employees are committed to excellence?

11. How do you identify and motivate star performers?

12. How do you deal with underperforming employees?

13. Do you think that doing business is a purely commercial activity and following spiritual principles will weaken you?

14. What contributes to long term success for your organisation?

15. How do you ensure that your customers' expectations are met?

16. How do you contribute to society as a whole?

17. What according to you is spirituality?

18. What according to you is the purpose of human life?

19. Does this purpose impact the way you run your business?

20. What happens to an individual if he has power over others?

21. How would you describe yourself as a Leader?

22. What are the pitfalls of being in power?

23. Can you share examples of real-life situations when your spiritual beliefs gave direction to solve problems?

24. What are the core mantras for leaders running business today?

25. What factors have led to sustained growth for your company?

26. How does your company contribute towards sustainability in general ?

Text Box 2-

Sample questions- Part 3

Rank the following on a scale of 1 to 5. 1 being the lowest and 5 the highest.

Important virtues of a business leader today :

Trustworthiness	Rank-------
Vision	Rank------
EQ	Rank..........
IQ	Rank------
SQ	Rank-----

Values of a modern business :

Environmental Concerns	Rank-------
Stakeholder Concerns	Rank-------
Employeee Concerns	Rank -----
Customer Concerns	Rank-------
Growth and Diversification	Rank------

Contributors of Excellence , according to you

Employee Engagement	Rank ------
Leaders Vision	Rank-----
Leaders Beliefs & Attitudes	Rank------
Nature of Work	Rank -----
Rewards & Recognition	Rank-------

Sustainability is an outcome of

Real Vision	Rank----
Honesty & Commitment	Rank ------
Long term orientation of thought	Rank ------
Humility	Rank -----
Deep Respect for all Resources	Rank-------

The Long-term Orientation measure accounts for organisations to put setbacks in a richer perspective and aim to build a long, enduring relationship with stakeholders, allowing them to bounce back in difficult times. Leaders who are high on spiritual quotient are aligned to a higher purpose. This higher purpose related to Sustainable Growth and Development measures seems to organically lead to the organisation's vision and -align to society's needs. Serving a higher purpose and benefiting society could also enhance organisational resilience.

One of the most subtle but profound implications of spirituality is holding or accepting polarities and balancing them. The left-hand side panel on Figure 4 focuses on this aspect by putting perspective on how spiritual leadership becomes a holistic approach to sustainability. Most respondents ranked a balanced approach to "planet with profit" measure the highest. The right-hand side panel focuses on the sources of daily stress amongst employees and leaders. The majority of respondents ranked lifestyle (sedentary, diet) as the major cause of stress, with technology being the second highest cause of stress.

Figure 4: Balanced Approach &Stress Management
Survey Results- n= 386

Causes of Stress (Rating Total)

A Balanced Approach (Rating Total)
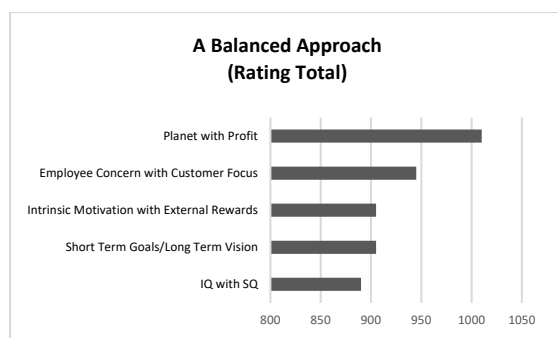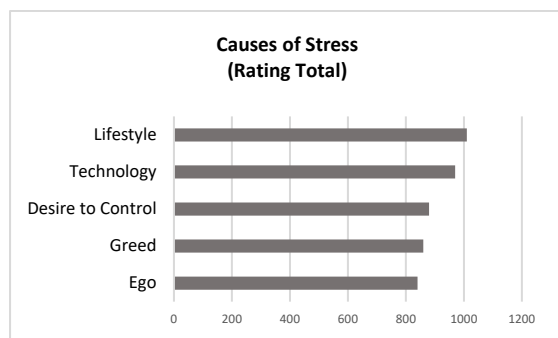
Most technologies used by the respondents were perceived as reasons for disconnections between people. Aristotle has emphasised the importance of the golden mean (Kraut,2001). He implies striving for the middle ground between two extremes. For example, according to him, in the context of virtues, one must neither be a coward nor be reckless. It's somewhere between the two that a leader's temperament should be balanced. Striving for the golden standard between two opposing areas is truly the fine art

of leadership. Current research on resilience also points to balancing the long-term goals with short term ones, balancing profits with planets, employee concerns with that of customer focus provides organisations with the right skill sets of agility and maturity to leverage resources and build capabilities in handling volatile, unpredictable environments.

Table 5 summarises the perceptions of the respondents. This set of questions was administered at the end of the questionnaire and have captured the respondents' reflections on leadership and society.

Table 5- Top Three Rankings by Respondents

	1st Rank (highest)	2nd Rank	3RD Rank (lowest)
Important Virtues of Business Leaders Today	Spiritual Quotient	Trustworthiness	Vision
Values of a Modern Business	Customer Concerns	Environmental Concerns	Stakeholder Concerns
Contributors of Excellence	Employee Engagement	Rewards & Recognition	Leaders Vision
Sustainability is an outcome of	Real Vision	Long Term Thinking	Respect for all resources
Impact of Spiritual Beliefs	Sustainable Growth & Development	Self-Management	Long Term Thinking
Stress is caused by	Lifestyle	Technology	Desire to Control
High SQ is reflected by	Higher Purpose	Being Grounded	Taking bold decisions fearlessly
A Balanced Approach	Planet with Profits	Intrinsic Motivation with External Awards	Employee Concerns with Customer Focus

For the purpose of analysis, six Hypotheses were constructed. The first tested the correlation between beliefs that drive the organisation with admiration of leadership traits, while the second hypothesis tested the correlation between business goals and excellence. The third hypothesis was formulated to test the correlation between spiritual beliefs and stress management programs at the organisation.

For all H1, H2 and H3, Carl Persons Correlation Coefficient was used for testing, and in all three cases, the alternative hypothesis was accepted. The fourth and fifth hypotheses tested the correlation between the age of organisations and excellence and sustainability practices, respectively. Independent Sample t-Test was applied for testing, and n both cases, the Null Hypothesis was accepted. The last hypothesis investigated values and age of industry and was tested by the One-Way ANOVA Test. The results of the testing have been summarised in Table 6.

Table 6- Overview of Hypothesis Testing and Test Results

Hypothesis	Relevant tests and results	Interpretation	Conclusion
1	Pearson's Correlation Coefficient r= +0.439.	Statistically significant at 0.01 level of significance coz p value= 0.000	**H1 Accepted .** Beliefs that drive the organisation are correlated with admiration of leadership traits in the company
2	Pearson's Correlation Coefficient r= +0.188	Statistically significant at 0.01 level of significance coz p value= 0.003	**H1 Accepted** Business goals and the factors contributing to excellence in the organisation are correlated
3	Pearson's Correlation Coefficient r= +0.656	Statistically significant at 0.01 level of significance coz p value= 0.000	**H1 Accepted** Perceived impact of spiritual beliefs and organisation of programmes for stress management are correlated
4	Independent Sample t-Test t score = -0.207	statistically not significant (p-value=0.836).	**H0 Accepted** The perceived excellence is independent of the age of the organisation."
5	Independent Sample t Test t Score = - 1.43	statistically not significant (p-value=0.153).	**H0 Accepted** The perceived sustainable practices are independent of the age of the organisation
6	One Way ANOVA Test Virtue- f score= 0.305 Values- f score= 0.164 Excellence-f score= 0.714 Sustainability –f score=2.101 Spirituality-f score=0.679 Stress- f score= 1.026 High SQ- f score=1.463 Balance- f score= 0.413	statistically not significant (p-values=0.738, 0.849, 0.491, 0.125, 0.508, 0.360, 0.234 and 0.664.)	**H0 Accepted** Perceived importance's given to the values are independent of industry type

Discussion

The proposed model has been prepared after intense research at various levels; it has been contributed by exhaustive literature review, personal insights into making spiritual beliefs practicable and pragmatic, and designing the questionnaire that would give 360 degrees insight from corporate leaders and employees. The responses of the questionnaire were coded, and using Braun and Clark's method for thematic analysis; data was narrowed down to four main themes:

    i.   Purpose
    ii.   Relationship with Self
    iii. Power
    iv.   Balancing Opposites

Each of the above themes is built upon further detailed analysis on its various components, as explained below:

The purpose is about asking existential questions and seeking answers at a very basic level. It begins with finding a purpose for the self. This holy journey makes people realise that all are searching for the same things through different means and paths. At some point in time, paths dissect and converge at other points. Pursuing a purpose for the self ultimately leads to self-realisation. Even if the destination is arduous to reach for many, the sense of being on a journey and just a glimpse of the destination alters perspectives and world views. This results in five outcomes, namely Big Picture effect, Risk Taking and Bold Decisions, Ethics and Responsibility, Looking at both success and failure with a perspective and finally, long term thinking and vision. These five outcomes break down the power of purpose and have been distilled from the theoretical construct of the study as well as the analysis of the survey results.

Big Picture effect means broadening horizons and not viewing things with a myopic short-term lens. Big Picture effect means broadening horizons and not viewing things with a myopic short-term lens. It also makes people look at the connections people and beings have with each other and the planet. People aligned to a purpose will not stop until they have reached it or achieved it. Risk-taking then is a leap of faith, a journey into the unknown. It makes people look at fear in the eye and be bold and venturesome in spirit. It is an energy that only the motivated have. They then pass on the positive energy to the followers. Only a person who has long term thinking can be ethical and responsible.

The second belief that is mentioned is the Relationship with Self. This value is paramount because of the relationship one has with the self-mirrors in people's relationships with others. If the relationship with the self is positive, there is self-esteem, confidence, faith; this person empowers others too and builds trust in the organisation. The network of relationships has trust, and most remarkable, this is the way to humility. Hence an empowering culture of trust will generate the commitment

Figure 5- The Proposed Framework- Building Blocks of Resilient Organisations
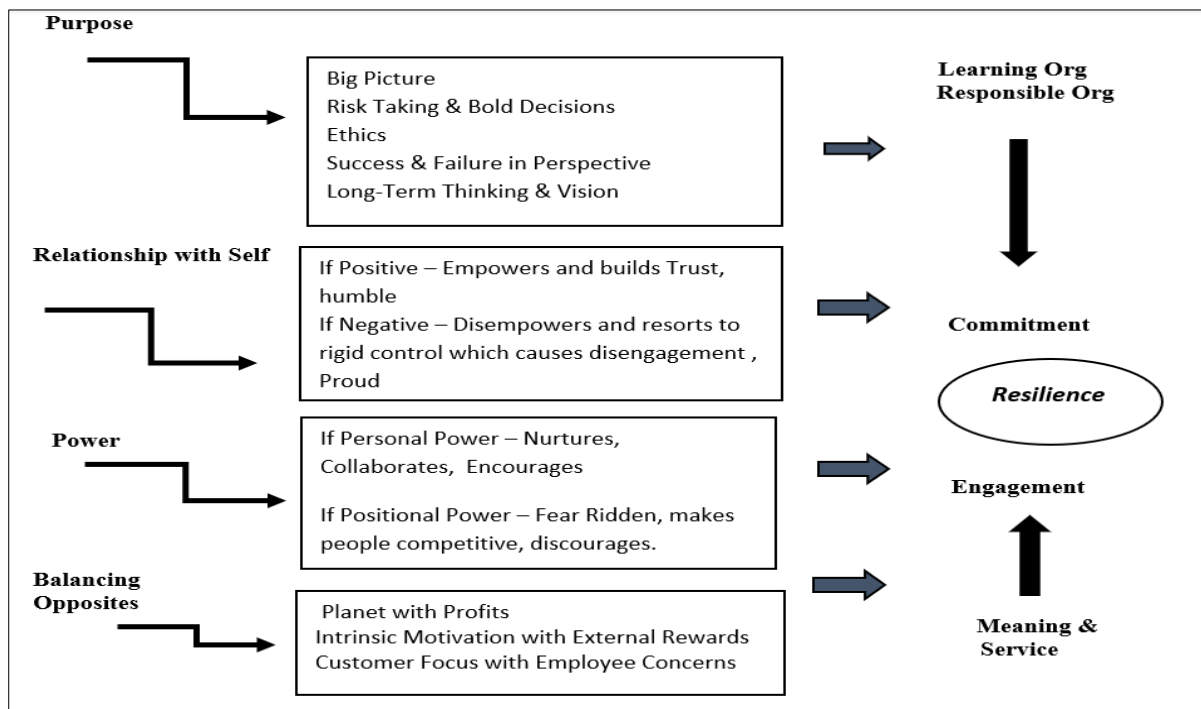
necessary for generating resilience. The third aspect is the ability to handle power. There can be two approaches to power, personal and positional power. Personal power implies that people relate to an individual being; thoughts, knowledge and respect for the person come from who that person represents and not what that person has accomplished. If a person relies on personal power, this person builds a nurturing, collaborative culture based on encouragement. It is soft power, sometimes more feminine and more collaborative than competitive, leading to the energy that gives organisations resilience.

Lastly, the last aspect relates to thinking which is not linear. Thinking that can hold opposites and relate to both. It is a thinking that seems complex but results from exploring profound thoughts and diverse views. It is more holistic in its approach, and such thinking can emanate from the cross-pollination of various ideas. It is the key to building a resilient organisation. The proposed framework in Figure 5 provides the building blocks of resilient organisations. It breaks down spiritual leadership into four main components, i.e. purpose, relationship with self, power and balancing seemingly opposite interests. Each spiritual component creates a specific feature or trait in the organisation, i.e. purpose makes a learning organisation, a leader's positive relationship with themself creates an environment of commitment, handling power with spirituality leads to engagement and finally, the balancing of seemingly opposing interests as planet and profits lead to a sense of meaning. These organisational features become building blocks of resilience.

Limitations of the Study

Data for the research study has been layered. Every attempt has been made to capture all nuances, opinions, facts, and figures to make the research meaningful, relevant, and impactful. Every attempt has been made to capture all nuances, opinions, facts, and figures to make the research meaningful, relevant, and impact industry practices and management literature. Hence by collecting data from both leaders and the employees at various levels of management, a complete and comprehensive picture has been attempted to be painted.

Conclusion

The multi-source approach was used to study the difference between employees' perceptions and leaders. The questions put up to the leaders focused on their leadership style, vision, and beliefs on spirituality, competition, power, success, purpose, excellence, and sustainability. The employee survey assessed how leadership impacted their motivation, commitment and personal philosophy. The research outcome is based on these aspects, connecting spiritual leadership and organisational resilience.

The three most admired traits of transparency & ethics, having the requisite knowledge and having a spiritual quotient, are admired and correlate with an organisation, which in turn, correlates with an organisation's beliefs about having the commitment and becoming a learning organisation, thus acquiring the agility to be resilient. Strong leadership in our complex times are not necessarily

autocratic leaders but leaders of mental, emotional and spiritual strength and those who can guide their organisations towards resilience.

The paper finds that spiritual leadership has an impact on the articulation of vision and long term goals. The paper also concludes that this kind of leadership impacts employees' engagement, customer focus, and climate for excellence while keeping an eye on agility, returns and resilience. Accordingly, the paper proposes a theoretical framework for building blocks of resilience Self-Awareness to create commitment; improved ethical handling power, leading to improved engagement and workplace resilience. Finally, the paper finds that Balancing Opposites establishes a sense of meaning and service in organisations. Spiritual beliefs impact sustainable growth and development, establishing long-term goals and articulating the organisation's vision, which becomes building blocks for organisational resilience.

The paper reaffirms that the spiritual quotient is the foremost virtue of a leader. Applying spiritual principles and practices will make organisations more resilient because the essence of spirituality is long term thinking, which allows for mental models of agility. Importantly, in terms of balancing outcomes, the foremost is the planet with profits followed by Intrinsic Motivation with External Awards and employee Concerns with Customer Focus. The balancing act between seemingly opposite but contiguous goals allows organisations to craft strategic resilience.

Finally, the proposed theoretical framework explains how spiritual leadership can create building blocks of resilient organisations. Articulating purpose leads to building a Learning Organisation. Self-Awareness commitment; handling power with ethics leads to engagement; finally, balancing opposites creates a sense of meaning and service in organisations. Together with a learning organisation, committed people engage with the organisations, find meaning, and develop resilience. Thousands of years ago, the earliest surviving example of human writing – inscribed in cuneiform on a Sumerian clay tablet in Mesopotamia reads – Soldiers without a king are sheep without their shepherd. It is the first example of a type of proverb – one that appears in many languages – testifying a universal sense of need for effective leaders in any area of human expertise. Today's is resilience.

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