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AN EMPIRICAL STUDY ON SPIRITUALISTIC ELEMENTS IN ORGANISATIONAL LEADERSHIP AND AN ANALYTICAL FRAMEWORK ON RAJARSHI LEADERS, WITH RESPECT TO INTRAPERSONAL AND INTERPERSONAL FACTORS

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ABSTRACT

Presently a pertinent and subtle transitional stage in the evolvement of human process is being traversed where ideas like knowledge and selflessness would help the inner core of any corporate to grow and thus it is imperative that the top leadership facilitates the same.

Hence, this study has been designed to provide a conceptual guideline, on the significance factors of Rajarshi Leadership and their influence on the organizational effectiveness and in this context, some of the principles from the Bhagvad Gita. These factors have been attributed to either the Intrapersonal or the Interpersonal set, and have an influence on the leader's working, in the organization.

The statistical population for this study includes the managers heading various divisions, for one of the reputed electrical companies, having its various offices in India and the data collection tools are the questionnaires that would involve the different elements as discussed above. Factor analysis is carried out to determine the most pertinent and important factor to arrive at the main determinants of the Rajarshi leadership hypothesis. Moreover, Regression analysis is also carried out to understand till what extent and degree, these factors have been instrumental in influencing the organizational effectiveness.

KEYWORDS: Rajarshi Leadership, Indian Wisdom, Gita, Intrapersonal & Interpersonal Factors

INTRODUCTION

The current study proposes to extract from the literature review, the theoretical fundamentals for the intrapersonal and interpersonal leadership framework, operationalize this structure into an instrument, test its reliability and understand as to how affective these attributes play a role in the various managerial positions, in the envisaged organization.

This understanding has germinated into giving prominence to the Indian insights, emanated from its scriptures like: Gita, Vedas etc., which prioritize on how to create a "Libran" leadership having the right formula of mission and values. The importance of study emanates from the fact that, a Rajarshi leader has the values assimilated in such a manner that, he puts the chariot of skills being drawn by them, more complacently resulting into smoothening of the activities. Such a leader can also increase the learning capacity of its members.

As has been mentioned in the literature review in the following pages of this paper and from the domain knowledge of the subject, the researchers expect that these attributes, which have their grain from the Indian epic Bhagvad Gita, have a relationship with the building up of spiritualistic domain of the Rajarshi leader. It will provide the researchers with an extra measurement tool, envisioned to help build a bridge, rendezvous between the theoretical spiritual foundation and the practical assimilative qualities that the leaders have, while being more palatable to the notion of integrating the rich Vedic literature and successful leadership realm in corporate world.

The Two Theoretical Frameworks of Spirituality

This section would address and briefly explain the two frameworks of the spiritualistic elements extracted from the above literature to establish a connection between its presences in the so- called Rajarshi leader.

The first competitive framework is the Intrapersonal Domain. This focuses majorly on the inner thoughts, feelings, knowledge, self-control, stress factors etc. of the individual respective person ;(the leader/manager in our study). It could be more finely comprehended as the "inner-world" of the person, the realm for self-reflection, selflessness and relationship to self w.r.t. the intrinsic knowledge and professional pressures in him.

In this study, the following five elements have been considered as a part of this framework: Nishkam Karma (selfless action), Self-control & determination, Jnana (knowledge), Pressure & dynamics and Stress.

The second framework is the Interpersonal Domain. This focuses majorly on the contextual application of the spiritualistic elements, with respect to the mode of exhibitance during the multiple interactions with others in the field/organization. These elements help in shaping the intrinsic satisfaction of the individual, by making him assimilate the features. This, subsequently makes him act and interact with the others in the company, in the "defined "way. The elements in this domain facilitate the inter connectivity, between the leader, his peers and subordinates.

In this study, the following seven elements have been considered, as a part of this framework: Empowerment, Team building, Focus on Corporate community formation, Emphasis on Non-Egoistic Attitude-team formation, Inner Satisfaction, Certitude for Spiritual transformation, Bhakti (devoutness/devotion)-induced orientation.

LITERATURE REVIEW

In a note to Mitroff and Denton's (1999) book, A Spiritual Audit of Corporate America: A hard look at Spirituality, Religion Values in the workplace, Bennis has said that the authors demonstrate that human beings have been on a divine pursuit for comprehending the meaning and the primary cause of organizational dysfunction and all ways of human stress is the lack of a spiritual and divine foundation.

Goldberg, 2010 highlighted the influence of India's soft power in the light of its spiritual movements. Sharma, 2007 emphasized that Indian management recommended the need to connect management with the real drive of existence and introduced the concept of (HOPE)-Higher order purpose of existence; which is as an all-embracing idea for organizations having a society centric approach. These paradigms become the drivers to include the concept of spirituality in the organizational behaviour and leadership field. Hence, the emphasis in management field has shifted to discussions of theories in spirituality management in today's world. (Sheep, 2006; Moore and Casper, 2006).

There are already published findings relating spirituality to specific areas of management theory. In another study, Acker (2000) found that individual spiritual transformation was instrumental in influencing

organizational transformations. In another publication, McGeachy (2001) hypothesizes that, the concept of spirituality at work is powered by the finding that, personal fulfilment and high morale are sharply related to exceptional performance, and therefore, to an organization's financial success. Beazley (1997) defined spirituality as a faith relationship with the Transcendent. A faith relationship is described as a trust in and loyalty to, centres of value that are of eventual value to the individual and to the metaphors of power with which, that individual relates himself and upon which, the individual performs, for him to sustain in this uncertain world.

A person should have the abilities of both a Raja; leader- (a person who excels in the domain of knowledge, postulates and models), and, a Rishi- (a person having sage like qualities). The second quality would refrain the raja-our leader, mentor go blindly in the alleys of only monetary progress. He would undertake both the outward (external) and inward (internal) journeys with an equal emphasis on the two. He can best be epitomized by the word interconnectedness and a person who can create a subtle balance between him, self, others and a higher being. His spiritual beliefs will influence his own decision making by filtering and framing the information upon which the leader trusts. He would like to act "wisely" in his ability and connect to the others.

Indian Wisdom and Sources- An Eye-Opener

In the words of Mark Twain, India is the cradle of human race, the birth place of human speech, the mother of history, the grandmother of legend and the great grandmother of tradition. The rich precious sources of sacred books written thousands of years ago presented the individuals with the foundation to understand and live amicably. According to Subramanian, 2009, the adherence of this Vedic management has paved way to perfection and an uninterrupted improvement through the acts (Karma). The scriptures have always given prominence on the persona of the top boss, leader in our case and the expectation of the employees towards him, which has paved way to inculcate a family touch and a sense of oneness. (Virmani, 2013). The emphasis here is on, how the leader-manager acts like a guardian to others. The rationale of the same can also be understood by quoting Bansal, 2009, when he remarked that, in the present epoch of social degradation, absence of enthusing leadership, it has become imperative to revisit and assimilate the various Indian philosophies, to develop a complete approach to combat modern management problems.

The Bhagvad Gita is one of the most revered and sacred books of the Hinduism philosophy, and contains the real experimented modes of systematically escalating to the higher orbitals of consciousness. The researcher will also like to analyse the various doctrines of Bhagvad Gita and seek to apply their relevance to the basics of the Rajarshi model. The Gita urges every person to transcend from ego towards divinity, which is towards the Almighty. Bhagvad Gita is enriched with all necessary management strategies, that help an individual to attain the mental steadiness and overcome any catastrophic situation (Bhaatarai, 2010).

Hence, a leader while travelling on the path which, moves from self-interest to community-centred, dispels the negative hormones. Such a disciplined and patient person who can control himself will be attuned to attain composure and hence will be capable when strategizing with his team. The spiritual grounding emanated from its principles provides him the integrity and authenticity to be an effective Rajarshi leader. The management lessons emanated from the study of Gita can comprehensively be applied, in regularizing the functioning of business houses. (Janaki, 2012). The life and corporate arenas are full of unpredictable events, with the prevalence of symptoms filled with nausea.

It would not be out of context to quote Desai, 2009, who correctly commented that in the sequences of epics, preaches, religious books, the first name known to the masses is the Bhagvad-Gita. Its magnetic, charismatic, captivating and enchanted words and stanzas, propose to the individual, the authority of confidence and helps in the transformation from agony to a blissful existence. The law of Karma, as stated in Bhagvad Gita is the profound truth, wherein Lord Krishna tells Arjuna, about the same.

OBJECTIVES

- To identify the most influencing factors of *Rajarshi Leadership* and their influence on the *organizational effectiveness*

- To analyse the variances between the designated groups and the dependent variables

- To shed light on whether spirituality with its elements exists in equanimity at all levels of management or not

SIGNIFICANCE AND SCOPE

The present study on spirituality leadership and practice will offer the following contributions to the field.

First, this study offers an alternative, albeit preliminary, module on the values emanating from the spirituality construct inclusive of multiple parameters.

Secondly, the approach is an endeavour to reach at a more agreeable definition and notion of spiritualistic pattern of the Rajarshi Leadership; a crucial step in trying to demonstrate cross discipline comparative empirical studies and facilitating research continuity, within the management leadership-discipline.

Finally the researcher feels that the demonstration of the spiritualistic elements, under the two broader terminologies: 'Intrapersonal and Interpersonal' constructs may suggest relevance and importance to the leadership theory in today's time, and stimulate further research.

As explained from the domain knowledge of the subject, there are two independent sets of attributes: Interpersonal and Interpersonal which emanate from the spiritualistic realm and are inherent to an individual's disposition.

The research question of the present study is whether the dependent variables or attributes in each of the respective two frameworks have any kind of validated statistical relationship between the other independent variables in their sets.

It is also to be seen that which factor sets ;(to be derived from Factor analysis), do the attributional variables belong to and whether these could have an effect on the daily working of the personnel at the corporate in today's world.

It is imperative to see whether the overall functionality of the managerial personnel depends on how well he "connects" with himself; (Intrapersonally) and how well he "connects" with others; (Interpersonally).

This would then be able to pave way, for the existence of the concept and establish the fact that, today's leadership; managerial workings have their sustenance from the ancient Vedic scriptures.

The researcher would also like to analyse the variances between the designated groups and the dependent variables. This would have an implication for the board of directors to comprehend the subtlety of these attributes with their essence in today's leaders-managers working at the organization.

RESEARCH METHODOLOGY

This section offers an explanation of the research methodology used to operationalize, what is being purported to be analysed for testing the hypothesis of this dissertation. The first step was to craft a questionnaire statement, intended to measure the different degrees of conformity to each element; parameter of both the intrapersonal and the interpersonal set. It is important to understand till what extent the variable in question affects the different levels of management personnel in the organization.

Each of the 12 variables from both the frameworks had 7-8 items (questionnaire statement) crafted with them respectively, with a total of 84 statements being generated. All the statements intended to measure the construct had the face validity. All the items are carefully crafted to meet the clarity and the researcher has taken care that they meet the guidelines of simplicity, minimization of ambiguity - biases and avoidance of vague terms.

As stated, the researcher would also like to see which factor sets; that would be derived from Factor analysis, do the attributional variables belong to. Also, to comprehend whether there is a validated statistical relationship, between each of the dependent variables or attributes in each of the respective two frameworks and the Factors so obtained, a regression analysis would be carried out.

So, to identify the most influencing factors of *Rajarshi Leadership* Factor Analysis has been used*; to* investigate their influence on the *organizational effectiveness* Multiple Regression is applied and to analyse the variances between the designated groups and the dependent variables ANOVA is carried out with the help of PASW statistics.

Sample Composition

The target population for the formal study consisted of 250 personnel of an electrical company, working at different levels. They comprised of The General managers (GM), Deputy General Managers (DGMs), Assistant General Managers (AGMs) and Senior Executives (Sr. Executives) working in the various product and portfolio divisions; including Operations and Finance team. The managers in study came from all the four major regions: East, West, South and the Head Office in the North. The selection of the managers at various levels at most of the pertinent divisions was based on the fact that leaders' discretions existed at these operational and functional levels.

Moreover, to ensure relevance to the present study, the selection criterion was done to include the leaders and their subordinates simultaneously so as to get feedback in a synchronized manner. The DGM reports to the GM and gets his reports from the AGM, and so on. So a person is both a subordinate to someone and leader to the other in this hierarchy.

ANALYSIS AND DISCUSSIONS

Reliability Analysis

As presented below, the homogeneity and reliability of the data as measured from the constructs in the questionnaire is measured by Cronbach's Alpha, where alpha tending towards 0.70 and above is considered to be acceptable. The data obtained by taking all the constructs was 0. 732. With these findings, item validity and reliability was achieved.

Table 1

Scale: ALL VARIABLES		
Case Processing Summary		
		N
Cases	Valid	249
	Excluded[a]	1
	Total	**250**

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	**No of Items**
.732	83

The Intrapersonal Set

The first step in the design was, to analyse the dependent variables (DVs) in the two aspects of Rajarshi leadership. The researcher considers NK as the dependent variable, for the Intrapersonal attribution set. A factor analysis (F.A.) is now run to understand the set of factors for the IVs in this set.

The final set of variables is:
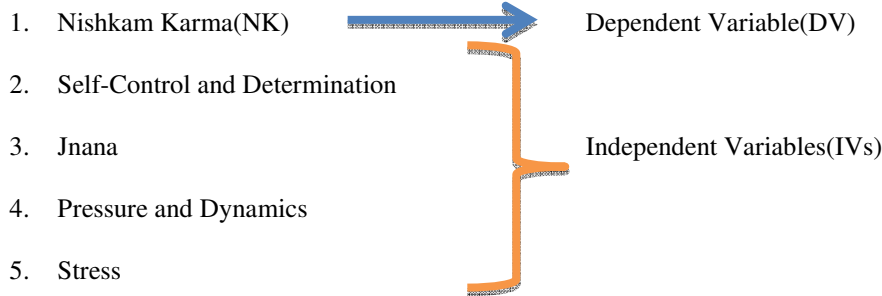
1. Nishkam Karma(NK)   Dependent Variable(DV)

2. Self-Control and Determination

3. Jnana   Independent Variables(IVs)

4. Pressure and Dynamics

5. Stress

Output of the Factor Analysis

Eigen Values

As there are 2 Eigen Values that are >1, Two factors are obtained and they explain for around 57% which is good

Table 2: Total Variance Explained

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	1.260	31.496	31.496	1.260	31.496	31.496	1.207	30.184	30.184
2	1.031	25.775	57.272	1.031	25.775	57.272	1.084	27.088	57.272
3	.907	22.686	79.958						
4	.802	20.042	100.000						

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KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.626
Bartlett's Test of Sphericity	Approx. Chi-Square	13.976
	df	6
	Sig.	.030

Rotated Component Matrix

After the presentation of the above analysis, it is clear that there are two set of factors.

In F1→ The Variables that co- exist are Jnana & Self Control.

More rightly they are inter-related as according to the domain knowledge Jnana, induces more self-control in the individual over his desires and makes the determination stronger. The path of 'real' knowledge in an individual makes his self-confidence & control escalate.

In F2→ The variables that co-exist are stress & pressure-dynamics.

As discussed in the Literature Review Section, Improper relationship Building including Job Responsibilities and non-proper managing of the show creates the wave of stress for leaders. Stress also increases with or by taking pressure in an unsynchronized manner. The imbalanced pressurized atmosphere encourages the stress component. So from the domain knowledge, if stress can be overcome, the unwanted pressures and waves of dynamism would be controllable.

Table 3: Rotated Component Matrixa

	Component	
	1	2
MEAN OF SELFCONTR VARs	.768	
MEAN OF JNANAs VARs	.621	
MEAN OF STRESS VARs		.889
MEAN OF PRDYNAs		.530

The Two Final Factors in this are

F1 →Jnana induced Self Control

F2→ Stress related Pressure

Regression Analysis

Now there would be a Regression Analysis between the D.V. NK ;(Nishkam Karma) and the two factors Scores F1& F2 as obtained from the Factor analysis. This would demonstrate whether the factors had model validity with this specific D.V. of the Intrapersonal set.

The significance was 0.00 in the ANOVA table and this suggested the significance of the same.

Table 4: ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.211	2	1.105	16.102	.000[a]
	Residual	16.957	247	.069		
	Total	**19.168**	**249**			
a. Predictors: (Constant), REGR factor score 2 for analysis 1, REGR factor score 1 for analysis 1						
b. Dependent Variable: MEAN OF NK VARs						

On observing, the respective values of t were observed as:

t = 5.105 for F1 & the D.V. (NK)

t = 2.478 for F2 & the D.V. (NK)

As the values of 't' doesn't lie between -2 & +2

i.e. In both cases t >2 [t= 5.105] for the first Factor

[t= 2.478] for the second Factor

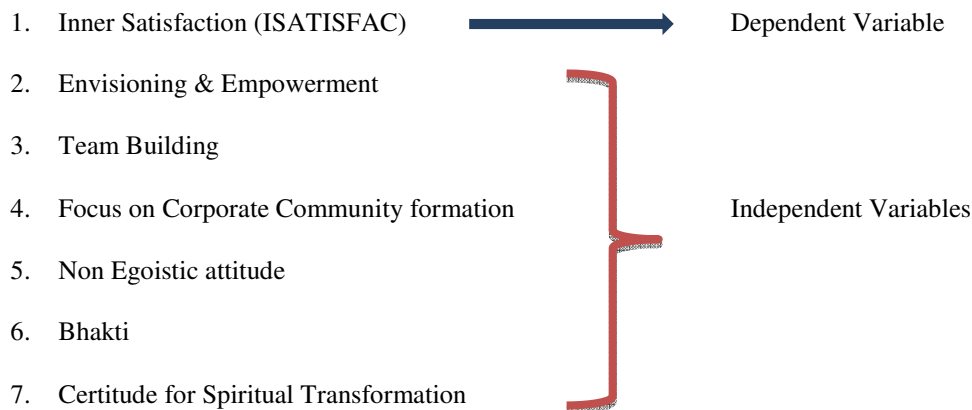Hence there exists a valid Regression model between the dependent variable Nishkam Karma & the Factor Scores obtained.

Table 5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.149	.017		371.086	.000		
	REGR factor score 1 for analysis 1	.085	.017	.306	5.105	.000	1.000	1.000
	REGR factor score 2 for analysis 1	.041	.017	.148	2.478	.014	1.000	1.000

The Interpersonal Set

From the domain knowledge of the subject, it was clear that Inner- satisfaction would be the Dependent Variable (D.V.) for the set of elements in the Interpersonal attributes.

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The final set of variables is:

1. Inner Satisfaction (ISATISFAC)   ➡   Dependent Variable

2. Envisioning & Empowerment

3. Team Building

4. Focus on Corporate Community formation   Independent Variables

5. Non Egoistic attitude

6. Bhakti

7. Certitude for Spiritual Transformation

Output of the Factor Analysis

Eigen Values

As there are 2 Eigen Values that are >1, Two factors are obtained and they explain for around 57% which is good.

Table 6: Total Variance Explained

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.300	38.330	38.330	2.300	38.330	38.330	2.164	36.066	36.066
2	1.116	18.602	56.932	1.116	18.602	56.932	1.252	20.866	56.932
3	.822	13.702	70.634						
4	.714	11.902	82.535						
5	.595	9.911	92.447						
6	.453	7.553	100.000						
Extraction Method: Principal Component Analysis.									

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.692
Bartlett's Test of Sphericity	Approx. Chi-Square	221.816
	Df	15
	Sig.	.000

Rotated Component Matrix

After the presentation of the above analysis, it is clear that there are two set of factors.

In F1➔ The Variables that co- exists are: TEAMBLD, NEGO, BHAKTI & CERTSPIRIT.

More rightly they are inter-related as according to the domain knowledge, the certitude for Spiritual transformation in the leader along with the oneness generated by the Bhakti, escalates within him the eminence in less egoistic state. This internal change inflicts in him better values and he takes his people together as a one cohesive team, working for the betterment of organization under his "guardianship."

In F2➔ The variables that co-exist are Empowerment & Community formation.

As mentioned earlier in the literature, certain attribution traits like envisioning helps him, to nurture better professional coordination in the team he works with. His notion is to get the corporate become like a one big family. This community-centric approach has a ray of positivity around his peers and subordinates. It could be a one step ahead towards operationalization of their psychological contract, with the organization. These are the attributes any leader would generally envisage. They are to empower better solutions and "tame" their peers' existing thought processes while maintaining a strong focus on the development of his team as a cohesive community.

Table 7: Rotated Component Matrix[a]

	Component	
	1	2
MEAN OF BHAKTI VARs	.786	
MEAN OFCERTSPIRIT VARs	.718	
MEAN OF NEGOS VARs	.663	
MEAN OF TEAMBLD VARs	.608	
MEAN OF EMPOWER VARs		.913
MEAN OF CORCOMMU VARs		.537

The Two Final Factors in this are:

F1 → Spiritualistic non- egoistic team builder

F2→ Community -centric empowerer

Regression Analysis

Now there would be a Regression Analysis conducted between the D.V. ISATISFAC; (Inner Satisfaction) and the two factors Scores F1& F2 as obtained from the Factor analysis. This would demonstrate whether the factors had model validity with this specific D.V. of the Interpersonal set. The significance was 0.00 in the ANOVA table and this suggested the significance of the same.

On observing, the respective values of t was observed as:

t = 4.063 for F1 & our D.V. (ISATISFAC)

t = 1.425 for F2 & our D.V. (ISATISFAC)

In the first case, where the set of REGR Factor F1 was taken as the IVs to predict the regression analysis model with the DV in question, it was observed that the value of t = 4.063. As the value of 't' doesn't lie between -2 & +2 and is >>2, it could be confirmed that there exists a valid Regression model between the dependent variable ISATISFAC & the first set of factor Scores obtained.(F1) It could be determined that in the Interpersonal Set of Factors in an individual leader, a Spiritualistic non- egoistic team builder having the "devotional" attitude in commensurate with the Bhakti element is more intrinsically satisfied while working with his peers in the organization. Internally, the leader would be motivated better to make others perform in a more synchronized way for better working in the organization.

In the second case, where the set of REGR Factor F2 was taken as the IVs to predict the regression analysis model with the DV in question, it was observed that the value of t = 1.425. As the value of 't' lies between -2 & +2 and is <2, it could be determined that there does **not** exist a valid Regression model between the dependent variable ISATISFAC & the second set of factor Scores obtained.(F2)

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This was because while gathering the primary data and talking to many of the senior- junior managers with respect to their intrinsic motivation, most of them opined that envisioning-empowering the others in the team, getting everyone to work by maintaining a community like feeling ;was an integral part of their job profile. This practice was in vogue to get the corporate work facilitated by enriching the individual team and these attributes were indifferent to on how they felt intrinsically. Their levels of satisfaction and gratification was very remotely connected with how they enriched others and made the community-centric team.

Table 8: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.161	.021		297.149	.000		
	REGR factor score 1 for analysis 2	.084	.021	.249	4.063	.000	1.000	1.000
	REGR factor score 2 for analysis 2	.030	.021	.087	1.425	.156	1.000	1.000
a. Dependent Variable: MEAN OF ISATISFAC VARs								

ANOVA (One Way) between the Outcome Variable NK and the Designation as Group Variable

The researcher would like to see the analysis with the first Dependent variable which belongs to the intrapersonal attribute set, i.e. NK with the designations in the company and hence would like to demonstrate the performance of one way ANOVA or Analysis of Variance (single factor).

Post HOC Tests Results

Again the alpha value of 0.05 would be considered to determine if the two groups are significantly different from one another.

Table 9: In the First Table

1st Group	2nd Group	Value of Alpha	Benchmark	Inference
GM	DGM	0.045	<0.05	Significantly different from one another
GM	AGM	0.001	<0.05	Significantly different from one another
GM	SR EXEC	0.002	<0.05	Significantly different from one another

Table 10: In the Second Table

1st Group	2nd Group	Value of Alpha	Benchmark	Inference
DGM	AGM	0.156	>0.05	Not Significantly different from one another
DGM	SR EXEC	0.266	>0.05	Not Significantly different from one another

Table 11: In the Third Table

1st Group	2nd Group	Value of Alpha	Benchmark	Inference
AGM	SR EXEC	0.990	>0.05	Not Significantly different from one another

From table 9 it is quite clear that there is a variation of the feeling of Nishkam karma between the GMs and the other designations- levels in the organization. As these are significantly different from one another, it can be attributed that the higher escalation in the managerial or leadership position begets better self-control and more selfless feeling towards the others in this organization. It is clear from Table 10 and table 11, that the other groups; DGMs, AGMs and Senior Executives working in the organization are non-significant from one another or in other words are generally the same.

ANOVA (One Way) between the Outcome Variable ISATISFAC and Designation as Group Variable

As performed in the first case, the researcher would like to see the analysis with the next dependent variable, which belongs to the interpersonal attribute set, i.e. ISATISFAC with the designations in the company.

Post Hoc Tests Results

Again the alpha value of 0.05 would be considered to determine if the two groups are significantly different from one another.

Table 12: In the First Table

1st Group	2nd Group	Value of Alpha	Benchmark	Inference
GM	DGM	0.039	<0.05	Significantly different from one another
GM	AGM	0.006	<0.05	Significantly different from one another
GM	SR EXEC	0.008	<0.05	Significantly different from one another

Table 13: In the Second Table

1st Group	2nd Group	Value of Alpha	Benchmark	Inference
DGM	AGM	0.726	>0.05	Not Significantly different from one another
DGM	SR EXEC	0.808	>0.05	Not Significantly different from one another

Table 14: In the Third Table

1st Group	2nd Group	Value of Alpha	Benchmark	Inference
AGM	SR EXEC	0.998	>0.05	Not Significantly different from one another

CONCLUSIONS AND RECOMMENDATIONS

Based on the favourable results derived, from the Factor analysis and subsequently the Regression Analysis; there were two innovative concepts that manifested relevant implication for the management practice. The first concept was that the attribute Nishkam Karma was influenced by the combination of the two factors obtained in the Intrapersonal set to some extent. Jnana and self-control of Stress in an individual made him more intrinsically inclined to work selflessly thereby enhancing himself strongly.

The second concept emphasized that the attribute Inner -Satisfaction in the Interpersonal framework was also influenced by a non-egoistic team builder but remained un- altered when it came to inculcating the qualities of an empower. It has been discussed in the results section that a non –egoistic team leader with a so called 'devotional' attitude was more internally satisfied working with others, which in turn was good for the organization. Empowerment was seen as

a more basic profile and a regular practice to facilitate work. It did not pave in to escalate the intrinsic satisfaction of the leader. He thought it as a necessity to achieve professional achievement, rather than a factor that would enhance his inner satisfaction.

The ANOVA results in both the frameworks depicted that in the company, the intrinsic selfless feeing and the inner satisfaction levels at the GMs level were much more than the others in the hierarchy. The other segments in the company relatively enjoyed the same levels of satisfaction, which in turn was an indication of equanimity of understanding amongst them. This in turn meant a facilitative environment for working in the organization

With these conclusions and summaries from the present study, it is imperative that the findings are explained to the management. It has been demonstrated that the leader or so called the managers working in different designations at the company, have had and have further developed their selfless and intrinsic levels during the tenure here. Their self-controlled attitude, accepting challenges and pressures, trying to work on the module of a non –egoism and cultivating positive vibes amongst the team imbibed from the so called 'spiritualistic patterns', has helped the corporate to traverse and 'gallop' on the community centric platform. This set of attributes, emanated from the two frameworks, is seen as an inherent quality in these managers, and further has had a cascading effect. The leaders at all levels in the organization are more tuned to work, act in a selfless manner with their team and are determined to overcome all the so- called 'challenging' feelings within themselves. This is a sign of positivity for the corporate owing to the fact that most leaders at the levels and divisions have demonstrated the so called 'devotional' attitude towards their work by taking the team along with them. The researcher could also witness that the tendency to be like a 'guardian' for everyone down the line in the team, having the notion and inclination to follow this path of duty, has made oneself more satisfied and this in further has paved way to solve the challenges amicably here.

FUTURE RESEARCH PROSPECTS

The true challenge is to discuss on for the future research on this management discipline. This analysis could be carried out in any other corporate arena or in the international wing of the same or a different corporate to understand the nuances and applicability of the Rajarshi model there. There could also be a possibility of deciphering the validity of this model in other corporate spheres: like service industries, research and development sectors or perhaps government concerns to understand how pervasive these derived- Rajarshi attributes were in an individual working at such concerns. The researcher would like to confirm and validate the data obtained from both the EFA and regression by using AMOS.

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