

# Transpersonal management: the new trend in the business world

## Administración transpersonal: la nueva tendencia en el mundo empresarial



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## Abstract

The study investigated the relationship between administration management and transpersonal competencies, giving rise to a new management model to improve business efficiency. Organizational learning management was identified as key, creating an environment conducive to acquiring knowledge and skills. This contributes to the continuous development of the company, allowing adaptation and innovation. Theories on competencies and transpersonal psychology were recognized, applied to business management. Highlighting the influence of organizational culture and the relevance of transpersonal competencies. Adopting a quantitative and deductive approach, the influence of organizational culture on management and the relevance of transpersonal competencies was highlighted. The conclusion highlights the need for a renewed managerial approach, integrating transpersonal skills to drive socioeconomic progress at Fundaunamor. These competencies promote holistic management, supported by specific strategies such as cultural promotion and creating an enabling environment.

**Keywords:** Model, Management, Administration, Culture, Learning, Innovation.

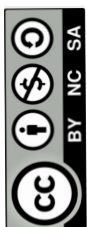
## Resumen

El estudio investigó la relación entre la gerencia de administración y las competencias transpersonales, dando lugar a un nuevo modelo gerencial para mejorar la eficiencia empresarial. Se identificó la gestión del aprendizaje organizacional como clave, creando un entorno propicio para adquirir conocimientos y habilidades. Esto contribuye al desarrollo continuo de la empresa, permitiendo la adaptación y la innovación. Se reconocieron teorías sobre competencias y psicología transpersonal, aplicadas a la gerencia empresarial, destacando la influencia de la cultura organizacional y la relevancia de las competencias transpersonales. Se adoptó un enfoque cuantitativo y deductivo, se destacó la influencia de la cultura organizacional en la gestión y la relevancia de las competencias transpersonales. La conclusión resalta la necesidad de un enfoque gerencial renovado, integrando habilidades transpersonales para impulsar el progreso socioeconómico en Fundaunamor. Estas competencias promueven una gestión holística, respaldada por estrategias específicas como la promoción cultural y la creación de un ambiente propicio.

**Palabras clave:** Modelo, Gestión, Administración, Cultura, Aprendizaje, Innovación.

## Introducción

In a world of transformation and change, leadership and management are crucial for business excellence and organizational learning. Today, social, environmental, and ethical awareness is essential for sustainable success, driving the emergence of conscious organizations that integrate a holistic vision and a commitment to well-being, marking a new trend in the contemporary business market.



Managerial models are valuable tools for improving organizational management. Common problems include rigidity in changing environments, limiting standardization, and lack of focus on the human factor. There is a recognized need to adapt models to the specific culture and objectives of each entity, as no single model is suitable for all organizations.

The purpose of this research is to explore how transpersonal competencies, which transcend individual limits, can underpin a managerial model aligned with the values and mission of conscious organizations. It analyzes how these competencies affect corporate culture, decision-making, communication, and the achievement of sustainable results.

The analysis examines theories related to transactional leadership. According to [Koontz & Weihrich \(2008, p. 458\)](#), "leaders strive to ensure organizational effectiveness and efficiency". These studies support the idea that leaders play a crucial role, working to achieve optimal results in terms of effectiveness and efficiency, fostering clear communication, and collaborative motivation.

Regarding transformational leadership, [Hellriegel & Slocum \(2009, p. 301\)](#) go beyond predicting trends, "inspiring new visions, and fostering the development of leadership skills. They also focus on creating a learning community within the organization, facilitating the facing of challenges and obtaining significant rewards".

Therefore, charismatic leaders, as noted by [Stoner et al. \(1996, p. 534\)](#), exert significant influence, "generating an emotional impact on their followers that goes beyond their individual skills and characteristics. Their ability to inspire, motivate, and mobilize others towards common goals is a distinctive trait, making them figures who transcend and bring about changes in organizations".

In business administration management, the importance of adapting leadership to the particularities of each project and team is highlighted. To achieve this effective adaptation, transactional, transformational, and charismatic leadership theories are used, offering diverse approaches depending on the needs and dynamics of each work environment. Business administration management is the key to success, influencing not only efficiency in facing challenges but also the ability to seize opportunities in a dynamic business environment. Flexibility drives innovative strategies, which are key to sustainability in a dynamic market.

To make sense of the findings, the article is developed and contextualized as follows: it represents a review of the literature and key terms such as managerial administration model, organizational culture, organizational learning, conscious organizations, competencies, transpersonal psychology, and transpersonal competencies, among others. This action is essential for a deep understanding of each concept and constitutes a fundamental prerequisite for exploring theoretical and empirical perspectives. Then, the methodology is presented, followed by the discussion of the obtained results, and finally, the conclusions.



## Methodology

The study employed an explanatory methodology to understand the underlying causes of a specific phenomenon, aligned with the theoretical foundations of Carrasco (2006). A non-experimental and cross-sectional approach was used, following the guidelines of Hernández *et al.* (2016). The investigated population included 169 participants from Fundaunamor, with a sample of 63 individuals selected through stratified sampling. Data were collected through observations, surveys, and a 30-item questionnaire based on the Likert scale. The instrument was validated by experts and demonstrated high reliability with a Cronbach's Alpha coefficient of 0.777. Data were analyzed using statistical techniques of frequency distribution. This methodological approach allowed for a detailed evaluation of the properties and attributes of the managerial management model implemented at Fundaunamor as a solution to the investigated issue.

## Results

Table 1

Variable: *Modelo gerencial de administración. Dimensión: Organización*

Response Category		Always		Almost Always		Rarely		Never		Weighted Average	Category	
Indicators	Ítems	4		3		2		1				
		Fa	%	Fa	%	Fa	%	Fa	%			
Organizational Culture	1 - 4	44	17,46	52	20,63	76	30,16	80	31,75	2,23	Low Level	
Organizational Learning	5 - 8	56	22,22	72	28,57	68	26,98	56	22,22	2,50	Low Level	
Total		100	19,84	124	24,60	144	28,57	136	26,98			
Dimension Average		2,36										
Dimension Category		Low Level										

Note: Authors' own elaboration (2024).

Table 1 reveals crucial aspects of "organizational culture" within the surveyed organizations, showing a concerning distribution in the adoption of cultural practices. 31.75% of the responses indicated an absence ("never") of these practices, and 30.16% reported their occurrence as "rarely." In contrast, 20.63% stated that these practices occur "almost always," and 17.66% see them "always." The average of 2.36% reflects a low level of application, evidencing insufficient implementation of organizational culture practices. This result highlights the lack of recognition of individual contributions and suggests that few people believe the organization fosters the adoption of new beliefs and styles.



In the realm of "organizational learning," the responses of the surveyed were balanced, with 22.22% reporting both the absence ("never") and constant presence ("always") of learning. 28.57% affirm that this learning occurs "almost always," while 26.98% see it "rarely," leading to an average of 2.50, indicating a moderately low level of application. Although a notable portion of participants perceive a good level of organizational learning, the lack of transformational leadership suggests a limitation in its effectiveness. These results underscore the critical need to address and improve these areas to promote a stronger environment of organizational learning.

In the "organization" dimension, the majority of responses lean towards "rarely" (28.57%) and "never" (26.98%), with lower percentages for "almost always" (24.60%) and "always" (19.14%), averaging 2.36. This indicates a low level of adoption of organizational practices, highlighting deficiencies in management and the need to strengthen organizational culture. The distribution of responses emphasizes the importance of reviewing and improving strategies to foster a cohesive work environment that promotes innovation and change, valuing individual contributions.

**Table 2**  
*Variable: Transpersonal Competencies. Dimension: Organization*

Response Category		Always		Almost Always		Rarely		Never		Weighted Average	Category
Indicators	Ítems	4		3		2		1			
		Fa	%	Fa	%	Fa	%	Fa	%		
Bioneuroemotion	9 - 12	9	3,57	12	4,76	16	6,35	215	85,32	1,26	Low Level
Levels of Consciousness	13 -16	12	4,76	5	1,98	51	20,24	184	73,02	1,38	Low Level
Meditation	17-20	13	5,16	13	5,16	39	15,48	167	74,21	1,41	Low Level
Spiritual Leadership	21-24	5	1,98	7	2,78	52	21,83	185	73,41	1,31	Low Level
Transpersonal Leadership	25-28	10	3,97	12	4,76	44	17,46	186	73,81	1,39	Low Level
<b>Total</b>		49	3,88	49	3,88	202	16,28	957	75,96	1,35	
<b>Dimension Average</b>		1,35									
<b>Dimension Category</b>		Low Level									

Note: Authors' own elaboration (2024).

The data in Table 2, focusing on "Transpersonal Competencies" within the "organization" dimension, show specific results for various indicators. For the "Bioneuroemotion" indicator, the majority of respondents, 85.32%, indicated they "never" experienced it, followed by 6.35% who said "rarely," 4.76% who chose "almost always," and 3.57% who responded "always." This results in an average of 1.26, evidencing a very low implementation of this competency.



Regarding "levels of consciousness," 73.02% of participants chose "never," 20.24% "rarely," 4.76% "always," and 1.98% "almost always," resulting in an average of 1.38, also indicating a low level of application. Finally, for the "meditation" indicator, the highest percentage was for "never" at 74.21%, followed by "rarely" at 15.48%, while the options "almost always" and "always" combined for 13%. The average for this indicator was 1.41, similarly reflecting a low level of application.

The results highlight the lack of integration of transpersonal competencies such as Bioneuroemotion, levels of consciousness, and meditation within the organization, showing significant room for improvement. Regarding "spiritual leadership," a predominant 73.41% indicated they "never" practice it, followed by 21.82% who said "rarely," with only 2.78% and 1.98% choosing "almost always" and "always" respectively, resulting in an average of 1.41, indicating minimal application. Similarly, "transpersonal leadership" reflected a low level of application with 73.81% choosing "never," suggesting an urgent need to strengthen these key areas within the organization.

The evaluation of the "organization" dimension in transpersonal competencies reveals an average of 1.35, indicating a low level of application and highlighting the critical need to reinforce and integrate these skills within the organizational context. This situation presents an essential opportunity to enhance the efficiency and performance of leaders through the development of these competencies. Implementing them would not only improve internal management but also promote a more harmonious and productive work environment, thereby strengthening the organizational culture. It is imperative to invest in the development of these competencies to ensure the sustainable growth and long-term success of the organization.

## Discussion

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### Conclusions

The adoption of the managerial model at Fundaunamor has catalyzed a positive transformation in its organizational culture, favorably impacting acceptance, adaptation, and unity among senior management, employees, and other members. The incorporation of transpersonal competencies emerges as a fundamental pillar for sustainable development and the consolidation of organizational resilience, demonstrating its value and effectiveness across all hierarchical levels of the entity.

The data underscore the urgency of integrating transpersonal competencies within Fundaunamor to address the identified difficulties in organizational culture. The adoption of practices such as Bioneuroemotion and meditation could not only improve well-being and workplace synergy but also enhance cohesion, communication, and team performance. This holistic approach to employees' personal and spiritual development would promote a more conscious and harmonious work environment, crucial for innovation and sustainable growth.

Evidence points to a notable absence of transformational and spiritual leadership at Fundaunamor, negatively affecting its effectiveness and internal cohesion. Implementing a leadership approach that goes beyond immediate tangible results, focusing on integral well-being and spiritual development, is essential to motivate and unite the team around a shared vision. This shift towards more inclusive and holistic leadership, resonating with individual and collective values, is crucial for cultivating a resilient and adaptive work culture capable of facing current and future challenges.

Findings demonstrate an insufficient understanding of levels of consciousness within the organization, resulting in errors and a lack of self-control and confidence. Evaluating and developing levels of consciousness, along with adopting meditative practices, are crucial for organizational learning. By fostering a "learning community" that values exchange and collaboration, Fundaunamor could overcome these weaknesses, promoting comprehensive and sustainable learning that improves both the quality of work and employee commitment, aligning with the vision of a culture oriented towards excellence and constant growth.



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