

## Real entrepreneurship capital – spiritual capital

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### Keywords

Entrepreneurship Development, Leadership, Social Context, Spiritual Capital, Intrinsic Motivation, Learning Agility, Mentor.

### Abstract

*This papers aims on exploring the role of early years of life, social context, intrinsic motivation and learning agility on entrepreneurship development taking into consideration both relational leadership development along with individual leadership development with retention of ethical identity as self identity. After the study on entrepreneurship development and spiritual capital literature in details this chapter is an attempt to bridge certain gaps found in literature by means of qualitative empirical research . By giving details with respect to early years, career course, personality, importance of mentor, leadership highlights etc. of Mr.Suryakant Sarjoshi owner of chain of restaurants located in India and winner of Foodie Hub Global Award held in London, 2015 this paper focuses on how developmental experiences should be arranged over time and how these experiences can reinforce each other to lead to entrepreneurship development with focus on spiritual capital.*

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### 1. Introduction

Mr. Suryakant Sarjoshi , the Indian businessman and founder of “Aaswad Upahar and Mithai Griha” a Mumbai – based eatery, commonly known as “Aaswad” started his first restaurant on 3rd January 1986 in Dadar west, India. One of its delicious regional cuisines “Misal” has been nominated and awarded as ‘The world’s tastiest vegetarian dish’ at the Foodie Hub Global Awards held in London on 1st June 2015.Mr. Suryakant Sarjoshi after capturing the Mumbai market now has expansion plans to serve the global market and as a first step have started Sarjoshi Hospitality Private Limited Company along with Mr. Santosh Deodiwale on 7th August 2014 to enter International airport domain.

What makes Mr.Suryakant Sarjoshi distinct is his moral character, personality and enriched value system which has allowed him to maintain quality, consistency and courtesy that his restaurants have reflected since 1986, almost for around 29 years without a single advertisement or promotional investment just on basis of customer word of mouth. He laments that for many individuals managing a restaurant business is all about taking customers for granted and money making. He advocates a new perspective of business as a community where expansions will be fruitful only if it is established on trust, confidence and ethics making him truly a moral leader with ethical consciousness focussing on spiritual capital aspect of entrepreneurship.

By reviewing the literature on leadership development and focusing on different aspects of Mr. Suryakant Sarjoshi’s journey of life including, formative years, career course, personality, leadership highlights and future line of action this chapter aim to bridge the gap in literature with respect to leadership development with spiritual capital dimension.

### 2. Research Methodology

The task of the social sciences is to isolate, analyse and understand the cause of human behaviour and to understand how social forces shape behaviour. Here we need to study social group behaviour rather than individual group behaviour. In social science research, evidence which is reliable and valid can be collected from observable phenomenon which also can be tested.

According to Yin (2004), the qualitative empirical research methodology like case study can be used to answer a descriptive question – what happened , or an explanatory question –how or why did something happen; as opposed to a well-designed experiment, which starts with defining a causal relationship between two or more variables and hypothesis to be tested ( Shavelson *et.al* 2002). Also the case study method, allows the researcher to explain a particular situation, and get more information and make direct observations in the natural setting of the phenomenon and then document those observations through a case study. In short, there is no derived data, as one gets response from a questionnaire (Bromley, 1986). Further according to Yin (2004), the structure of a case study report can be heavily influenced by your investigative strategies. More

generally, because the report does not have to follow any particular form, the opportunity to compose case studies can be more exciting and call on greater creativity than reporting about research that has been based on most other methods.

### 3. Literature review

Indian economy has an increased share of services and is shifting away from manufacturing sector. Retaining talent is a challenge, as today's employees are considerably different than they were in the past with regard to their demands for challenging, meaningful work and expectations for more responsibility and autonomy (Wilson, et al., 1994). Organizations will also rely on innovation and creativity more heavily in the future than they have before (Wilson, et al., 1994). Because of the massive changes taking place in the workforce, the nature of work, and the structure of most organizations, it is important to re-evaluate the concept of leadership in this context. Characteristics that made leaders successful 15 or 20 years ago may or may not be the same characteristics needed today. For example, an explosion has occurred in the amount of knowledge that exists today. In fact, "one of the greatest changes in our business world is the transformation of an industrial-based economy into an information-based economy" (Wilson, et al., 1994). Therefore, capitalizing on the talents, spiritual capital and intellectual potential of employees is increasingly important for organizational success (Wriston, 1990).

#### 3.1. Leadership and leadership development

Leadership is a social and reciprocal influence process where several participants engage in leading-following interactions in aim of accomplishing a collective goal (Bass & Bass, 2008; Yukl, 2010). According to Day (2000) there are two forms of leadership development one is individual leadership development and the other is collective and relational leadership development. Individual leadership development concentrates on an individual's ability to participate in leading-following processes and generally presumes that developing an individual's leadership knowledge, skills and attitude will result in more effective leadership. But leadership is also having a collective and relational domain. It involves followers and the process is one where the leader does something that induces others to act. Leadership development is more about relationships that are created and maintained within the social context that can have a strong influence on how leadership processes emerge and evolve (Day & Halpin, 2004; DeRue, 2011).

#### 3.2. Spiritual capital

Knowledge workers are reluctant to being regarded as an anonymous, amorphous mass and, above all, knowledge workers are deeply appreciative of their work recognition. The more transparent and fair the organizational process is, the stronger the commitment is established between knowledge workers and their organization. This internal movement, characterized above all by a deep sense of fairness and integrity, is highly linked to trust which directly impacts individual's attitudes and behavior. By the same belief, if this integrity of commitment is in any way altered, the knowledge worker's performance is deeply affected and decreases, so too is there a decrease in their autonomy, motivation and perceptions. Consequently, we are cognizant of the link and relationship that human capital has with intellectual capital, without losing sight that both the emotional capital and spiritual capital are their cornerstones.

In the model of spiritual intelligence (King, 2008), this spiritual capital is defined as a set of mental capacities which contribute to the awareness, integration, and adaptive application of the nonmaterial and transcendental aspects of one's existence, leading to such outcomes as deep existential reflection, enhancement of meaning, recognition of a transcendental self, and mastery of a spiritual state. An extensive review of the literature supports four essential components: (1) critical existential thinking, (2) personal meaning production, (3) transcendental awareness, and (4) conscious state expansion. The spiritual capital preaches that professional individuals should behave with integrity, honesty, earnestness and have a deep feeling of consciousness and respect for others. They should favor common good, equity and stimulate group intelligence (Vargas Trepaud, 2005). In addition, individuals should strive to understand so that they can be understood - this being one of the secrets of successful organizations which are imbued with a climate of social respect, tolerance and sociability, kindness and friendliness. All these values are the very essence of emotional intelligence (EI) and lead to the interaction and personal inter-relationships which are healthy, empathetic and constructive.

According to many researchers and academicians our world is undergoing insightful and extensive change since industrial revolution (Daft, 2008). The major reasons for this far-reaching change are globalization, intensive competition, information, technology and communication advancements etc. In the middle of this dynamic business environment there are a countless human resources, economic, environmental, and ethical

crises that are directly challenging the role of corporate in society, and highlighting the interrelation among business, government, social and environmental sectors (Baron,2007). In this scenario of ethical crises, entrepreneurship with moral identity as self identity is needed more than ever. Entrepreneurship in form of relational and collective leadership is one of the most important measures of whether teams in organizations are able to effectively adapt to and perform in ever changing environments (Peterson, Walumbwa, Byron, & Myrowitz, 2009). Illustrating entrepreneurship role in the form of leadership highlights of Mr.Suryakant's distinctive leadership style this research paper focuses on benefits of leader practicing moral identity as self identity which is an important dimension of spiritual capital.

#### 4. Early years and Career course

Mr. Suryakant Sarjoshi was born on 23<sup>rd</sup> February 1965 in a very small village in interiors of Ratnagiri named Malkapur. He is the only child of his parents. He reflects a persona of goal oriented, humble down to earth man. 'Simple living high thinking' this quote is apt for him. He did his schooling from Muncipal School in Santacruz, Mumbai till 4<sup>th</sup> standard, Bandra New English School, Mumbai till 7<sup>th</sup> standard, and 7<sup>th</sup> onwards in Raja Shivaji Vidyalaya Hindu Colony Dadar, Mumbai.

According to Mr.Suryakant Sarjoshi during his schooling days his relationship with teachers was based on respect, trust and confidence which molded his moral character and lead to overall leadership development. He did his Higher secondary education from Chetana College, Bandra, Mumbai and Bachelors in commerce from D.G Ruparel College, Matunga. He has completed Chartered Accountancy course and did articleship from SS Deshpande and company, Grant road, Mumbai.

He attributes his success to his father Mr. Shrikrishna Ganesh Sarjoshi. Mr. Suryakant Sarjoshi's father shifted base from hometown to Mumbai as there was no source of income there except agriculture. Mr.Shrikrishna Ganesh Sarjoshi's studied upto 7<sup>th</sup> standard due to difficult economic conditions .In his early years in Mumbai he worked as a mill worker, followed by salesman in Trupti restaurant one of the very good restaurant's in 1980's.Due to his sheer dedication and honest nature Mr.Suryakant's father was selected as partner by Mr. Bhagwat owner of Trupti restaurant and then was allowed to run the entire restaurant. Since schooling days Mr. Suryakant Sarjoshi used to assist his father in day to day activities of running the Trupti restaurant like grocery shopping, working as waiter etc. where he got firsthand experience of ground level realities of handling the restaurant. Even after Aaswad restaurant was initiated by Mr.Suryakant Sarjoshi and his father, he used to serve the customers on his own at times if footfall was very high or to train the staff. This shows that he believes in the concept of "Walk the Talk" and servant leadership.

Mr. Suryakant Sarjoshi's mother Ms. Mangala is home-maker. She has imbibed in him the importance of ethics, rules, principles, character building, consistency, cleanliness and quality. This is reflected in the core values, vision, mission of each and every venture of Mr.Sarjoshi which focuses on ambience, cleanliness, courtesy, presentation, packaging, and continuous up gradation as per market requirements.

According to Mr. Suryakant Sarjoshi marriage involves understanding and adjusting for each other which is a lifelong process. He had an arrange marriage with Ms.Smita Sarjoshi on 23<sup>rd</sup> February 1992, at Pune, India .He had trust in his father and married the first girl selected by his father. Ms. Smita after completion of her LLB directly got married and had a liking for restaurant business which matched with business plans of Mr.Suryakant Sarjoshi. Mr. Suryakant's mother and wife both are down to earth and humble by nature. They both help Mr.Suryakant by taking care of giving homemade touch to all the food preparations in his restaurant and training the chefs of the restaurant at home with respect to preparation of regional maharashtrian cuisine. Ms. Manasi Sarjoshi daughter of Mr.Suryakant Sarjoshi is at present doing Post graduation in French literature from Pune University. She has flair for studying different languages and Mr. Suryakant believes that she will be instrumental in setting premises for global campaigning of Aaswad. She also takes keen interest in the franchisee of Aaswad opened at Ghatkopar, Mumbai with help of one of close acquaintance of Mr. Suryakant, Mr. Shyam Jaisingh.

#### 5. Personality and importance of mentor

Mr.Suryakant Sarjoshi, a second-generation restaurateur, supporter of quality, ambience, cleanliness and courtesy, an entrepreneur, an educationalist, environmentalist and moralist is a versatile personality. Having begun his journey in a small, family-owned vegetarian restaurant, Mr.Suryakant Sarjoshi today is Director of the restaurant which has won "The world's tastiest vegetarian dish" at the Foodie Hub Global Awards held in London on 1st June 2015 for its authentic misal preparation. Jyotirbhaskar (eminent astrologer) Jayant Salgaonkar (1st February 1929 – 20th August 2013) have influenced the overall personality of Mr. Suryakant

Sarjoshi. Jyotirbhaskar Jayant Salgaonkar had keen interest in astrology from childhood. He founded Kalnirnay, a yearly almanac of all religions containing details of auspicious dates, festivals and celebrations of Farsi, Jews, Muslims, Christians, Hindu and others in 1973, selling over 10 million copies in nine languages. He had done a combination of astrology, information and dharmashstra. He was the pioneer of the daily horoscope readings and the daily crossword in the Marathi newspaper.

Mr.Suryakant Sarjoshi has learned humbleness, courtesy, ethical, social and environmental responsibility from his mentor Jyotirbhaskar Jayant Salgaonkar. He helped Mr.Suryakant Sarjoshi and his father during expansion in 1995 both financially as well as emotionally. Mr. Suryakant came to know about Jyotirbhaskar Jayant Salgaonkar through Marathi Vyavsayik Udyojak Vyapari Mitramandal, associations of different businessmen in around 1986. Mr. Jayant Salgaonkar was President of the same. He was source of intrinsic motivation for Mr. Suryakant Sarjoshi and he provided foresight to Mr.Suryakant Sarjoshi to tap and grab the opportunities, to being sensitive to customer needs and to invest more a more in customer service. Mr.Suryakant Sarjoshi learned aligning leadership development with business strategy from Jyotirbhaskar Jayant Salgaonkar.

## **6. Leadership development and Spiritual capital**

All the restaurant ventures of Mr.Suryakant Sarjoshi has succeeded in large part because of the main focus of alignment of leadership development with spiritual capital taking into careful consideration of development of all the stakeholders of the business. Whenever any business related decisions are taken Mr.Suryakant focuses on ethics, according to him all the business strategies should be aligned with the norms, rules and regulations adhering to government, society and environment. At each and every event of expansion his first focus is on Brand image of "Aaswad" along with its core values to be cherished at all the levels of expansion. The tagline of "Aaswad Upahar and Mithai Griha" "Swadisht Sevechi Sattvik Parampara" which means tradition of serving delicious regional cuisine reach in energy is outcome of core values of quality, consistency and courtesy which is also reflected in personality of Mr.Suryakant Sarjoshi.

### **6.1. Lead with credibility and caring**

All venture's of Mr.Suryakant Sarjoshi follow two layered flat structure. The top layer comprises of the owners and the bottom layer comprises of all the other staff. The communication pattern followed is a blend of formal and informal communication with more emphasis on informal communication because Mr.Suryakant believes in treating his frontline and other staff with respect and courtesy so that they deal with the customers in the same manner. This management philosophy is known as "distinctive leadership" by many academicians and management analyst. Distinctive leadership style focuses on intellectual and emotional maturity. He believes that emotional appraisal of frontline and other staff is essential in service industry as the staff is continuously dealing with the emotional needs of the customers. He takes full responsibility to ensure that his employees have shared goals, shared knowledge and mutual respect so that focus on core strategy of restaurant is not disturbed. Mr. Suryakant Sarjoshi firmly believes that intrinsic motivation and individuals' productivity are more important than job titles. His personal actions exemplify to the employees importance of relationship.

### **6.2. Building relationship with supplier**

Mr. Suryakant believes in developing and maintaining relationships based on trust and confidence that last lifelong and this is true with suppliers too. He does not continually look for better prices, perks and is not afraid of giving a supplier a perceived advantage of being a sole source of supply as for him more than money, quality and consistency is important which will indirectly bring in money. This reflects collective and relational leadership development domain of Mr.Suryakant.

### **6.3. Goal alignment**

Clarity of organizational objectives is very essential so that there is no ambiguity with respect to the objectives to be achieved by the individuals as well as teams in the organization is the advice of Mr.Suryakant. Employees who understand their organizational values are more likely to perform the role prescribed as well as extra role performance towards the customers exceptionally well. Vice versa employees who do not have goal clarity may also lack role clarity resulting in role conflict & role ambiguity decreasing the employee satisfaction and increasing employee turnover.

### **6.4. Invest in customers**

Mr.Suryakant believes that customers are excellent brand ambassadors of restaurant business and thus focuses on investing in customers for publicity and promotion rather than on media coverage, advertisements

etc. Customers served per day are in the range of 5000 or more and the footfall has increased to even higher number after the Foodie Hub Global Award held in London without single planned promotional activities. In one of her article famous dietician Rujuta Diwekar has mentioned importance of eating Local versus low cal which focuses on the benefits of eating local food over the low calories food to maintain health. This article aptly suits Mr.Suryakant's restaurant brand image which focuses on providing regional cuisine rich in energy that suits the climatic conditions and taste of Indian customers.

Mr.Suryakant takes efforts that each and every customer feedback reaches to him and is taken active note of. Many innovative ideas with respect to addition or deletion in menu, physical ambience designs etc. are the ones suggested by customers and are implemented. This makes customer feel valued and indirect conversion of customer satisfaction to customer loyalty occurs. This further leads to indirect promotion of restaurant by means of mouth publicity and customer references not only locally, nationally but internationally too.

### **6.5. Listening to intuition**

Mr.Suryakant believes in listening to his inner voice when it comes to making decisions. This style is coined as decision making by instinct or intuitive decision making by many researchers. Intuitive decision making can be defined as a subconscious process of making decisions on the basis of experience and accumulated judgment. He has some examples of decisions which went wrong due to ignoring his instinct. He is very spiritual and culturally grounded. He believes that what he does is the result of a higher power guiding him.

### **6.6. Cultural awareness**

Mr.Suryakant is aware of the fact that food consumption habits and patterns are components of culture that make an important contribution to the food decisions consumers make. Taking this into consideration he has focused on serving maharashtrian cuisine to satisfy the palates of the customers. Maharashtrian food comprises of delicious dishes that oscillate between bland to very spicy in flavors. Rice, cereals, lentils, and vegetables are widely used in Maharashtrian recipes. The food of his restaurant is health-oriented and does not mostly involve deep frying in oil and roasting. It is mostly cooked by steaming. Puran poli, steamed Modak and Misal and bread are popular Maharashtrian foods that are fast gaining popularity among the customers of Aaswad.

### **6.7. Being ethical and loyal**

Mr.Suryakant's reputation means everything to him. Loyalty is very important to him as well, most people who know him would say. This nature is reflected in all his dealings including the ones with banks, employees, government authorities, suppliers and customers. He gives that loyalty back too.

### **6.8. Profit with principles**

Mr.Suryakant reflects a persona of man with moral identity. He laments that for many individuals business is just moving money from one part of the world to other. His perception of business is as a community where only responsible will lead. His father and his mentor Jyotirbhaskar Jayant Salgaonkar are the major pillars in his life who have exposed him to this side of business. He preaches that business practices would improve considerably if all the norms, rules and regulations are followed in ethical manner and practices the same while conducting the day to day business activities. Mr.Suryakant is very particular about choosing employees and business partners. He selects his business partners after establishing trust and confidence ensuring they follow the same philosophy as his during the conduction of business. In this manner Mr.Suryakant Sarjoshi believes in conducting business with like-minded individuals.

### **7. Future line of action**

Expansion opportunities are welcomed by Mr.Suryakant Sarjoshi on the basis of only two condition brand image of the restaurant should be retained and core values should be cherished at all the levels of expansion. Franchising options are accepted by Mr.Suryakant only on basis of relationship, trust and confidence. The main objective of Mr. Suryakant expansion policies are that business should be done in ethical manner after obeying all the norms, rules and regulations with respect to legal, social and environmental conditions.

One of the future expansions of the restaurant at Dadar, Mumbai is the Ghatkopar Franchisee comprising of 36 sitting capacity and 20 employees. This franchisee is managed by Mr. Shyam Jaisingh and his daughter Urmila Jaisingh. Mr.Suryakant knows Mr. Shyam Jaisingh, chartered accountant by profession since 1991. Mr. Shyam Jaisingh reciprocates the core values of Mr.Suryakant with respect to ethics, quality,

consistency, customer service. His daughter Urmila has done accounts and also takes active interest in the day to day functioning of Ghatkopar, Mumbai franchisee along with Manasi, Mr.Suryakant's daughter.

Mr.Suryakant's wife Smita cooks the Jain Food for the Ghatkopar franchisee at home and send it's there. Ghatkopar branch has open/ show kitchen to attract customers which shows that Mr. Suryakant is well versed with the changing needs of redesigning the physical ambience of the restaurant. Mr.Suryakant redesigns the ambience of other restaurants also every one or two years to attract more and more customers. Menu card is also redesigned on ad-hoc basis to remain up to date with the changing customer needs after taking continuous feedback from the customers. Mr.Suryakant is flooded with global offers after winning the Foodie Hub Global award, London in 2015.Australian Master chefs participants have also visited his restaurant in Dadar, Mumbai "Aaswad Upahar and Mithai Griha" in 2013.Thus now he is planning the expansion in that direction . It's commendable to have such a outreach without advertisements or other planned promotional tools only due to customer references and customers publicity. Many celebrities from Bollywood, Hollywood, and Marathi films have visited and adored the ambience, food and service of Mr.Suryakant Sarjoshi's restaurant.

The purpose of opening the Sarjoshi Hospitality Private Limited company was to enter with Aaswad brand at International airport. The directors for this company are Mr. Santosh Deodiwale friend of Mr.Suryakant and Mr.Suryakant himself. Mr. Santosh is from IT field and Mr.Suryakant came in contact with Mr. Santosh via a friend who is associated with one of the banks which manages personal and business accounts of Mr.Suryakant. Thus true to his word Mr.Suryakant conducts business only on basis of trust and confidence as things are not done keeping in mind only commercial angle by Mr.Suryakant Sarjoshi. For him ethical business is top priority.

International Airport restaurant at Andheri, Mumbai, India will be operated through Sarjoshi Hospitality Private Limited as per the legal requirements. This business will be starting within 1 to 2 months. Opportunity for the same came via friend's reference. The entire management of International airport, Mumbai is under GVK, leading Indian conglomerate control. Food franchisee is already given to different outlets by GVK at international airport. If physical space availability is there then GVK management takes tenders to allocate the space to the deserving bidder. At present GVK management is planning to shift 70 percent of domestic traffic to T2 terminal of international airport within a month or two. Hence the idea of making traditional maharashtrian cuisine available for the first time at international airport, Mumbai was an innovative idea proposed by Mr. Suryakant Sarjoshi. This idea was targeted at the right time of important strategic shift of GVK management and thus this concept received combined acceptance of the GVK management and investors. This move reflects that quickness and grabbing opportunity is very essential in restaurant business.

This entire journey of Mr. Suryakant Sarjoshi shows that each and every decision is taken by him after weighing the morality and after meeting proper legal, social and environmental requirements along with retaining the core values of quality, service, ambience and cleanliness. This makes him a truly distinctive leader.

## 8. Conclusion

The nature of Human resource management in India is known to be 'context specific' (Brewster, 1999). Khatri *et al.* (2001) argue that the Human resource management system varies from country to county and can either be universal or context specific, like in India's case where there is a strong relationship between the social contacts and human resource management practices like stress management, work life balance, leadership etc. which presents the context-specific nature of such a practice.Most of the research on leadership has emphasized the effects of leadership rather than the development of leadership. For example, leadership development occurs primarily through action-based learning and experience, but not all experiences are equally developmental; and challenging assignments can be formal or informal, direct or indirect, and vary greatly in terms of their content. In addition, it is clear that leadership development is not simply about developing leadership knowledge and skills, transferring this knowledge in the required situation are essential and herein the role of informal procedure in leadership development is highlighted.

Leadership development also emphasizes on developing people's motivation to lead, their identity as leaders, as well as their mental mode about what it means to participate in a leadership process. Indeed, leadership development has become a topic of interest for researchers across a range of disciplines, and the diversity of theories and research emerging on leadership development is stimulating leading to new and exciting ideas on the topic especially in the field of relational and collective leadership, self identity of leader, effect of intrinsic motivation on leadership development, effective of social organizational context on leadership growth etc

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