

**A STUDY OF INTERVENTIONS FROM SHREEMAD  
BHAGWAD GEETA FOR LEVERAGING PERFORMANCE  
WITH SPECIAL REFERENCE TO HUMAN CAPITAL  
AND MATERIAL RESOURCES**

**ABSTRACT  
of  
THESIS**

SUBMITTED TO  
DEPARTMENT OF RURAL MANAGEMENT  
SCHOOL FOR MANAGEMENT STUDIES  
BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY, LUCKNOW

BABASAHEB  
BHIMRAO  
AMBEDKAR  
UNIVERSITY



प्रज्ञा शील करुणा  
ESTABLISHED 1996

FOR THE AWARD OF THE DEGREE OF  
**Doctor of Philosophy**  
in  
**MANAGEMENT**

Supervisor

**Prof. KUSHENDRA MISHRA**

Research Scholar

**ABHISHEK MISHRA**

Enrolment No- 840/13

DEPARTMENT OF RURAL MANAGEMENT  
SCHOOL FOR MANAGEMENT STUDIES  
BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY  
(A CENTRAL UNIVERSITY)  
VIDYA VIHAR, RAEBARELI ROAD, LUCKNOW-226 025  
UTTAR PRADESH, INDIA

**2020**

## ABSTRACT

---

**Keywords: Bhagwad Geeta, Human Capital, Material Resource, Geeta Management, Leveraging Performance**

The 19th Century has been considered as the century of the industrial revolution, whereas the 20th century has been considered as the century of the agricultural revolution, but the 21st century is the century of knowledge revolution and those who are loaded with the knowledge and information will be respected everywhere. It is necessary to understand and accept that the present era of knowledge cannot be met only by the technical or commercial education, rather it needs a different spark of information which could differentiate an individual from being the same in a crowd.

When it comes to business development, we all know that the expansion, development and being globally recognized is becoming a necessity for all the businesses to survive in the competition. To compete in the global market, it becomes necessary for all the global giants to have such skilled, enabled and efficient human capital which can work as a workforce which has experience of being a multi-cultured team of individuals. But creating and attracting such a workforce is not an easy task, especially in those nations which are not so much into the field of culture, literature and spirituality. And this is where those countries become a place of interest for the multinational companies who have a manpower with commercial skills and cultural upbringing and undoubtedly India has been leading in this race because of being rich with culture, tradition, scientific knowledge, human understanding and spirituality and this is something that differentiates our workforce from modern robotic workforce of other countries.

The present study is an attempt to exfoliate the holy book of Indian culture Shreemad Bhagwad Geeta in its purest form and understanding its utilization to intervention the performance appraisal of human capital in present industrialization. The study talks and discusses selective rhymes of Shreemad Bhagwad Geeta and its strategic use for business enhancement and executive management by applying its findings and results for efficient human resource management and its praxis for mass leadership.

Shreemad Bhagwad Geeta has been considered as one of the most influential and greatest scriptures of Indian culture. It has not only been considered as a holy book but also has a guide for leadership, self-actualization, self-motivation, spirituality, cognitive science and pathfinder of life.

The study further attempts to understand the teaching of Shreemad Bhagwad Geeta from management perspectives and exfoliate it as a strategic concept to be adopted by business organization and business persons at large to spiritualize themselves and meet the challenge of employee motivation, employee retention, effective management, team management, performance management, human resource handling tactics and most importantly the decision of what should be ethical or unethical.

## **1. INTRODUCTION**

With the emergence of globalization, the entire world has shrunk and has become a global city. Few human factors such as race, culture, food choice, dressing sense, traditions, rituals and perceptions may differ from individual to individual globally but when it comes to the education, knowledge, technology, transportation, communication and business, we find ourselves at the same platform.

The business world also expanding and it has become necessary for all the global giants to have such skilled, enabled and efficient human capital which can work as a workforce which has experience of being a multi-cultured team of individuals. But attracting such a workforce is not an easy task and this is where those countries become a place of interest for the multinational companies who have the manpower with commercial skills and cultural upbringing and undoubtedly India has been leading in this race. India, being rich by culture, tradition, scientific knowledge, human understanding and spirituality, has something that differentiates our workforce from the modern robotic workforce of other countries.

In this connection, the present study is an attempt to exfoliate the holy book of Indian culture Shreemad Bhagwad Geeta in its purest form and understanding its utilization to interventions the performance appraisal of human capital in present industrialization. The study talks and discusses selective rhymes of Shreemad Bhagwad Geeta and its strategic use for business enhancement and executive management by applying its findings and results for efficient human resource management and its praxis for mass leadership.

Shreemad Bhagwad Geeta has been considered as one of the most influential and greatest scriptures of Indian culture. It has not only been considered as a holy book but also has a guide for leadership, self-actualization, self-motivation, spirituality, cognitive science and pathfinder of life. But the goodwill of the holy book seems to be getting blurred among the upcoming generation with reference to its importance. If we go to any book fair, we will find thousands of books on self-development made available by academicians, researchers, gurus, pandits etc. But it is rare to find a collection of books extracted from the teachings of Shreemad Bhagwad Geeta for the same purpose.

There have been different perceptions of Bhagwad Geeta and one of the false perceptions is that it is meant to be read by old people only. Another false perception has been that it motivates and spiritualizes to become a saint or monk. These are the mythical representations which have been made by the group of atheist and are entirely untrue. The present study makes an attempt to represent an optimistic and value-based theoretical support against the illogical and false myth.

## **1.1 Statement of the Research Problem**

**1.1.1 Conundrums of Executive Management-** There is a strong need to have such training development and decision making approaches which can prepare the workforce to understand the situation through their cognitive thoughts and can take appropriate decision in favour of the organization. This is what Bhagwad Geeta is all about as the holy Geeta teaches us the methods of decision making in an opposite situation.

**1.1.2 Challenge of Human Capital Management-** In order to implement a successful training and development program which can create a pool of good managers, it becomes necessary to identify, select, recruit and sustain a team of efficient and effective employees. And this is the problem which every organization is facing in the present era. There are a large number of institution which are engaged in providing a different kind of education, training and development but fails to achieve the ethical target. The present study attempts to understand the teaching of Shreemad Bhagwad Geeta from management perspectives and exfoliate it as a strategic concept to be adopted by business organization and business persons at large to spiritualize themselves and meet the challenge of employee motivation, employee retention, effective management, team management, performance management, human resource handling tactics and most importantly the decision of what should be ethical or unethical.

**1.1.3 Information versus Transformation-** In addition to the above, it is believed that the culture of any nation is designed and developed with the support of beliefs, values, traditions and rituals. Proper management of the human resource must align and correlate with these factors. Another influential factor

that plays an important role in designing and developing management training of European and Indian culture is the concept of information versus transformation. The western philosophy of development believes that information is the strategic precursor for management development whereas the Indian philosophy believes that a transformation is a tool for inner engineering as well as business process reengineering. This is where the difference occurs in the assumptions of both the phenomena. And this is where the present study gets another support from the teachings of Bhagwad Geeta which promotes more inner transformation and less outer information.

## **1.2 Objectives of the Study**

- 1.2.1** Study the role of Shreemad Bhagwad Geeta in leveraging performance.
- 1.2.2** To identify the interventions from Shreemad Bhagwad Geeta that has augment effect on human capital and material resources of any organization.
- 1.2.3** Develop a framework to exfoliate the contributions of Shreemad Bhagwad Geeta in performance management.

## **2. THEORETICAL SUPPORT**

**2.1 India's Economic Richness-** India had been one of the richest countries in the world in fact in 1700 India was the single richest country in the world with the GDP that accounted for 27 percent of global GDP as late as 1800 India's GDP was 23 percent of global GDP. The history of the philosophical and cultural concept which we have had in our great nation and tradition goes a long back. What we are today is the result of the history and what we shall be in centuries to come would also be the result of what we make of our today. So it is very important to understand that it is our young children who will grow into young men and women and then into a workforce of able citizens of our country who will really make our present and our future.

**2.2 The Vedas-** It is also important to understand that there have been fundamental ideas from the earliest times of our history and we have certain text which we can read. The earliest text in India as we all know are the four Vedic Samhitas which concerned itself to a large number of other things and which was written to teach to students who can learn how to decipher the meaning and then became Acharya and Vedacharya.

In our modern world today most people throughout the world and many from India also do not truly know what Veda is and its practical usage. Vedic wisdom is truly scientific. It is immensely practical and proven and it is increasingly indispensable in this modern age. Vedic tradition is founded upon the complete knowledge and practical utilisation of the ultimate reality which in the modern scientific language we call the unified field.

Mahatma Gandhi praised Bhagwad Geeta and said that when he is disappointed, he turned to Bhagwad Geeta. Aldous Huxley, a human pacifist underwriter, played Bhagwad Geeta and said that it is a more systematic statement of spiritual evolution and doing value to mankind. William Baldwin is a famous Persian philosopher he praised Bhagwad Geeta as a most beautiful and a true philosophical song. Now, these people read Bhagwad Geeta and they found there is nothing religious in this book otherwise they would have not made such kind of statements.

**2.3 How Bhagwad Geeta differs from Upanishads-** It is believed that the creation of Upanishads has probably been done in the valleys of Kashmir and Himalaya mountains in a peaceful situation and calm environment. Upanishad has emerged as a conversation debate between the teacher and their students in ancient Indian tradition where teacher is explaining the importance and relevance of lifestyle and different methods of Living life to his students. Whereas Bhagwad Geeta has emerged in the battlefield of Kurukshetra where two big Armies are ready to fight with each other in cut-throat competition and there is no peace rather everywhere are the weapons and strategic mind motivated to get the victory at any cost. And this explodes that Bhagwad Geeta is more important in a critical and fight full situation rather than in a situation of calm and peaceful debate.

**2.4 Relevance of Bhagwad Geeta-** The Indian culture has been rich enough to have such epics and contemporary scriptures and literature which lead the distribution of knowledge and information in the whole world such as Ved, Puran, Upanishad etc. and Bhagwad Geeta has been one of the important literature of the scriptures which was written by Ved Vyas as a part of the Epic Mahabharata that took places in the battle of Kurukshetra before 5000 years. In order to represent the relevance of Bhagwad Geeta the author has explained that:

गीता सुगीता कर्तव्या किमन्यैः शास्त्र विस्तरैः  
या स्वयं पद्मनाभस्य मुखपसाद विनिस्रता

In order to properly use the prelude of holy Geeta, it entirely depends on the practitioner as it has directly emerged from the supreme Lord Krishna and after reading this no other picture is left which can fulfil the Desire of knowledge.

Many authors have represented the opener sheds as a cow which gives the milk of mental calmness and enhances knowledge creation where has the holy Geeta has been termed as honeydew. The holy Geeta also has a significance from the psychological mindset which highlight that Lord Krishna give the entire lecture on the ethics of war to Arjuna but at the end, he said to Arjun यथेच्छसि तथा कुरु which means do as you find the best way to do. Now the psychological and occasion of the same is that we in our personal and professional life trying to pressurize, convince or force individuals to

perform a particular task as desired by us. However, the teachings of Bhagwad Geeta tell that instead of forcing or pressurizing any individual we must try to make them understand the situation and then let them decide what is right or wrong.

These phenomena lectures tantamounted to the creation of knowledge and became life lessons for the upcoming generations to date. Lord Krishna has been represented as a supreme leader in the Mahabharata who wanted to unite the family, the district, the state and the nations and therefore he has been considered as an international leader from the management perspective.

The holy Geeta which was written more than five thousand years ago still provides management solutions to those problems which are very common for today's entrepreneurs of not only in Indian scenario but at global level as well. Often the findings and outcomes of Indian management thoughts are compared with the western philosophy of management and it is concluded that western philosophy of management more focuses on materialistic problems at external level, the Indian management philosophy emerged from holy Geeta more focuses from the root level problem considering all the aspects such as internal and external. Also the Geeta teaches us that our actions are governed by our mind and therefore if an individual has improved his mental skills then his action and reaction will automatically improve in an optimistic way leading to a desired positive outcome.

## **2.5 Research Gap**

The extensive review of literature has explored the fact that many attempts have been made to study Indian scriptures for finding solutions to the business conundrums. Attempts also have been made to study Shreemad Bhagwad Geeta and represent it in the form of a management guide. Also, the present study was initiated to find the teachings emerging from the lessons of Shreemad Bhagwad Geeta and explore its correlation with stress management, decision making and most importantly maintaining a sustainable work-life balance. However, the above-discussed theories and literature explore that the findings of Bhagwad Geeta have helped many institutions to generate and sustain spiritualized manpower but no study has directly or indirectly correlated the holy Geeta its teachings and its impact on employee's performance, organizational development and human capital transformation. None of

the studies has revealed or claimed the prelude of Holy Geeta in work-life balance. This is where the researcher finds the gap in the existing accessible literature and has tried to fill the gap by discussing, exploring and representing the role of Shreemad Bhagwad Geeta in leveraging performance and to identify the interventions from Geeta that has argument effect on human capital and material resources of organizations. Developing a framework to exfoliate the contributions of Shreemad Bhagwad Geeta in performance management. Understanding the prelude of Bhagwad Geeta and its impact on creating and promoting work-life balance and an ethical cum optimistic professional and personal lifestyle.

### **3. RESEARCH METHODOLOGY**

**3.1 Research Design, Stages and Steps-** The research uses the descriptive and experimental method of study in the field of spirituality and work-life balance which is divided into three main parts. The first part discusses the concept of spirituality, work-life balance, human capital and the importance of Bhagwad Geeta. Meaning, definition and emergence of work-life balance problems, conundrums and causes of these problems including stress management. Understanding Bhagwad Geeta and its interventions in personal as well as professional life. Further, discussing how Bhagwad Geeta differs from other spiritual and holy books of Hinduism and other religious books as well. The second part of the research attempts to study the personnel's mindset towards work life and professional life through the collected, analyzed and interpreted data. Understanding their perception, opinion and suggestions for maintaining a balance in life with the help of the teachings of Bhagwad Geeta. This will explore the new ideas from the target population and will let us know what are the areas where the life concepts of Bhagwad Geeta are needed to be implemented. The third part of the research focuses on the findings and results generated from the study. Also studying various spiritual and yoga management programs that are being operated by different institutions of social welfare. Philosophies introduced and practised by various business organizations in correlation with healing organization.

**3.2 Methodology-** The present study has a mixed approach of both qualitative and quantitative research to address the research questions and objectives with an experimental approach in nature. Multiple methods have allowed different research objectives and questions to be fully explored. In the first phase, the descriptive research method has been adopted to get a detailed literature review and a deeper understanding of the subject. Further, the study has been carried out to understand the concept and past efforts that have been done in the concerned field and also to assess the various theories, philosophies and principles available in the related subject and literature made available by past researchers. The research has been conducted with the consultation and in the proper guidance of the supervisor.

**3.3 Geographical Area of Research-** The present research primarily focuses on the personnel of industries including both the public and private of the cities of Lucknow, Ayodhya, Prayagraj and Varanasi of Uttar Pradesh state situated in the northern part of India. But the coverage of respondents does not limit in the state only. An online questionnaire was also shared through the help of a web questionnaire on the social media platform to reach the target population and many responses have been received from the students of different educational institutions of different states.

**3.4 Universe of the Study-** The universe of the study is employees of public and private sector organizations which include both the male and female population preferably of the age intervals of 25 to 45. It is the aggregate of all the elements defined prior to the selection of the sample.

**3.5 Population-** Since the study is spirituality oriented, therefore including all population engaged in the practice of any kind of spirituality, cultural practice and philosophies were not possible, hence from the universe of the study, job oriented employees of different organizations have been identified as the target population. A special focus has been on the employees of industries which are considered and presumed to be stressful such as banking industry, sales and marketing, public administration organizations and others to identify and assess their expectations from the job and present perception with job satisfaction.

**Table 3.1: Defining Population**

<b>Element</b>	Employees of Public and Private Organizations
<b>Sample Unit</b>	1. Banking Industry 2. Public Dealing / Administration Institutions 3. Sales and Marketing Industry
<b>Extent</b>	Lucknow, Ayodhya, Prayagraj and Varanasi City of Uttar Pradesh State, INDIA

**3.6 Sampling Method-** The study has adopted the non-probability based convenience sampling method in order to have access to the respondents by the presence or through contact. However, this sampling method is biased as the study had a pre-decided vision of studying the impact of Vedic teachings and spiritual impact.

**3.7 Sample Size-** Total four districts have been identified selecting a population of 100 from each district. Hence the amount of populating became 400. However, during the data collection, a total of 272 respondents have been covered by using the access methods of the personal meet, contact distribution and web questionnaire & social media platform distribution. The calculation of sample size has been done using Slovin's Formula. The total sample size is 200. Further, a total of 72 responses are received through a web questionnaire using social media platforms.

### **3.8 Source of Data Collection**

**3.8.1 Primary Data-** Primary data has been collected through the questionnaires made available to the target population through a personal visit, contract distribution and through web questionnaire shared through google docs. Further, an e-version of the questionnaires was circulated through social media such as WhatsApp, Facebook, email and other social media platforms to get access to the population of a larger density. The main objective of the primary data collection is to obtain the present perception of spiritual studies among the employees, their perception towards the importance of the teachings of Bhagwad Geeta. This is a commonly used primary data collection method in research. As our approach is close-ended and experimental in nature, the research gets started with the distribution of a structured questionnaire. Further, the study tries to identify the interest and awareness of employees about the traditional cultural richness of the country and its use for work-life balance. This will provide fresh data for the formation of performance management policies.

**3.8.2 Secondary Data-** During the review of the literature, it was observed that very few studies are available in the area of the role and importance of spiritual teachings and its impact on business management focusing the Holy Geeta and its prelude. And the research into the area of spirituality relies heavily on secondary data. Therefore, for a better understanding and a clear exploration of the concept, commentaries on Bhagwad Geeta and reports of the spiritual teachings have been studied, evaluated and cited in the study. Data available in the form of reports and policies have been a major source of information and

theoretical support. Books, articles from leading business journals, magazines, newspapers, social media blogs and researches done by past researchers have also been used as a source of secondary data. The outcome of the analysis is not necessarily a yes or a no, it may also be a rethink the concept, followed by repeated analysis after changes have been made.

**3.9 Questionnaire Design-** A structured questionnaire with close-ended questions was prepared and provided in the beginning section of questionnaire. Also, the dichotomous method has been used in most part of the questionnaire as per the requirement. The questionnaire has been prepared layman language to be easily understood by respondents and to get accurate respond without biases.

**3.10 Distribution and Collection of Questionnaire-** The questionnaires were distributed through personal visit, contact distribution and using social media platform. Since this research involves a direct study relation with the employees of institutions, therefore many institutions did not allow conducting this research on their organization. The probable reason might be that employees might reveal the reality of institutions working process and that might hit the goodwill of the institutions. Therefore, the researcher took the help of contract research institutions, mentor, friends and relatives to distribute the questionnaires amongst employees of their contact. The researcher also collected the data through the employees of the same university from where the present research degree is pursued. In addition to this, wherever possible, the researcher personally visited institutions and collected the data and had a face to face discussion with the employees.

**3.11 Statistical Tools Used for Data Analysis-** After the collection of primary data, the researcher has used the Statistical Package for Social Science (SPSS) version 25 and Microsoft Excel 2010 for the analysis of data. These are the most recognized tools used in many laboratories for analyzing accurate data. During the visit to various institutions of entrepreneurship and participation in workshops, the researcher came to know that SPSS is a widely used statistical package for data analysis and generates accurate results as per the given data. Further, Microsoft Excel has also been used in order to generate clear graphs and table.

## **4. FINDINGS AND SUGGESTIONS**

### **4.1 Awareness Related Findings**

- 4.1.1** The awareness about holy Geeta among the respondents is found at a very good level as 94 percent population is aware of it.
- 4.1.2** Sources of knowledge about holy Geeta vary from the respondent to respondent. It was quite surprising as compared to presumptions as it was expected that respondents might have known about it from the traditional literature and Upnishads and moreover Bhagwad Geeta itself. Also, some respondent identified a few other sources such as internet, classroom, teachers, family & friends and newspapers as a source of knowledge about holy Geeta.
- 4.1.3** A large population of respondent have not read the Geeta and it is beyond the presumptions as only a few are familiar with Geeta and have read it.
- 4.1.4** For respondents, Geeta is a religious book and believe that it belongs to the religious scripture. Few believe that Geeta as a spiritual book and other considerate is old scripture.

### **4.2 Organization Related Findings**

- 4.2.1** Respondents working in different professional areas have strongly agreed teachings of Bhagwad Geeta can be used for business management. This shows that the teaching and outcomes as stipulated in Shreemad Bhagwad Geeta can be studied and identified and applied for Business Development and skilled human resource generation.
- 4.2.2** One question was asked to respondents regarding identifying reviews on adopting the teachings of Bhagwad Geeta for general life management and the findings reveal that 75 percent respondents which are huge amount of optimistic response percentage have revealed that the teachings of Geeta must be adopted in general life management in order to solve the conundrums and improve the quality of life.
- 4.2.3** The respondents were asked whether they have participated in any training program on spirituality or teaching on Geeta or not. The findings show that 15 percent have agreed and a large population consisting of 85 percent has not participated in any training program of the same. This leads to a huge scope of

promoting and conducting motivational, traditional and Vedic oriented training programs in the business organizations and service sector institutions.

**4.2.4** The respondents were given offer whether they would like to attend or participate in any spiritual training program inspired by the teachings of Geeta. And 90 percent respondents have clearly expressed their view to strongly participate in the teaching programs and workshops inspired by the teachings of Bhagwad Geeta to adopt in their professional and personal life.

**4.2.5** The core question of all the questions was to quantify the mindset and attitude of the respondents towards spiritual and Vedic teaching. Attending or participating in all these programs may help in solving social problems. And as it was expected the data reveals that 91 percent of respondents have shown their interest and believe that participating in spirituality oriented workshop will definitely help in solving social, personal and professional problems.

### **4.3 Job Dissatisfaction Related Findings**

**4.3.1** During the data analysis, the respondents were given a few factors which cause dissatisfaction them with their present job and conundrums in their professional life. There were total 10 factors consisting the underpayment in the job, limited career growth, lack of interest for management, unsupportive staff, interest conflict, working environment, work-life balance, mental stress and lack of personal vision. The respondents were asked to indicate their choices of the factor and from the collected and analysed data it has been found that the problem of work-life balance has been identified by 241 respondents as a priority problem. Also, the poor management identified by 223 respondents and mental stress identified by 202 respondents is second-highest factors.

**4.3.2** Further, underpayment in the job identified by 137 respondents, unsupportive staff by 179 respondents, limited career growth by 89 respondents, lack of interest by 56 respondents, interest conflict by 83 respondents, working environment by 91 respondents and lack of personal reason identified by 88 respondents are some of the factors which are leading to dissatisfaction in the job due to lack of proper motivation in life.

**4.4 Outcomes of the Teachings of Bhagwad Geeta-** The respondents have also identified and revealed some of the important motivational factors arising from the teachings of Bhagwad Geeta which might be helpful in organization development and performance enhancement. These factors have been discussed below as per the priority identified by respondents.

- i. Conducting self-development programs has been selected by most of the respondents.
- ii. Work-Life Balance has been identified as the second choice, followed by the value of family friends, peers and colleagues.
- iii. Anger management and experience sharing have been identified on the place of third and fourth.
- iv. Also the stress-free environment
- v. Enhances knowledge of effective management
- vi. Positive relationships with others
- vii. Healthy competition
- viii. Organizing Vedic lectures/workshops
- ix. Career growth opportunities
- x. Yoga and spiritual practices
- xi. Differentiating in ethical and unethical
- xii. Enhanced knowledge of administration.
- xiii. Utilization of available resources and doing right is relevant

#### **4.5 Spiritual Teaching Impact Related Findings**

The present study gets huge support by identifying analyzing and representing the impact that spiritual teaching makes on the respondents. To measure the impact of the teachings of Bhagwad Geeta the respondents were provided with a total of 18 close-ended questions to express their views after attending the workshop on the teachings of spirituality and education from Bhagwad Geeta. The findings reveal that 86 percent respondents believe that the present management practices do not adopt the teachings of Bhagwad Geeta, 88 percent have revealed that their organizations do not follow any teachings of Bhagwad Geeta, 71 percent have expressed that they have not seen any real-life examples emerging from the teachings of Bhagwad Geeta and 39 percent agree that their family, friends & colleagues follow the teachings of Bhagwad Geeta. 92 percent have revealed that they have no idea about the management teachings of Bhagwad Geeta and 97 percent respondents have also agreed that there is probably no organization policy for adopting the teachings of Bhagwad Geeta in professional life.

In addition to the above 95 percent respondents have expressed their views and have strongly agreed that there should be organizational policies for adopting the teachings and management strategies emerging out of Bhagwad Geeta. Also, 100 percent respondents have agreed that Bhagwad Geeta explores the traditional teaching and 91 percent respondents agreed that Bhagwad Geeta shows the decision making the path. 84 percent respondents believe that Bhagwad Geeta guides in management decision, 73 percent respondent believe that Bhagwad Geeta helps in managing emotional intelligence, 90 percent believes that it helps in developing intellectual and logical ability and 90 percent respondent believes that it helps in understanding the importance of one's duty towards his organization. Further, 75 percent believe that Bhagwad Geeta helps in learning management by objective and 84 percent believe that it helps in being visionary about the life of professional and personal both.

However, when asked, 29 percent respondents expressed their view by revealing that the teachings of Bhagwad Geeta helped in coordinating whereas 71 percent do not agree with this statement. Two important statements which have made the expectation of asking the question were to identify importance of teaching of Bhagwad Geeta and 100 percent respondents have agreed that the teachings of Bhagwad Geeta which they have learned through the training program and spiritual workshop have made them realize that the presence of a teacher in life is must and the teachings of Holy Geeta are equally important and perfectly applicable in today's time.

## **4.6 Correlates of Objectives and Findings**

**4.6.1 First Objective-** The first objective of the research was to study the role of Shreemad Bhagwad Geeta in leveraging performance. This objective has been fulfilled by analyzing part A of section 2 of the research questionnaire as represented in chapter 5. The analysis reveals the motivational factors which play a significant role in promoting organizational performance of human capital.

**4.6.2 Second Objective-** The second objective of the study was to identify the interventions from Shreemad Bhagwad Geeta that has augment effect on human capital and material resources of any organization. This objective has been fulfilled by analyzing part B of section 2 of the research questionnaire as represented in chapter 5. The analysis reveals the quantification of the factors emerging out of the teachings of Shreemad Bhagwad Geeta and what impact does these factors makes on the respondent.

**4.6.3 Third Objective-** The third objective of the study was to develop a framework to exfoliate the contributions of Shreemad Bhagwad Geeta in performance management. This objective has been fulfilled in Chapter 5 and 6. The chapter 5 in its analysis part C of Section 2 represents the relevance of the teachings of Bhagwad Geeta for organizations where the organizations can adopt the relevant motivational factors in order to spiritualize their employees and get the best output out of them this will not only help them to achieve their professional goal but will also help in performance management and measurement. Chapter 6 highlights some of the suggestions which can be adopted by the organizations to improve the employee's performance as well as organizational performance.

## **5. Suggestions**

- 5.1.1** Conducting more workshop focusing on stress management, work-life balance, spirituality adoption practices sourced from Shreemad Bhagwad Geeta and other Indian epics is the primary suggestion.
- 5.1.2** Including the teachings of Bhagwad Geeta in the syllabus as a chapter in the primary and secondary level as well as higher education level programs are a necessary suggestion which should be adopted by academic institutions and future researches.
- 5.1.3** Running social-oriented and spiritual-based study programs including short term diploma or degree is a strong suggestion which will fulfil the gap of the existing knowledge and traditional knowledge.
- 5.1.4** Conducting business-oriented training programs with a special focus on adopting ancient and traditional management strategy is emerging from rich Indian sculptures is a strong suggestion for business organizations.
- 5.1.5** Promoting healthy and optimistic competition among the employees rather than cut-throat competition is the need of the hour which can enhance the performance of employees as well as organizations.
- 5.1.6** It is suggested that the business organizations should conduct weekly or monthly practice programs and debates on stress management identifying causes of the stress and work-life balance and asking suggestions from the employees to implement the same. This will not only help in identifying the conundrums of professional life but will also generate a source of information for fighting these challenges.
- 5.1.7** The literature has revealed that the modern strategies for solving organization problems are failing and therefore the Bhagwad Geeta and its management teachings can be adapted to solve the organization problem in a spiritual way.
- 5.1.8** The abstract of the teachings of Bhagwad Geeta reveals that one should always perform one's duty irrespective of any other influential factors such as caste, class, creed, race, family etc. And therefore employees should always focus on the duty to fulfil the desired goals.
- 5.1.9** Building an innovative organization and creative culture is the need of the present industry and outcomes of Bhagwad Geeta can be adopted to create an innovative working environment in the present scenario.

## 6. Limitation

6.1	<b>Geographical Limitation</b>	The first limitation of study is its geographical accessibility. It was planned to collect data from different institutions of the same state so as to have a stratum of participants. But it could not be possible due to various limitations and the study has been conducted in the Lucknow, Allahabad, Varanasi and Ayodhya districts which are situated in Uttar Pradesh state of the northern part of India.
6.2	<b>Population Limitation</b>	Access to the target population was not an easy task before the actual data collection. Sampling population is unique as very few studies have targeted this population for measuring spiritual impact. On the one hand, identifying and contacting such individuals who are willing to participate in a spiritual training program and on the other hand findings, such kind of trainers was a big challenge. And therefore another limitation of the study is that the research has not been able to cover all the aspects of the impact of the teachings of Bhagwad Geeta on different working individuals.
6.3	<b>Research Area Related Limitation</b>	Though performance management is an open area of study but correlating it with spirituality was a big conundrum. Quantifying the performance impact of traditional teachings has been a challenging task. Covering all the areas was not possible in a single study and therefore the study had a limitation of the research area. The study has primarily focused on the prelude and impact of the teachings of Indian holy scripture Bhagwad Geeta on working individuals to handle their professional and personal conundrums.
6.4	<b>Time and Situational Limitation</b>	The present study has been conducted on a specific topic in a specific area in specified time duration. Therefore, there are equal chances that the findings may not be the same in future as they are in present time. There is a possibility that the futuristic outcomes might vary more or less.

## **7. Future Prospect**

- 7.1** The study leaves a scope of conducting similar or related studies in different fields in different parts of the country.
- 7.2** Future research could also identify the sources of self-motivation and more methods of adopting, practicing and promoting religious approach and holistic teachings in entrepreneurial management.
- 7.3** The analysis of the study and findings suggest that awareness not only about Bhagwad Geeta but also about scriptures and literature is not so good. Therefore, future researchers may have more emphasis on creating awareness rather than measuring the awareness of the said concept.
- 7.4** It is suggested that a similar or related study should be conducted targeting the employees of successful business organizations so that a comparative analysis could be done to differentiate in the organizational working culture and working procedure.

## **8. CONCLUSION**

Before the review of literature and commencement of writing process, the perception about Bhagwad Geeta was different with a lot of questions in mind such as how can a religious book be so impactful for business and management organizations? Why would someone take an interest in teaching something that does not give profit? What keeps the employees to stay motivated to achieve their goal and what stops them to do so? Are teachings of Bhagwad Geeta are still relevant in today's time? Can there be chances of developing a spiritual mindset in employees to create a self-motivated workforce and human capital? And many of these questions got answered during this research study. The study has also helped in understanding the importance of Indian Vedic teaching and similar literature existing in the culture for decades.

We might have achieved the power of creating supercomputers and technology of understanding nanoscience but the most important thing that we are still lacking is the factor of humanity in present era. We must understand that it is the human that has created all the technologies and has achieved phenomenal success in life. But the present and upcoming generation is lacking these inner transformation techniques and has jumped into the ocean of competition.

Earlier thoughts have focused that being spiritual means being a saint or a guru, but now these perceptions are changing and several types of research have proven that spiritual and ethical teachings can be helpful in creating efficient human capital. Outcomes of holy Geeta from management perspectives have developed a systematic tool for the business reengineering and a powerful stroke to the problems of stress management, work-life balance, emotional intelligence, employee sustainability, organization-employee conflict and most importantly an individual's concentration and focus in life.

The phenomenal transformations which are taking place in the organizations are the result of the conflict. The emerging organizational problems such as stress, work-life imbalance and employee turnover have affected both the individuals and organizations as well. In this situation, one of the distinctive tools for overcoming the above-mentioned problem is adopting the teachings of Bhagwad Geeta. However, it cannot be said that adopting the teachings of Bhagwad Geeta is the only alternative

for every organizational problem, but the industries and institutions are highly in need of some innovative yet traditional solutions and Bhagwad Geeta can play the role of that innovative solution as a game-changer in tackling the basic problem of organization management as well as human resource development. The new generation of the different sectors including manufacturing and service has started using tactics from the Holy Scriptures and therefore Shreemad Bhagwad Geeta should be seen beyond just as a religious book.

And from the above-discussed chapters, it is clear that the relevance of the teachings of Shreemad Bhagwad Geeta and other phenomena scriptures of Indian culture has a great impact even today. The literature strongly supports that human values and moral education are the key elements for the skillful and efficient workforce. In today's cut-throat competition the commercial education and traditional methods of teaching with an outdated subject and fewer implications are unable to fulfil the gap of required manforce and therefore the industries, institutions and organizations must find and adopt the methods and methodologies of practising the management teachings and lessons emerging from the epic Mahabharata and Holy Geeta to handle the pressure, fight the stress, maintain work-life balance and most importantly understand the nuances of life and living a great life rather than a long life. It is optimistically expected that the findings, suggestions, recommendations and the entire research thesis will ignite the excitement in employees and organizations both, will generate a sense of responsibility in both and spiritualize both to create their own change-making path.