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# **BEHAVIOURAL MANAGEMENT FOUNDATIONS FOR SPIRITUAL SOCIAL ENTREPRENEURSHIP**

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*Abstract- Based on intensive study of spiritual organisations engaged in social developments, the researcher has identified the processes and characteristics which help an organisation in its transformation towards spiritual social entrepreneurship. The researcher brings out essential elements, which support spiritual social entrepreneurship and prepares a roadmap for the smooth transition. The researcher has found that these organisations will help us in meeting our challenges of tomorrow.*

**Keywords:** social development, spiritual organisation, social entrepreneurship, transformational leadership, missionary organisation, behavioural management for social change.

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## **I. Introduction**

Social entrepreneurs are able to transform the society through their commitment to social development. They infuse a positive thinking and a will for doing something great for the benefit of society. They became the hub for clustering an organisation around fundamental values of social development. Their initiatives help us in bringing development in the society at large. They emerge as the heroes for the society at large.

## **II. Literature Review**

It is difficult to study a process. A process is a continuous activity, which represents human endeavor. It is an initiative of the people. A process has human element and therefore it is dynamic, evolving and subjective experience. A process is enabled through the initiatives of the combined energies of the people involved in the process.

Traditional theories of entrepreneurship have focused on risk-oriented profit-seeking individuals (Kirzner, 1973; Schumpeter, 1942) who identify market opportunities and exploit them to earn profits. Though useful, the traditional definition of the entrepreneur ignores the large number of entrepreneurs who eschew profits and create new organizations to bring about social change (Hibbert, et al., 2002; Prabhu, 1999). These entrepreneurs, known as social entrepreneurs, create new, viable socio-economic structures, relations, institutions, organizations and practices that yield and sustain social benefits

(Fowler, 2000). Though social entrepreneurs may be similar to traditional entrepreneurs in many ways (e.g. both create new organizations and serve as 'building blocks' for societal development), the key difference between the two is that the former are not driven by profit but are primarily driven by an intrinsic desire to solve social problems and create social value (Hibbert, et al., 2002; Prabhu, 1999; Sarasvathy and Wicks, 2003). With their focus on social change and development, social entrepreneurs have a significant impact on society and economy (Mair and Noboa, 2003). Social entrepreneurs are normal, everyday people who forego the pursuit of private wealth for social value creation (Dees, 1998; Sarasvathy and Wicks, 2003). Researchers have used varied methods to study social entrepreneurship. Participant observation method and detailed intensive case study method has been used to study social entrepreneurship (Jain, Trilok Kumar; 1999). Grounded theory model has been used for social entrepreneurship research (Bhawe, Gupta and Jain; 2007).

### **III. Research Objectives and Outcomes**

The researcher started with the fundamental objectives of probing the process of spiritual social entrepreneurship. There were many questions hidden in the mind of the researcher based on previous researches: -

- a. what inspires and motivate the entrepreneur and team for a pursuit for the society
- b. what are the supporting factors in the process
- c. what are the hindering factors in this process
- d. what is the process of transformation of people for preparing them for a large goal?
- e. how is the organisation managed and transformed for this purpose.

The researcher used participant observation, grounded theory and content analysis of qualitative data in the process of studying spiritual social entrepreneurship. The researcher interacted with the entrepreneur, the team and the volunteers and observed the working of the organisation. Wherever possible, the researcher tried to be a part of the team for a short time to understand the process of the working of the organisation from within. The statements and the anecdotes within the organisations were recorded and analysed in terms of their implications for the topic under study, for example : -

"People here get up at 3.00 am and start chanting and devotion and then they put themselves to the work"  
- this statement has been analysed as devotion to work.

### **Findings**

The researcher studied five organisations devoted to social development, which had spiritual orientation also. All these organisations were very similar internally. They represented priority to social development. They were organisations, where people would put in their heart and soul. Most of these organisations are driven by volunteers and it is the volunteers who put in tremendous efforts for the success and growth of the organisation. Wherever the word employee is mentioned, it includes the volunteers. Even the paid employees are paid very low salary, but they derive tremendous satisfaction from the work of social development. The entrepreneur / head / chief of these organisations have no

attachment to material possessions and represent a truly spiritual being, who is a real representation of salvation and human enlightenment. These organisations had history of between 5 to 20 years and are growing organisations. They are all small-medium sized organisations (manpower number ranging from 30 to 400). These organisations represented impact making social institutions, which were working for the benefit of the society at large.

The social entrepreneurs studied display the following characteristics: -

- a. amazing commitment to social development
- b. continuous reiteration of the mission
- c. willingness to work at grassroot level for the cause
- d. no ego
- e. devotion to the spiritual cause and self less service to mankind

During the research, the researcher has observed that the social entrepreneur is able to create a powerful team of committed workers for the pursuit of the grand objectives. The team is equally motivated. The members of team are picked up very carefully and given extensive training for the purpose of the objectives. The framing of the organisation takes following order and process:-

- a. detailed planning and preparation for the work
- b. continuous discussion with well-wishers about the work
- c. selection of team members based on the objectives
- d. team members work together with entrepreneur on the grand objectives
- e. continuous discussion on the work and about how to achieve the work
- f. supportive and devotional work culture
- g. surrender of the work to the almighty and preparation for the work of the almighty

All above processes enable the entrepreneur to craft a work culture which is full of devotion, dedication and self less sacrifice. The commitment to goals is displayed in the following facets: -

- a. communication - continuous discussion and discourse on what is the expected outcome
- b. respect - continuous reminding that everyone is representation of the God and they have to bring out the God from within. This is representation of the respect towards the almighty
- c. physical work - continuous physical work almost tirelessly to convey the message of devotion and dedication for the cause
- d. celebrations - every achievement, even a small achievement is celebrated with fervour, giving tremendous energy to the group.

The process of social entrepreneurship results in bringing out the best from the people, which results in development of a great organisational culture. The development of culture takes aspects relating to behavioural management into its process. Behavioural management combines following aspects in its process: -

- a. employee engagement: employees devote themselves to the great cause from heart and soul. Employees are fully occupied in the work. They engage in the work with tremendous zeal and enthusiasm.
- b. employee empowerment: employees together discuss and take decisions in the interest of the society. They share positive thinking and positive ideology.
- c. borderless organisation: The organisation is truly a borderless organisation with sheer commitment to the purpose of the society.
- d. service driven organisation: The service to humanity is the ultimate goal and this is taken as a delivery of product / service. This is the guiding mission of the organisation.
- e. devotion to the almighty through the work: every work is a devotion to the God. Every activity is a submission to the almighty. Every problem or challenge is seen as an opportunity to serve god.

#### **Roadmap for Spiritual Social Entrepreneurship**

Spiritual social entrepreneurship can be obtained through the following processes: -

- a. creating a purpose larger than human purpose to enable people to imbibe the organisational commitment to society
- b. creating an environment of devotion and dedication to the almighty and every work is submitted to the God.
- c. creating an organisation of dedicated persons. The only criterion of selection is the ability of the person to devote to the cause of the society. Only sincere, committed, devoted persons are taken.
- d. extensive on the job training and orientation: the entrepreneur works with the employees and they work together as a team and try to execute the work as the work of the God.

Spiritual social entrepreneurship is something which can be developed through applying these principles, which have been observed in the working of these organisations. An initial model can be summarised in the following aspects: -

Characteristics of the selfless social entrepreneur:

- a. devotion to the ultimate spirit
- b. selfless social service
- c. no attachment to material possessions

d. transparent, engaging and positive attitude to the societal issues.

Characteristics of work culture:-

The work culture of spiritual social organisations represents following characteristics: -

- a. continuous pursuit of cherished goals of society
- b. amazing teamwork and collective pursuit of mission
- c. stories and anecdotes that inspire people for social orientation
- d. continuous engagement of people in social development and related activities.

#### **IV. Conclusion**

A more detailed study is suggested for an extensive study in this sector, which may help in preparing a training module and a model on spiritual social entrepreneurship. The researcher finds that study of these organisations will help the humanity at large and therefore such studies should be carried out vigorously to help our civilisation at large. These organisations are truly great organisations. They represent the ideal form of self-less leadership, commitment, devotion to social development, worship and commitment to the mission of the society. Engaging with these organisations is always an enriching experience to develop the employees and to develop the society at large.

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