

Chapter 5

Distinctive Leadership: Moral Identity as Self Identity

Kasturi Rohit Naik
Mumbai University, India

Srini R. Srinivasan
Mumbai University, India

ABSTRACT

This chapter aims on exploring the role of social context, personality, intrinsic motivation and learning agility on leadership development taking into consideration both collective and relational leadership development along with individual leadership development with retention of moral identity as self-identity. After the study on leadership development literature in details this chapter is an attempt to bridge certain gaps found in literature by means of qualitative empirical research to connect leader development with leadership development. By giving details with respect to formative years, career course, personality, 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 chapter focuses on how developmental experiences should be arranged over time and how these experiences can reinforce each other.

INTRODUCTION

The purpose of this chapter is to discuss various aspects of human resource management including personality, perception, moral identity, intrinsic motivation and training and development with focus on leadership development. This chapter illustrates Mr. Suryakant Sarjoshi's (owner of a restaurant "Aswad" based in Mumbai, India) formative years of life experiences, career course, mentorship, personality development, perception and leadership highlights along with future line of action to reflect the importance of direct and indirect style of learning for leadership development in support of literature. This chapter conveys to readers that moral identity as self-identity is the key to developing successful leadership in India especially in case of restaurant industry where health and hygiene should be the specific priorities, based on the primary data collected by means of interview with Mr. Suryakant, his colleagues, partners, employees, family members and customers along with the support of sufficient literature. This chapter

DOI: 10.4018/978-1-5225-0948-6.ch005

Distinctive Leadership

provides detailed descriptions of characteristics in India's leadership development with focus on collective and relational leadership development along with individual leadership development and therefore contributes to the understanding on this topic.

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, 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's 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.

In less than 10 years "Aaswad Upahar and Mithai Griha" have expanded from 12 sitting capacity i.e. around 3 tables and employee strength of 15 to 16 to capture most of Mumbai market with employee strength reaching in hundreds and number of customers visiting the restaurant per day reaching to around more than 3000. The restaurant having head office tucked in a corner between Sena Bhavan and Shivaji Park, Mumbai, India have visitors from all over the world including Hollywood, Bollywood and Regional celebrities, Australian Master chef participants, political leaders and have made its mark globally by appearing and winning in Foodie Hub Global Awards, London in 1st June 2015.

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.

Creswell (1994) suggests that if the topic is new, with little existing literature, using qualitative approach may be appropriate for analysis of data. Cooper and Schindler (1998) suggest that when undertaking an exploratory study, the researcher should consider the use of qualitative research, as it can help the researcher to understand the reasons for the respondent's attitudes and opinions.

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. Further according to Yin (2004), the structure of a case study report can be heavily influenced by your investigative

19 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/distinctive-leadership/171739

Related Content

The Key of Franchising Chains and Human Resource Management: A Question of Commitment

Ana Branca Carvalho and Fernanda Nogueira (2016). *Strategic Labor Relations Management in Modern Organizations* (pp. 209-222).

www.irma-international.org/chapter/the-key-of-franchising-chains-and-human-resource-management/150682

Important CIO Features for Successfully Managing IS Sub-functions

M. Tagliavini, J. Moro, A. Ravarini and T. Guimaraes (2004). *Strategies for Managing IS/IT Personnel* (pp. 64-91).

www.irma-international.org/chapter/important-cio-features-successfully-managing/29925

Understanding Organizational Culture and Group Dynamics: Reframing the Normative Orientation of the Role of Information Professionals within Organizations

Doralyn Rossmann (2010). *Recruitment, Development, and Retention of Information Professionals: Trends in Human Resources and Knowledge Management* (pp. 206-217).

www.irma-international.org/chapter/understanding-organizational-culture-group-dynamics/41303

Organizational Implications of Managing the HRIS Employee Experience

Dino Ruta (2009). *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM* (pp. 687-692).

www.irma-international.org/chapter/organizational-implications-managing-hris-employee/13300

Trends in IT Human Resources and its Determinants

Vijay K. Agrawal, Vipin K. Agrawal, Ross Taylor and Frank Tenkorang (2012). *Human Resources Management: Concepts, Methodologies, Tools, and Applications* (pp. 1479-1495).

www.irma-international.org/chapter/trends-human-resources-its-determinants/67225