

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

**THESIS**

**SUBMITTED TO  
DEPARTMENT OF RURAL MANAGEMENT  
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**2020**

## DECLARATION

I, **Abhishek Mishra**, student of Ph.D. hereby declare that the thesis titled “**A STUDY OF INTERVENTIONS FROM SHREEMAD BHAGWAD GEETA FOR LEVERAGING PERFORMANCE WITH SPECIAL REFERENCE TO HUMAN CAPITAL AND MATERIAL RESOURCES**” has been prepared by me under the supervision of **Prof. Kushendra Mishra**, Professor, Department of Rural Management, School for Management Studies, Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow. No part of this thesis has formed the basis for the award of any degree, diploma or fellowship previously. Further, I declare that the material embodied in the present work is based on original research work and the indebtedness to others has been duly acknowledged at relevant places. I also declare that the thesis is essentially free from all kinds of plagiarism.

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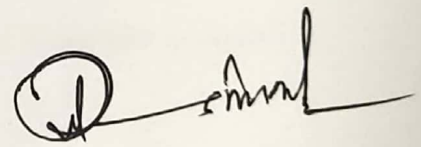
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## CERTIFICATE

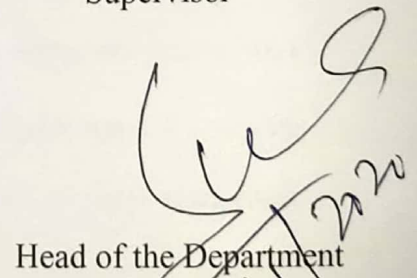
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The thesis submitted to Babasaheb Bhimrao Ambedkar University Lucknow satisfies all the requirements as stipulated in the *Doctor of Philosophy (Ph.D.) regulations -1999 as amended in 2008/2010/2013* and it is fit for submission and evaluation for the award of the degree of Doctor of Philosophy of the University.

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Finally, I would like to accept the responsibility for any errors or omissions that may appear anywhere in the project, no harm was intended either directly or indirectly to anyone.

**Abhishek Mishra**  
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## **PREFACE**

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 can not 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.

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# **Chapter – 1**

## **Introduction**

# CHAPTER – 1

## INTRODUCTION

---

न त्वहं कामये राज्यं न मोक्षं न स्वर्गं नापुनर्भवम्  
कामये दुःखतप्तानां प्राणिनामार्तिनाशनम्

*I desire neither for crown nor for heaven nor even for salvation; the only desire  
I cherish is the eradication of sorrows of suffering creatures.*

### 1.1. Prologue

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. As an old saying of Indian culture explores that *विद्वानं सर्वत्र पूज्यते (Vidwanam Sarvatra Poojyete)* which means a knowledgeable person is respected everywhere. And therefore it is necessary to understand and accept that the present era of knowledge can not 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. Knowledge not only leads to self-actualization and self-enhancement but is a powerful tool for a constant source of suggestions, self-guidance and to influence the individuals and masses through effective communication.

In addition to the above, it was the Indian culture and its literature which first and foremost promoted the concept of *वसुधैव कुटुम्बकम् (Vasudhaiv Kutumbkam)* which means the entire world is a family and we must also behave in that way by sharing knowledge, information, ideas, concept and culture.

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.

In the business world also, the expansion, development and being globally recognized is becoming a necessity to survive in the competition. Therefore, 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 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 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.

## **1.2 Why Bhagwad Geeta?**

The justification for studying Shreemad Bhagwad Geeta for management development requires a hypothetical explanation which goes like this, imagine yourself having an apparatus which is a powerful tool and has astonishing features that it can perform any activity which an individual can imagine. An apparatus which can result in both as a constructor or a destructor tool depending on its usage. Now if you are having such a powerful apparatus but you do not have the user manual, you may not be able to use it efficiently and may end up by doing experiments with it. Similarly, our mind is an extraordinary powerful apparatus and one of the greatest creation of God with which we have been blessed. Now if you do not have a user manual for the mind as to how to use it, you may not be able to utilize it up to its full potential and may end up by doing practicals or experiment with it. In the same way, we have to look at our holy scriptures which are playing the role of a user manual for using the human mind in an optimistic, impactful and efficient way. But many of us do not look at them and end up the journey of life with experiments. We must have to look at Bhagwad Geeta, Vedas, Upanishad, Puranas and Sutras which are a constant source of suggestions and have thousands of ideas to tell that what to do with the mind and can guide us to how to implement the teachings of these scriptures in our life.

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.

The below line explore the importance of Bhagwad Geeta in layman language.

*सर्वोपनिषदो गावो दोग्धा गोपालनन्दनः।  
पार्थो वत्सः सुधीर्भोक्ता दुग्धं गीतामृतं महत्*

The Upanisads are like a herd of Cows, Lord Krishna, son of a Cowherd is their Milker, Arjuna is the Calf, The Supreme Nectar of the Geeta is the Milk, And the Wise man of Purified Intellect is the Drinker.

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.

### **1.3 Statement of the Research Problem**

Multiple studies have been conducted in the field of performance management and its importance for the organization. Various researches on the role of performance measurement of employees and their retention have given birth for the same. Some of the studies have also highlighted how the organizations emphasize on their employee's psychological problems which take place because of the stress and other factors of personal and professional life. Further many studies highlighted on decreasing turnover threatening their employees in the organization (Ragins et.al.

1990; Mitchell, 2001). All these studies used performance measurement as an element to hold employees and motivate them to stay in the form. But there are no specific researches focusing the importance of performance management, stress management and role of ancient Indian management practices emerging from the holy scriptures. Therefore the present study makes an attempt to identify, understand and explore the prelude of traditional thinking and teachings of Indian Vedic literature as a strategy for employee motivation, performance management and better organizational performance. In continuation of this the present study has categorized the statement of the problems in three parts which have been discussed below:

### **1.3.1 Conundrums of Executive Management**

History tells us that the birth of management education has taken place because the traditional educational system was not able to meet the need and demand of industries as they were looking for multi-talented employees with skills of calculation, communication, marketing, accounting and understanding of human behaviour. This need ended up meeting with the manpower educated and trained in the advanced management system. These employees are trained by various management development programs from time to time in different organizations in order to update their knowledge, thinking capacity, understanding concepts and execution of the plan to meet the present need.

However, the results of these programs are not satisfactory and up to some extent are failing to meet the primary objectives. This resulted in pessimistic and discouraging news among the business leaders and corporate trainers. Mamoria et al. (2005) have argued that different training agencies are engaged in executive development and management development teaching and have formed and implemented their own

method of training. Most of these methods are influenced by western countries and have been designed based on American and European theories and do not fit into the environment of Asian corporate culture especially in India.

Tripathi (2003) through his book reported that executive training has failed to provide any evidence in changing the attitude and mindset of employees. The strategies and tactics taught in the management development programs do not last long in the mind of executives trained through these training methods.

However, it is not to say that these training programs are useless or ineffective but it reminds me a theory of contingency approach given by the Australian psychologist Fred Edward Fiedler in his article, "A Contingency Model of Leadership Effectiveness." In theory, he has argued that the decision-making approach of a manager or an executive depends on the situation. A manager who is a good decision-maker in a particular situation may not be good in making a decision on the same matter in a different situation. Similarly, the management development program for executive training development program may be successful in a particular nation with a particular situation but cannot be applied globally with the same training method. Therefore, 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.

### **1.3.2 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 institutions which are engaged in providing a different kind of education, training and development. Alone in India, there are more than thousands of business management schools working as a factory to create a pool of skilled employees aimed at achieving companies financial target but fails to achieve the ethical target. In the present era, having a large population is no more strength of a nation rather having a skilled and trained workforce in every aspect of life is the actual asset of a nation even if it is small in population.

Looking at the above discussion, 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.

### **1.3.3 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.

The density of management concept is so vast that entire Bhagwad Geeta which cannot be covered in a single research and therefore the present study has identified and selected some of the relevant factors of management teaching which have emerged as a buzz in the academia such as employee motivation, employee retention, effective management, team leading, performance management, human resource management and ethical & unethical business practices.

## **1.4 Objectives of the Study**

### **1.4.1 Study the role of Shreemad Bhagwad Geeta in leveraging performance.**

The first objective of the research is to understand the phenomena of Shreemad Bhagwad Geeta in reference to management education and its effect on leveraging the performance of the organization.

### **1.4.2 To identify the interventions from Shreemad Bhagwad Geeta that has augment effect on human capital and material resources of any organization.**

The second objective of the study focuses on identifying and understanding the effect of the teaching of Shreemad Bhagwad Geeta which brings phenomenal transformations in human nature and how these transformative strategies can be adopted and practised in business management organizations for betterment and enhancement of human resource as the human resource is considered the capital of any organization.

### **1.4.3 Develop a framework to exfoliate the contributions of Shreemad Bhagwad Geeta in performance management.**

The third objective of the study is to measure the probability of developing a conceptual framework of the Holy Bhagwad Geeta and its correlation with performance management. The study measures the prior and after an experience of the teachings of Bhagwad Geeta on the selected group of professional individuals.

## **1.5 Significance of the Study**

An appropriate metaphor for winning the argument for the significance of this study is that Bhagwad Geeta has been translated in most of the international languages due to its huge demand which simply indicates that it has not only been able to solve the cognitive problems of human kind but has also been successful in guiding both the personal and professional life. However, the importance of Holy Scriptures and its correlation with the significance of the present study can be identified by understanding the following statements:

1.5.1 With the growth of human race, the growth of human problems have also emerged and one of the hard-hitting problems of the humanity has been the instability in the state of mind and jealousy by the growth of others. We as a human have always been comparing and competing ourselves with the other even if those others are our own. People are more sad about other's happiness than being happy with what they have. We always look at the negative aspect of life as to what we do not have rather than what we have. And that is just a state of mind which makes the entire human race going crazy and jealous. It is all happening because of the lack of consciousness and mental calmness. In this situation, exclusive demand of the society is to bring peace, harmony and

mental calmness through the teachings and philosophies of life given by our Gods, idols, spiritual personalities and our ancestors in the form of scriptures, Vedas, Puranas, Upanishads, literatures, theories and real-time examples set up by them which we hear in the stories. And this is what the present study has tried to explore through to the philosophies of Bhagwad Geeta for life management, relation management, profession management, soft communication and ethical behaviour.

1.5.2 However, the present study does not claim that Shreemad Bhagwad Geeta is the only holy book that promotes peace and harmony. There are different religions having different books such as the Holy Quran in Islam, the Holy Bible in Christianity, Tripitikas in Buddhism, Guru Granth in Sikhism, Agam Sutras in Jainism a many more. These books give similar teachings that lead to the betterment and welfare of human race but out of all of them, the Holy Bhagwad Geeta is the oldest and widest accepted literature globally and therefore the present study has identified it.

1.5.3 Shreemad Bhagwad Geeta teaches the strategy of knowledge management tactics of communication and interpretation of that knowledge which can result in an efficient way to spiritualize and motivate the individuals to achieve their aim not only in their professional life but also in their personal life.

1.5.4 Many studies on performance management and organizational development have claimed that its employees being well educated and having a good academic record, experience, communication skills, sometimes fail to meet the expectation of the organizations and do not perform to the maximum of their potential efficiency as per their role in the organization. Many individuals

engage themselves in so many activities in order to give better output and prove their capability where some individuals face difficulties of having fewer resources for better output. These are the problems which are being faced by present employees of both the public and private sectors and when their expectations are not met successfully, it leads to employee slow performance and low job satisfaction which for the leads to the birth of work stress and imbalance in work life. And many organizations fail to understand the basic root cause of the challenges and start looking for mentors, motivators and guides. And this is where the traditional Indian scriptures and their phenomenal teachings can play a significant role in tackling these problems and enhancing the employee's performance which further enhances the organization performance.

1.5.5 The research is also significant in the way of studying the perception of management leaders and corporate trainers towards the importance of ancient Indian management literature and religious teachings and identifying the factors that are important to develop managerial motivation among individuals.

1.5.6 When it comes to spirituality, the possibility of looking at Asian nations becomes more and similarly India has been one of the most attractive lands for these practices. Therefore, from inner engineering and Vedic culture, it creates a scope full of possibilities of the success of the present study.

1.5.7 As discussed above the holy Geeta is the most recognised and widely accepted Vedic literature in the global scenario but literature explores that a very few numbers of researches have been conducted in this area. Therefore, this

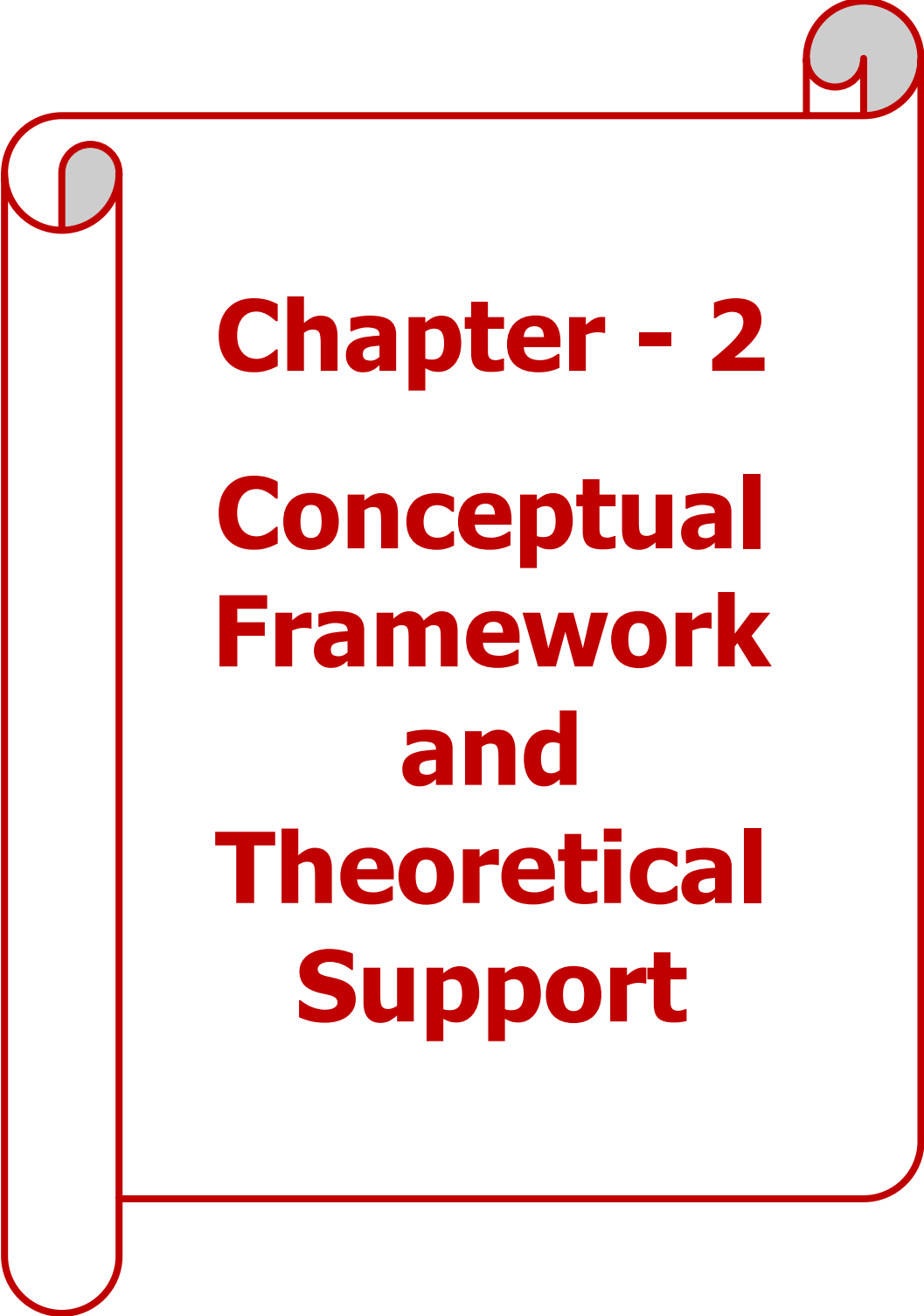
research attempts to reveal unexpected opportunities and finding methods to promote ancient management strategies and practices. The research also explores as to how far Shreemad Bhagwad Geeta can be impactful as a tool for tackling management challenges.

## 1.6 Structure of the Thesis

**Table 1.1: Structure of the Thesis**

Chapter 1	Discusses research theme, background, introduction to the field of study and why this particular research area has been selected to study. The chapter further discusses the statement of the research problem and the objectives of conducting this research. The study debates on the significance of the Bhagwad Geeta in the present scenario to justify the need for this thrust area to be explored.
Chapter 2	Discusses the conceptual framework and theoretical underpinnings of the literature of different religions including the need in the present scenario. Discussion on India's economic richness and Vedas. Understanding how Bhagwad Geeta differs from Upnishads and how relevant is holy Geeta in present scenario. Primary offshoots of Vedic literature and where does the Bhagwad Geeta stands in this queue. Doing a comparison between Indian and Western Philosophy of Management. The process of adopting the teachings of Bhagwad Geeta and its role in the corporate world.
Chapter 3	Starts with a discussion on Indian management concepts and continues with the discussion over literature given by various authors on the subject. Correlates of Value Education and Teachings of Bhagwad Geeta. Review of related literature to find out what other researchers, academicians and authors have said about it. The chapter concludes with the research gap identified through the review of the literature.
Chapter 4	Highlights the research methodology opted for conducting the research, including research framework, design, methodology,

	<p>geographical area, the universe of the study, population, sampling methods, sample size, research questions and presumptions. Further, discussing the source of data collection, questionnaire design, questionnaire distribution and collection and lastly statistical tools used for data analysis.</p>
Chapter 5	<p>Mainly deals with the analysis of collected data and its interpretation in the form of charts, pie charts, graphs, tables and representing methods. Describing the demographic details, analysis of questions of various parts of questionnaires and its explanation.</p>
Chapter 6	<p>Represents the findings generated from the data analysis. The findings are divided into different parts which have been discussed in detail in the chapter. The chapter also discusses the relation between objectives and findings, the relation between management practices and teachings of Bhagwad Geeta. The relation between presumptions and findings and suggested measures for reclamation of management practices from Bhagwad Geeta. The chapter concludes with the recommendations for the corporate houses and well as for individuals with relevance to adopt Bhagwad Geeta in their life.</p>
Chapter 7	<p>Highlights the limitation of the study, including geographical limitation, population limitation, area related limitations and time limitation. Discussing the theoretical contribution made by the present research study in the concerned field. The chapter ends by highlighting the future scope of the study.</p>
Chapter 8	<p>Explores the concluding remarks of the entire research. The chapter reviews the journey and experiences gained through this research study and highlights the alternatives and scope of the holy Bhagwad Geeta in management teachings.</p>



**Chapter - 2**

**Conceptual  
Framework  
and  
Theoretical  
Support**

## **CHAPTER – 2**

### **CONCEPTUAL FRAMEWORK AND THEORETICAL SUPPORT**

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In the last few years, the phenomenon of globalization has opened the ways for all the nations to come together and share an equal platform for the professional and personal exchange of thoughts and ideas for the betterment of the society. But these gates have also opened a lot of conundrums in the world of business sustainability. The emerging competition and cutthroat challenging economic conditions have given birth to different viscosity of Management (Jain and Bhatt 2014). The increasing demand for talented employees has given rise to employee sustainability and performance management. In the present time, the stability of employees has decreased as demand of talented and experienced employees is increasing day by day and therefore it becomes a challenging task for the organizations to retain their existing employees and attract more talented employees at the same time. Hence it becomes important for the organizations to rethink their concept of employee retention and need to do something more for the employees such as providing bonus, incentive and other fringe benefits.

The organizations need to invest in a more strategic way for employees to reduce their personal burden in order to improve their professional efficiency. It is not a question of doubt that the responsibilities of employees strengthen and increase day by day which leads to stress development and imbalance in work life. Further, it is also a universally accepted truth that organizational performance is directly related to employee performance. Therefore, the present chapter highlights theoretical support for the proposed study and discussing how the traditional method of spirituality, self-development and employee management can strategically be used in present scenario

in order to gain employee stability in the organization, employee retention, improved performance and work-life balance. The study has primarily focused on the teachings and philosophies of Shreemad Bhagwad Geeta and its correlation with present management education and management practices. The chapter starts with studying the ancient Indian philosophy and its cultural richness followed by the importance of Vedic teachings for better management of human capital, understanding the concept of Shreemad Bhagwad Geeta and teachings emerging out of it and finally correlating the outcomes of holy Geeta with business management employee satisfaction and ethical practices.

## **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 यथेच्छासि 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.

The war of Mahabharata took place between the two groups of the same family. These groups were Kauravas and Pandavas. The team of Kauravas was led by Duryodhan who adopted unethical means whereas the team of Pandavas was led by Yudhishtira adopting ethical means and Lord Krishna was in the favour of the team of Yudhishtira. The ethical teachings in the form of Bhagwad Geeta were given to Arjuna by Lord Krishna in a situation when the war was on the peak and many were afraid to fight it. Everyone was scared to imagine the outcome of this war and therefore was tried to directly or indirectly neglect or ignore to fight the war. And the same illusion Arjuna was facing because he had to fight against his family members and that is when Lord Krishna delivered an effective and motivational lecture on what is ethical and unethical and how to differentiate among this as per the situation.

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.

## **2.5 Indian and Western Philosophy of Management - A Comparison**

Bhagwad Geeta and its growing roles are changing in the social and entrepreneurial perception. It is no more a religious book rather it has become strategic teaching over traditional literature. Adopting Bhagwad Geeta philosophies is an innovative and emerging idea that can provide a platform for solving business as well as life conundrums.

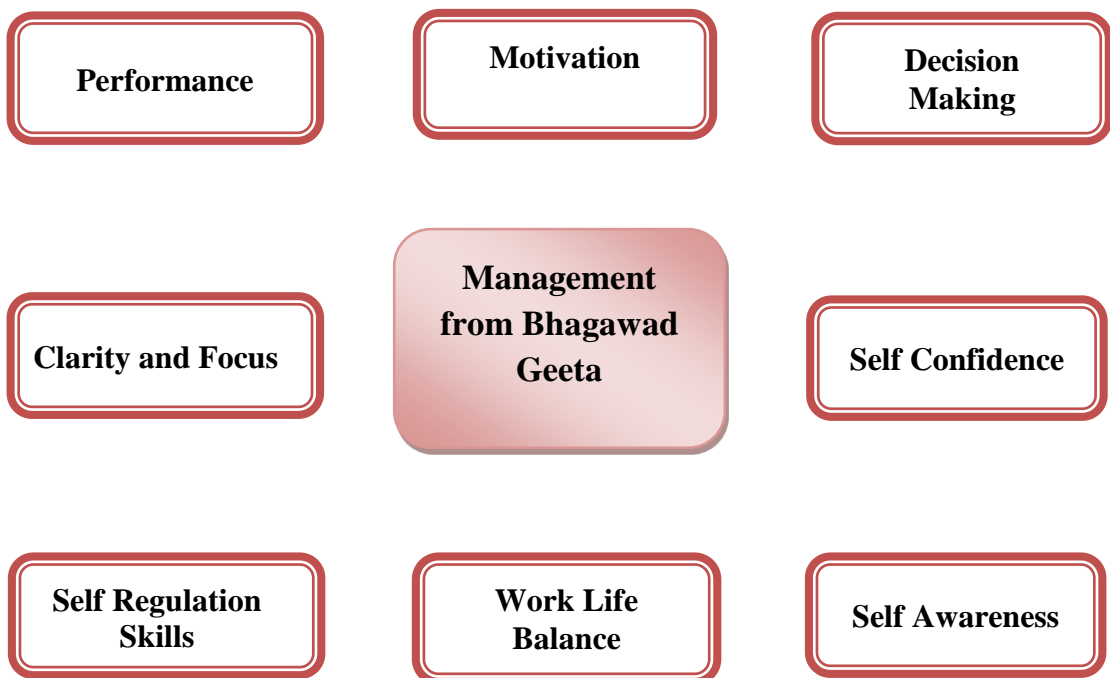
The emergence of the organizational and personal problem is not liable to the business organizations only but management is equally responsible for the same. We as an individual always blame the organization for the employees and business problems and expect them to provide a solution. Though the organization is not the reason for these problems, the management policies are and solution must emerge by transforming the working environment and employee-organization relationship. And therefore the teachings of Bhagwad Geeta must be adopted for running a smooth organization, having employee satisfaction and achieving the goal.

In the present fast-changing environment there is a strong need of having relationship in supervision which may be known by different name such a mentor-mentee relationship, supervisor scholar relationship, junior-senior relationship, relationship with colleague and peer and sometimes also known as friendship in both the professional and personal life. These relationships are more beneficial and useful in the opposite situation of life. Lord Krishna in the Epic Mahabharata has played all these roles and fulfilled all the relationships and gave a message that every relationship is useful.

The Bhagwad Geeta is not only a Hindu scripture but is a manual for life and living. The best intellects of humanity and the noblest of souls that have come here have founded something for their education, for their edification and for their inspiration whether it was the Indians great like Mahatma Gandhi or westerners like Emerson Max. Across the globe for centuries, this book has contributed something like a treasure and because they have founded something in it, that is why they have saved it as a treasure and have protected it for generations. Everybody has found something to learn in it and even today it in their heads at some point it is present. We must study

this great book which was traditional to the Indian heritage that was there long before the world Hindu was there. The noble race and their nobility came from the wonderful idea that was there in our scriptures. Ideas that helped us attain few words that tell us what knowledge does for us. You become first and foremost materially very prosperous when you understand these ideas and this is historical.

Shreemad Bhagwad Geeta not only centre around the problems of management but also the problems of human life and has the power of knowledge that provides needed guidance to human life to handle the challenges. The holy book teaches us to look at the problems generously and highly suggests and admits the interpretations of problems and challenges in a creative way. And this is not only relevant in today's time but has been guiding humanity for decades. The Bhagwad Geeta emerges in different form to different individuals be it a religious book, a philosophical book, academic literature, a spiritual book and most of the times a guide to living life.



Graph 2.1: Management Guidelines from Bhagawad Geeta  
(Source: *Business Management and The Bhagavad Gita*, M.P. Bhattathiri, 2011)

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.



# **Chapter - 3**

# **Review of Literature**

## CHAPTER – 3

### REVIEW OF LITERATURE

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#### 3.1 Indian Management Concept

The birth of management subject took place because the traditional methods of teaching were not able to meet the industrial need as industries were having the requirement of trained manpower in the field of finance, mathematics, science, technology, communication, engineering, accountancy, organization management and many more. This need would meet by providing professional education only and therefore the subject of Management emerged and became highlighted and eyecatcher of all the academic institutions. But in present scenario of cut-throat competition the subject seems to be contemporary and sometimes unfit to fulfil the updated requirement of Corporate world. Many researchers and academicians have identified, explored and represented the limitations of management principles given by western philosophers and writers across the globe. And this has been one of the strong reason that has made the industrialist and academicians to rethinking the Management concept and they have started looking at the traditional and contemporary management concept which have existed in many countries of which India has been mostly recognized.

Studies have come with the conclusion that western philosophies of Management are not applicable and acceptable across the globe because the demand of organization varies from place to place (**Tsui, 2004**). Also, the social situation, economic growth, political impact and cultural aspects play a significant role in employees development. The present knowledge of management is not universal (**Bhagat et al., 1982; Roberts et al., 1984; Doktor et al., 1991**) and therefore there is a strong need to develop and

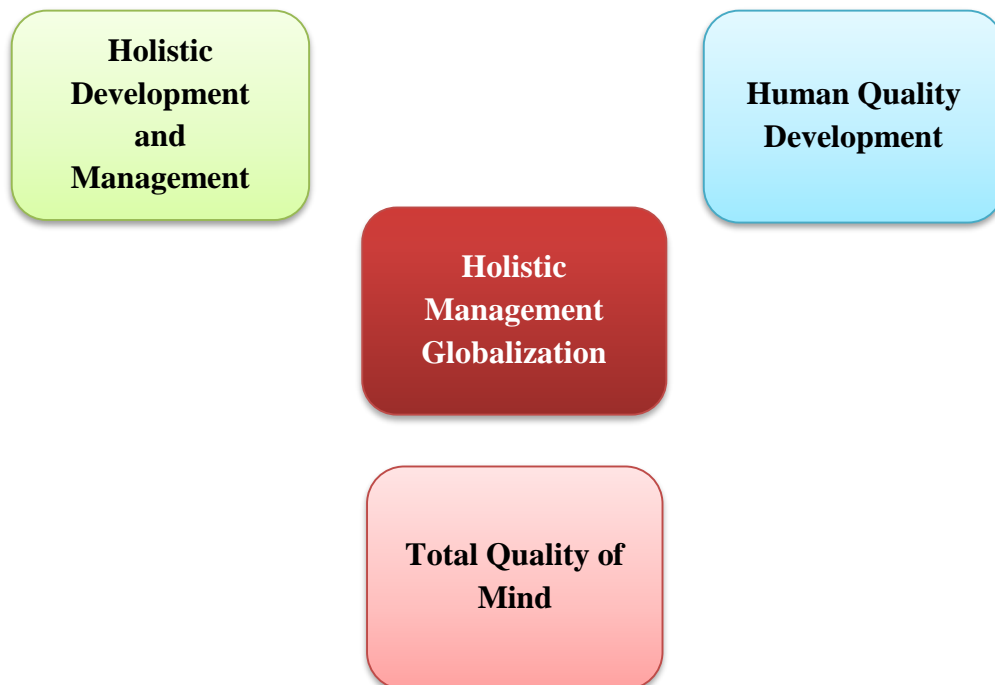
promote practices based local management in the environment which may be suitable for the organizations of that nation.

**Pandey & Srivastava (2006)** in their studies represented the management as a practice and principle tool for building the basic blocks of a successful manager. They believe that traditional management methods have always existed in the world before they were discovered or represented by the Western masters of Management philosophies.

One of the beautiful presentation of Mahabharata by **Chakravarty (2006)** is where the author explains the concept of philosophies of Mahabharata as a framework of the course of action which needs to be taken by managers of today's time. This article extracted from Mahabharata highlights that only physical strength and courage are not enough to win a war but it is the truth, non-violence and an abundance of enthusiasm which is must for a glorious victory. And hence the manager's action time must adopt the non-violence, equal treatment and ethical business operations in order to succeed in the long run rather than focusing on financial status and economic betterment of the organization.

**Muniapan (2007)** focused on the transformational leadership style by cooperating it with India's iconic God, Lord Ram. I believe that Lord Ram followed the transformational leadership style to lead his army and bring peace and democracy in the public. The way he follows transformational leadership and promotes it for all in such a way that it represents the four traits of individualized consideration, idealized influence, intellectual stimulation and inspirational motivation which lasted for thousands of years and is still worshipped and adapted by individuals, managers, politicians, leaders and teachers also.

**Mishra (2007)** has identified and represented the knowledge hidden in Indian scriptures tantamounting the areas of supervision, discipline, leadership, communication, financial management and disaster management. He further claimed that most of the management concepts given by different thinkers and academicians were already present and discussed in Indian scriptures. It was also highlighted that the management philosophy, emerged from Indian scriptures, are more practical and applicable in today's requirement as compared to the western philosophies.



**Graph 3.1: Sharma (2006): Model of New Management Ideas**

**Sharma (2007)** discussed the contributions of the traditional concept of Indian management teachings by correlating it with the new factors of management mantras, models and its global significance. **Sharma (2008)** represented holistic performance scorecard which was directly linked with spirituality by putting the new dimensions of Higher Self in strategy forming process. This concept of the higher self is above the self-actualization and self-interest.

**Satpathy & Muniapan (2008)** argued that traditional Indian philosophies provide insight into human capital development. Whereas **Bansal (2009)** presented the idea of the continuous self-evaluation and as a powerful tool which can be helpful for the present managers to enable the leadership skills to meet future challenges. Further emphasizing the execution of practical need of present Indian values and culture and correlating it with Professional Studies.

**Charkaborty & Charkraborty (2008)** identified historical Indian Icons Swami Vivekananda, Mahatma Gandhi and Rabindranath Tagore as a source of spiritual energy and inspired leaders who studied the ancient Indian scriptures and became grateful and this is what he projects for the present and upcoming managers.

**Singh & Rebello (2010)** developed a model of Sattvik Approach to leadership inspired from the thoughts of Lord Krishna consisting the societal values, individual values, group values and Satvik values which leads to a uniform quality of leadership.

**Bhattacharjee (2011)** has also highlighted the importance of the Indian scriptures like Vedas, Upanishads, Bhagwad Geeta, Arthashastra, etc. in the field of contemporary management.

In the views of **Narayanaswamy (2013)** the spirituality and management are correlated and he has as projected The Puranas, in the same way, putting the need and importance of spirituality in the present scenario. He further believes that if the findings and teachings of Vedas and Puranas are presented in a transformative way to the present managers then the managers can transform their role from being an executive to being a Trustee of the organization.

**Arora et al. (2014)** in their study have concluded that various organizations are engaged in finding the guidance from the ancient scriptures to adopt improved management practices and have claimed that India is rich with these cultures and full of the source of information and have always guided since decades.

Indian Holy scriptures such as Bhagwad Geeta, Vedas, Puranas, Upanishads, Ramayana, Mahabharata are a revelation of Indian architecture method known as Vastu Shastra and Indian economic literature known as Arthashastra and the knowledge and information lying in these scriptures in the form of text is a constant source of suggestions and an ocean of knowledge.

**Jain (2014)** highlighted the philosophies of Jain religion regarding tool for effective management development. List of 35 attributes composed by Acharya Hemchandra in the form of Yoga Satrap consisting the general principles for suitable conduct known as Sravaka Gunas. The author further highlighted the ideologies of Jainism such as Satya, Asteya, Brahmacharya, Disha, Ahimsa, Aparigraha, Upbhog-Paribhog, and Anartha Danada Viraman. These philosophies are useful for project managers to take the decision in critical situations but not limited to managers only but for individuals too.

**Sharma (2015)** have identified the four different phases when the growth of Indian Management took place and keep on emerging. The first phase talks about the adoption and practices of scientific methods and second phase reveals the effects of cultural approach through indigenous theories and concepts, whereas the third phase exfoliates the drive towards Indian ideas through the stimulus of modernism and fourth phase is related to the significance of Indian thoughts at international level.

### **3.2 Correlates of Value Education and Teachings of Bhagwad Geeta**

After going through the extended literature and related studies, it has been found that there are no direct or indirect studies available on the correlation of Shreemad Bhagwad Geeta and value education. However, some of the closely related studies have been found which supports the theoretical structure of the present research.

**Rao (1964)** in the studies conducted on Shreemad Bhagwad Geeta and its correlation with Value education and social work in India concluded that social life of Indian individuals is very much affected by the teachings of spiritual and holy books and its valuable content have been promoting the social practice of day to day life. It also inspires social workers and makes them commit to the tasks of upliftment and enhancement of the downtrodden people of the society with the selfless devotion.

**Charlu (1971)** studied the teachings of Bhagwad Geeta from a perception of identifying and understanding educational teachings emerging from it in order to represent these teachings for implementing in modern life. The conclusion reveals that value education is one of the essential parts of human personality development.

**Das (1975)** in their studies found Samkhya yoga and its correlation with Bhagwad Geeta. He revealed that these two concepts primarily focus on the training of the mental and inner power generation leading to principles of self-enlightenment, providing restlessness and ignorance of life problems.

**Dubey (1980)** conducted a study on the teachings of ancient scriptures and its relevance in the modern age. The study primarily focuses to identify educational policies from the Vedas and Upanishads and to view the phenomenal transformation that has taken place in the age of Vedas. Main findings of the study explore the

teachings of Vedas and Upanishads including Bhagwad Geeta in increasing the spiritual vision of an individual living a healthy and active life. Further, it also helps in developing and building character, proficiency, truthfulness and personality for a long time.

**Bandre (1984)** conducted a study on yoga and its optimistic effect the contemporary human society and social problem and found that yoga helps in the development of personality and leads to a perfect sensitization of the body, mind, spirit and personal life. The study in philosophical culture is useful in implementation for a moral and social problem. The study highlighted that yoga should not be tested for physical exercise but should also be practice for mental exercise to improve mental thoughts.

**Pandey (1985)** did a comparative study on the educational philosophies emerging from the holy Hindu scripture Bhagwad Geeta and Holy Scripture of Islam Quran. Their findings emerging from Bhagwad Geeta revealed that the living being is the primary part of Brahmin and Moksh which can be achieved through good deeds. Whereas the findings emerging from Holy Quran revealed that all the living being are created by Supreme God and when one dies, his soul has to wait till the judgment day where its further journey is decided on the balance of his good and bad deeds.

**Sharma (1985)** in one of his critical studies exploring the nature and development of the personality of the human through ancient Indian thoughts. It is said that the personality is very much influenced by the teachings of ancient scriptures in which the teachings of Vedanta have been identified as one of the most influential and profound exposition for the knowledge of the basic world.

**Singh (1986)** in his study claims that the concept of humanism and humanities is a common teaching and represented by both scriptures at different platforms. The study further claims that if the teachings of these texts are amalgamated and represented in a dynamic way then it can lead to phenomenal transformation in modern society.

**Sharma (1990)** correlated the teachings of Bhagwad Geeta with personality development. He believes that there are primarily three tendencies in a human being known as Sattva, Rajas and Tamas and when an individual completes his spiritual journey from Tamas and Rajas towards Sattva, then it is believed that he has developed his personality up to full potential and have achieved self-actualization in life and this stage can be achieved through the moral and valuable teachings emerging from Bhagwad Geeta.

**Abraham (1992)** conducted a comparative study on Ramayana and the Bible simultaneously and explored that both the Ramayan and Bible are two unique pictures for humanity which can lead to a different dynamic of human life if adopted purposefully.

**Chakravarti (1995)** talk about the applicability of the philosophy images from Vedanta in the field of Management where the ethical and moral values and its proposed guidelines have been discussed. The author talks about the integration of European technologies and managerial skills and its correlation with holistic philosophical culture.

**Kumar (2004)** did a comparative study between management leadership emerging from Bhagwad Geeta and western management leadership and came to a conclusion that the traditional methods given in Bhagawad Geeta are far better to practice as

compared to the Western model. Further it was also claimed that Bhagwad Geeta does not only talks about fighting a war with management skills but it also focuses in the aspects of philosophy, work ethics, motivation, team-building, decision making skills, human relation and many more.

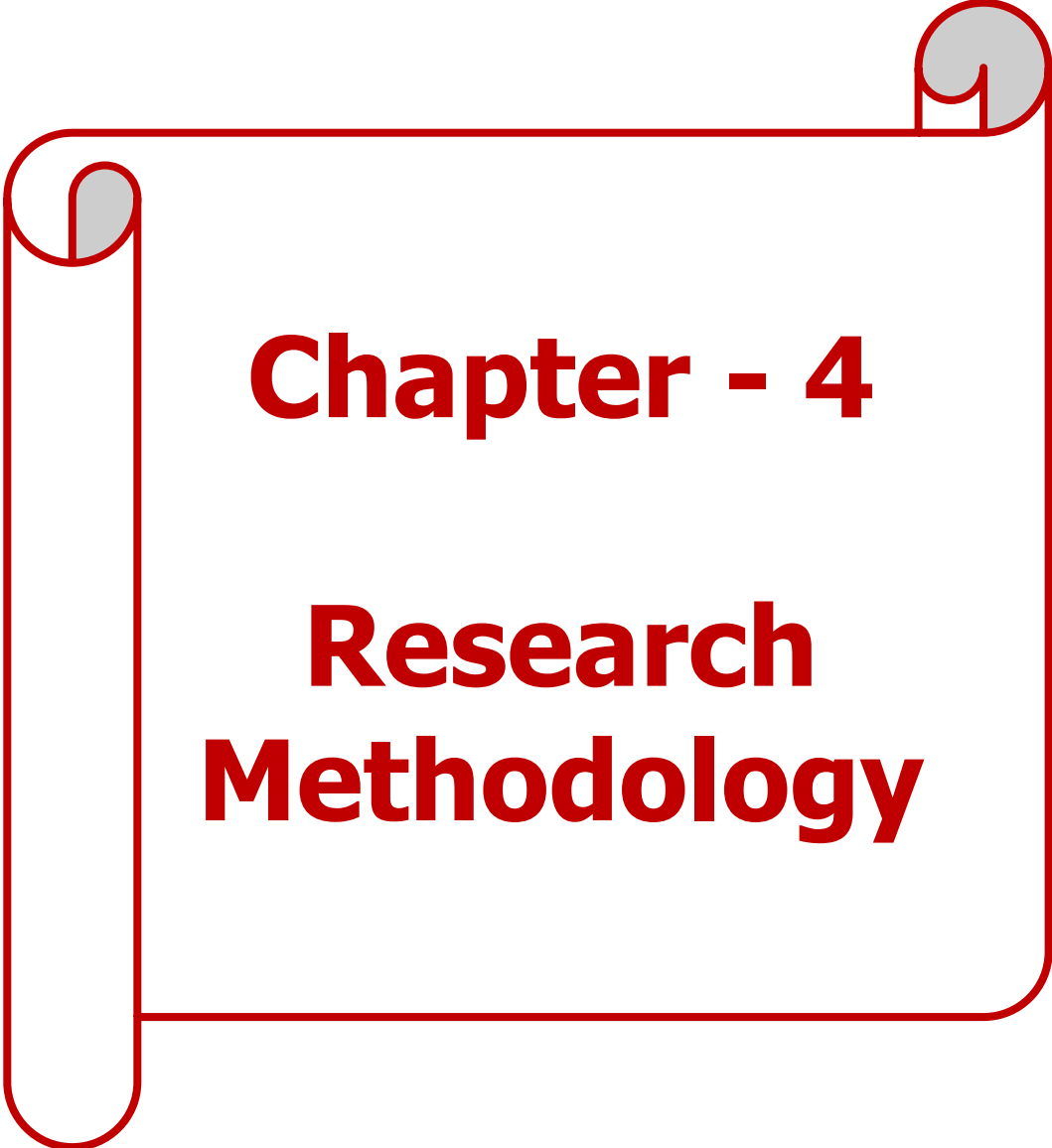
**Muniapan (2008)** has discussed the prelude of culture on professional life with reference to managerial practices and came with the conclusion that management practices are much affected from the perspective of Bhagwad Geeta and can be further improved continuously.

In the story of Mahabharata, Arjuna was going through a situation of interpersonal conflict when he was asked to fight against his own family members, then Lord Krishna brought phenomenal transformation into Arjuna through his motivation lecture as mentioned in Bhagwad Geeta in the form of verses and turned the conflicting Arjuna into a fighting warrior. This type of conditions or conflicts may occur in business and profession where we start feeling demotivated and pessimistic and then comes the role of a good manager who can take steps to boost our morale and put motivation based on the theories and teachings of Sreemad Bhagwad Geeta as Lord Krishna did the same. Lord Krishna taught Arjuna skills of mind control, focus on duty, self-assessment, anger management and attaining the goal with a detachment which leads to efficiency and effectiveness in achieving the mission because it is the efficiency and effectiveness in corporate life which are considered the base of any successful strategy. The Holy Geeta has been considered as the song of God and has emerged as one of the best gifts of Indian Mythology given to this world. Different scholars from different educational background have studied Bhagwad Geeta and correlated its findings with their education field and management

has been always ahead in this. On the basis of findings given by various academicians, researches and scholars of various nations the Bhagwad Geeta has been given the title of a complete guide to practical life.

### **3.3 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.



**Chapter - 4**

**Research  
Methodology**

## CHAPTER – 4

### RESEARCH METHODOLOGY

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#### **4.1 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. In the first part, the discussion has been done on the concept of spirituality, work-life balance, human capital and importance of Bhagwad Geeta with a special focus on the relevance of Holy Geeta in the present scenario and its correlation with management studies. 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.

**Table 4.1: Steps Followed by Undertaken Research**

Identification of Research Problem
Review of Related Literature
Formulation of the Objectives and Presumptions
Concepts and their Measurements
Selection of Research Design
Selection of Tool for Data Collection
Selection of Sample
Collection of Data
Processing and Analysis of Data
Presentation of Research Report

## **4.2 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.

### **4.3 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.

### **4.4 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. It is necessary to define the population in terms of (i) Elements (ii) Sampling Unit and (iii) Extent.

### **4.5 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 4.2: 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

The above-mentioned organizations were identified and selected to study the population and collect the sample. The primary reason for selecting these institutions is the rising level of stress and imbalance in professional and personal life. The second reason for selecting these industries is that it will provide employees of different background of private organizations and public organizations because it is believed that they differ in terms of rules, regulations and working procedure, working culture and environment is entirely different in both the organizations. Also that the private organizations have more stress in comparison to the public organization.

#### **4.6 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.

#### **4.7 Sample Size**

As discussed earlier, the 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 which is discussed below:

$$n = N / (1 + Ne^2)$$

**where**

**n** = Number of samples

**N** = Total population and

**e** = Error tolerance (level)

**i.**  $n = 400 / (1+400 \times 0.05^2)$

**ii.**  $n = 400 / (1+400 \times 0.0025)$

**iii.**  $n = 400 / 1+1$

**iv.**  $n = 400 / 2$

**v.**  $n = 200$

The total sample size is 200. Further, a total of 72 responses are received through a web questionnaire using social media platforms.

## **4.8 Research Questions**

**4.8.1** Can the teachings of Shreemad Bhagwad Geeta play an important role in stress management?

**4.8.2** Can the teachings of Shreemad Bhagwad Geeta help in employee performance improvement?

**4.8.3** Can the teachings of Shreemad Bhagwad Geeta be promoted as a tool for Work-Life Balance?

**4.8.4** Does the present management policies need phenomenal transformations by introducing spirituality?

**4.8.5** Can Vedic Philosophies and Teachings be the source of business development?

## 4.9 Presumptions of the Study

P<sub>0</sub> There is no significant relationship between Vedic Teachings and Performance Management.

**P<sub>0</sub>                     $\mu = \text{Vedic Teachings} \neq \text{Performance Management}$**

P<sub>1</sub> There is a significant relationship between Vedic Teachings and Performance Management.

**P<sub>1</sub>                     $\mu = \text{Vedic Teachings} = \text{Performance Management}$**

P<sub>0</sub> There is no significant relationship between Vedic Teachings and Employee Stress Management.

**P<sub>0</sub>                     $\mu = \text{Vedic Teachings} \neq \text{Employee Stress Management}$**

P<sub>2</sub> There is a significant relationship between Vedic Teachings and Employee Stress Management.

**P<sub>2</sub>                     $\mu = \text{Vedic Teachings} = \text{Employee Stress Management}$**

P<sub>0</sub> Work-Life Balance is significantly related to Organizational Performance

**P<sub>0</sub>                     $\mu = \text{Work Life Balance} = \text{Organizational Performance}$**

P<sub>3</sub> Work-Life Balance is not significantly related to Organizational Performance

**P<sub>3</sub>                     $\mu = \text{Work Life Balance} \neq \text{Organizational Performance}$**

## **4.10 Source of Data Collection**

### **4.10.1 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.

### **4.10.2 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.

#### **4.11 Questionnaire Design**

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

#### **4.12 Distribution and Collection of Questionnaire**

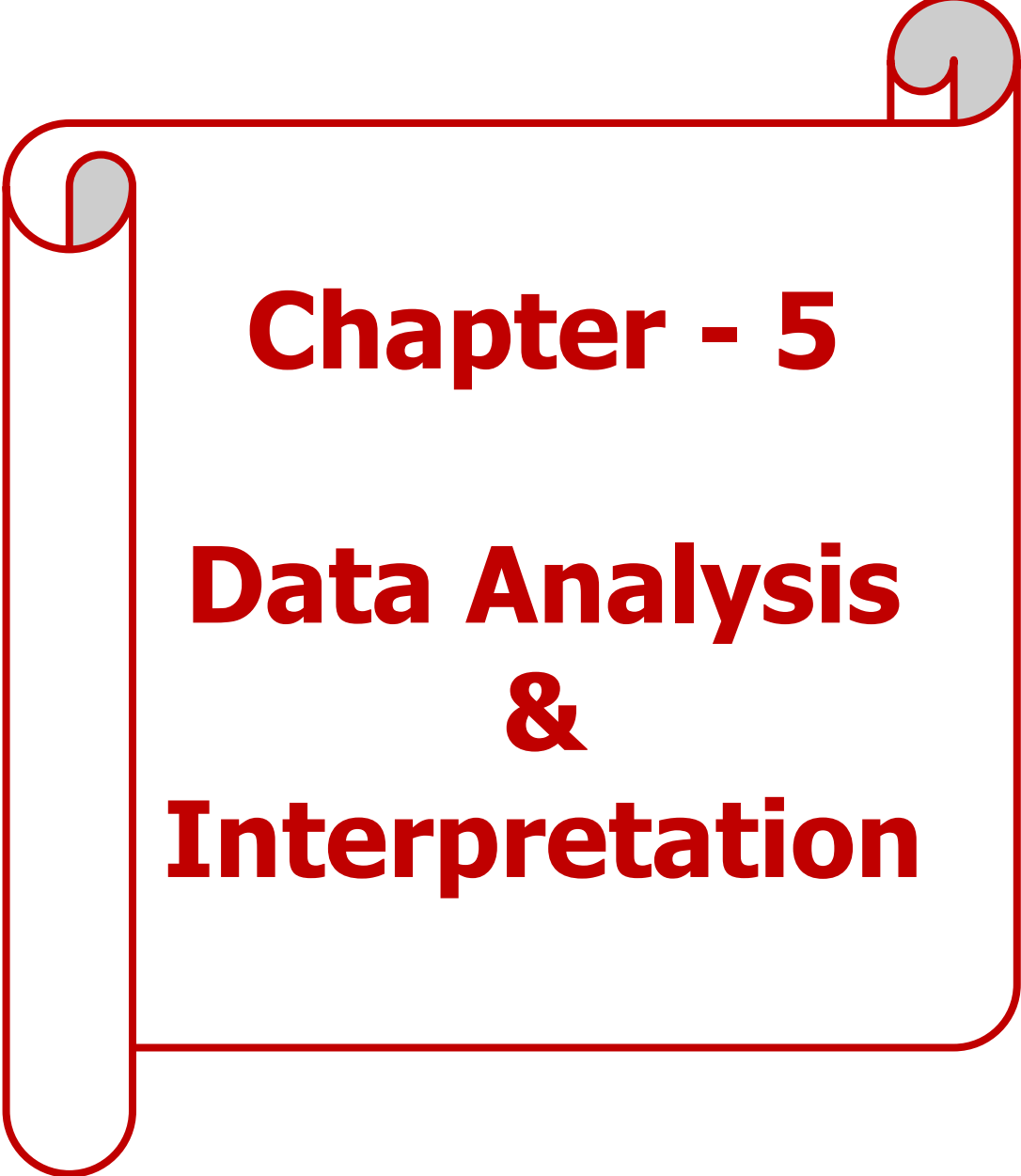
The questionnaires were distributed through personal visit, contact distribution and using social media platform. Since this research involves a direct study relation with the employees of institutions, therefore many institutions did not allow conducting this research on their organization. The probable 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.

**Table 4.3: Distribution and Collection of Questionnaires**

<b>Particular</b>	<b>Nos.</b>	<b>%</b>
Total Questionnaire Prepared	200	100.00
Total Questionnaire Distributed (Out of Prepared)	196	98.00
Total Questionnaire Received Back (Out of Distributed)	193	98.46
Total Questionnaire Selected for Analysis (Out of Received Back)	191	98.96
Total Responses Received through Social Media Distribution	72	-
<b>Total</b>	<b>263</b>	

#### **4.13 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.



**Chapter - 5**

**Data Analysis  
&  
Interpretation**

## CHAPTER – 5

### DATA ANALYSIS AND INTERPRETATION

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The present chapter explores a variety of aspects related to spiritual and Vedic teachings emerging from Shreemad Bhagwad Geeta and its role in promoting management skills. The collected data has been analyzed and its interpretation has been presented in this chapter. After receiving the questionnaires, it was explored that many respondents have not revealed the name of their associated institutions and it was believed that the reason for this might be not to disclose their identity. The whole analysis of the data has been divided into two chapters, i.e. Chapter 5 which includes the analysis regarding the demographic profile of respondents, questionnaire data analysis and its graphical presentation with interpretation and Chapter 6 that discusses the findings generated from the data analysis.

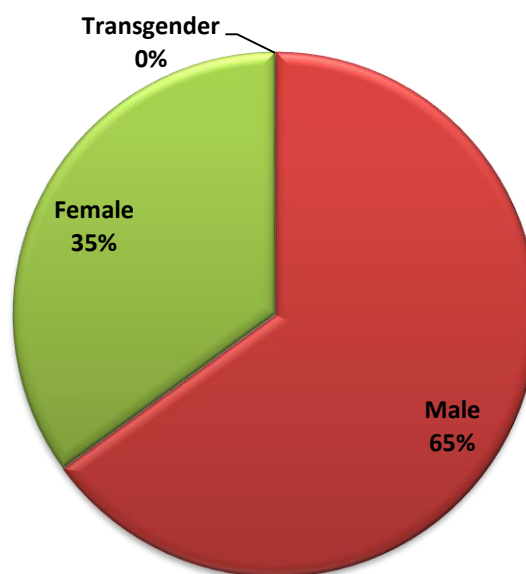
#### 5.1 Types of Data

<b>Questionnaire</b>	<b>Type of Data</b>	<b>Purpose</b>
Part A	Categorical (Ordinal)	Demographic Details
Part B	Categorical (Ordinal)	Primary Information of Research Area
Part C	Categorical (Ordinal)	Identification of Factors Causing Job Dissatisfaction
Part D	Numerical (Discrete)	Identification of Teaching-Learning Factors
Part E	Numerical (Discrete)	Identification of Motivational Factors
Part F	Categorical (Dichotomous)	Impact of Workshop on Teachings of Bhagwad Geeta
Part G	Categorical (Dichotomous)	Relevance of Bhagwad Geeta for Organizations

## 5.2 Analysis of Demographic Information

**Table 5.1: Gender of Respondents**

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	171	65.0	65.0	65.0
	Female	92	35.0	35.0	100.0
	Total	263	100.0	100.0	



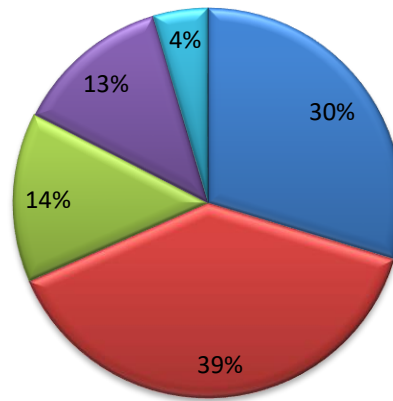
**Chart 5.1: Gender of Respondents**

**Interpretation:** The above data represents the gender of respondents and from the above table and chart it is evident that 65 percent respondents are male and 35 percent respondents are female whereas 0 percent respondents are transgender.

**Table 5.2: Age Group of Respondents**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	78	29.7	29.7	29.7
	31-35	102	38.8	38.8	68.4
	36-40	37	14.1	14.1	82.5
	41-45	34	12.9	12.9	95.4
	Above 45	12	4.6	4.6	100.0
	Total	263	100.0	100.0	

■ 25-30 ■ 31-35 ■ 36-40 ■ 41-45 ■ Above 45

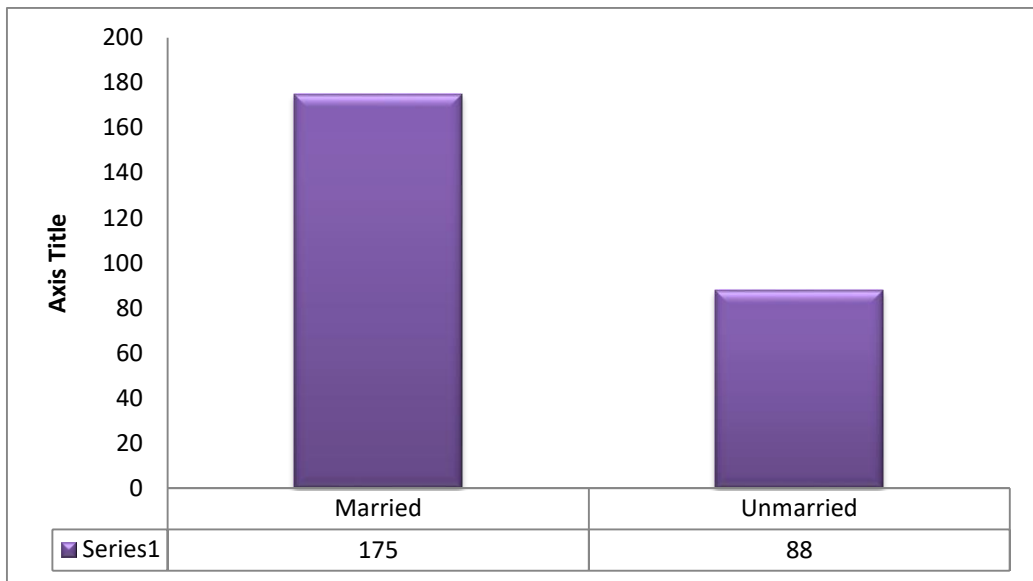


**Chart 5.2: Age Group of Respondents**

**Interpretation:** From the above table and chart it is evident that 30 percent respondents belong to the age group of 25 to 30 years, 39 percent respondents belong to the age group of 31 to 35 years, 14 percent respondents belong to the age group of 36 to 40 years, 13 percent respondents belong to the age group 41 to 45 years and 4 percent respondents belong to the age group of above 45.

**Table 5.3: Marital Status of Respondents**

		Marital_Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	175	66.5	66.5	66.5
	Unmarried	88	33.5	33.5	100.0
Total		263	100.0	100.0	

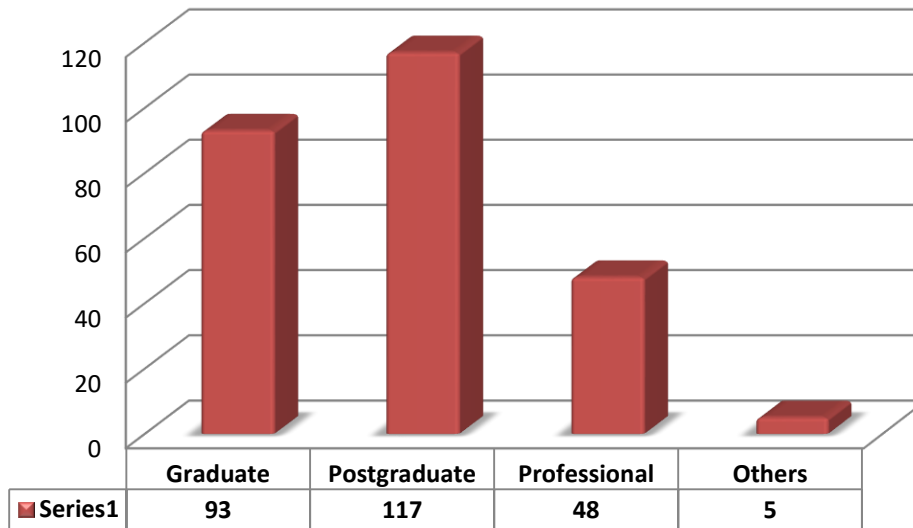


**Chart 5.3: Marital Status of Respondents**

**Interpretation:** The data represents the marital status of respondents and from the above table it is evident that 67 percent respondents are married and 33 percent respondents are unmarried. The data have also been represented in the form of pie charts for clear understanding.

**Table 5.4: Educational Qualification of Respondents**

Educational Qualification				
	Frequency	Percent	Valid Percent	Cumulative Percent
Graduate	93	35.4	35.4	35.4
Postgraduate	117	44.5	44.5	79.8
Valid Professional	48	18.3	18.3	98.1
Others	5	1.9	1.9	100.0
Total	263	100.0	100.0	

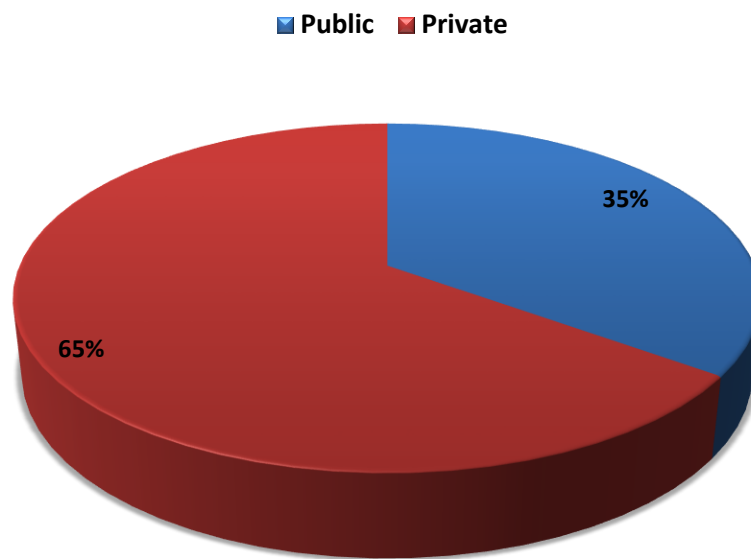


**Chart 5.4: Educational Qualification of Respondents**

**Interpretation:** The above table explores the educational qualification of respondents and from the above table and chart it is evident that 35 percent respondents are graduate, 45 percent respondents are postgraduate, 18 percent respondents have professional degrees such as CA/CS/CMA and 2 percent respondents have other degrees/diplomas

**Table 5.5: Job Sector of Respondents**

		Job Sector			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public Sector	92	35.0	35.0	35.0
	Private Sector	171	65.0	65.0	100.0
	Total	263	100.0	100.0	



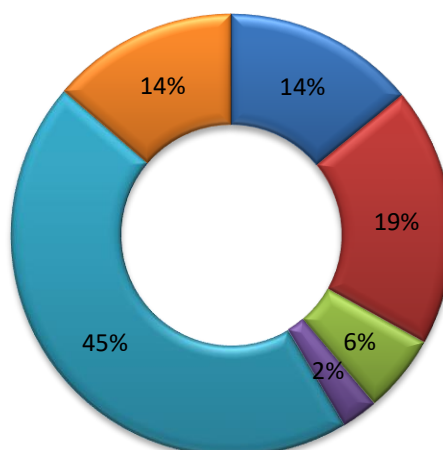
**Chart 5.5: Job Sector of Respondents**

**Interpretation:** The above table explores the job sector of respondents and from the above table and chart it is evident that 35 percent respondents belong to public sector jobs and 65 percent respondents belong to private-sector jobs.

**Table 5.6: Professional Category of Respondents**

Professional Category				
	Frequency	Percent	Valid Percent	Cumulative Percent
Technical	37	14.1	14.1	14.1
Non-Technical	50	19.0	19.0	33.1
Teaching	15	5.7	5.7	38.8
Valid Non-Teaching	7	2.7	2.7	41.4
Administrative	118	44.9	44.9	86.3
Non-Administrative	36	13.7	13.7	100.0
Total	263	100.0	100.0	

■ Technical      ■ Non-Technical      ■ Teaching  
■ Non-Teaching      ■ Administrative      ■ Non-Administrative

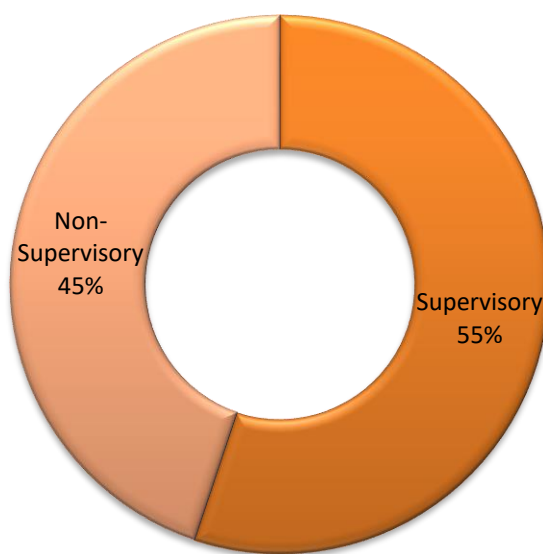


**Chart 5.6: Professional Category of Respondents**

**Interpretation:** The above table explores the professional category of respondents. The professional category has been divided into 6 parts i.e. Technical & Non-Technical, Teaching & Non-Teaching and Administrative & Non-Administrative. From the above table and chart it is evident that 14 percent respondents belong to Technical category, 19 percent respondents belong to Non-Technical category, 6 percent respondents belong to Teaching category, 3 percent respondents belong to Non-Teaching category, 45 percent respondents belong to Administrative category and 14 percent respondents belong to Non-Administrative category.

**Table 5.7: Professional Level of Respondents**

		Profession Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
	Supervisory	145	55.1	55.1	55.1
Valid	Non-Supervisory	118	44.9	44.9	100.0
	Total	263	100.0	100.0	

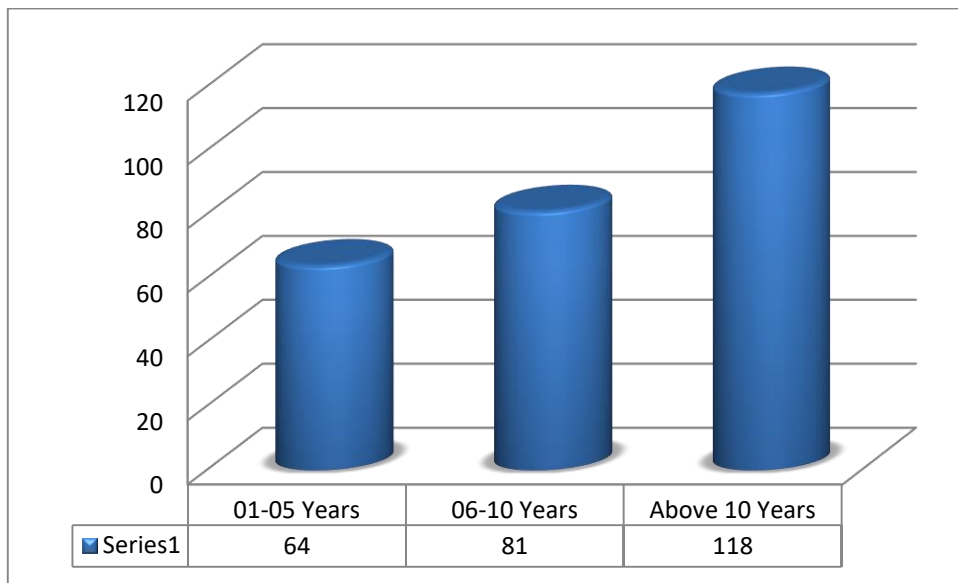


**Chart 5.7: Professional Level of Respondents**

**Interpretation:** The above table explores the professional level of respondents. The professional level has been divided into 2 parts i.e. Supervisory & Non- Supervisory. From the above table and chart, it is evident that 55 percent respondents belong to Supervisory level and 45 percent respondents belong to Non-Supervisory level.

**Table 5.8: Professional Experience of Respondents**

Work Experience				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	01-05 Years	64	24.3	24.3
	06-10 Years	81	30.8	55.1
	Above 10 Years	118	44.9	100.0
	Total	263	100.0	100.0



**Chart 5.8: Professional Experience of Respondents**

**Interpretation:** The above table explores the work experience of respondents and from the above table and chart it is evident that 24 percent respondents have 01-05 years of work experience, 31 percent respondents have 06-10 years of work experience and 45 percent respondents have work experience of above 0 years.

### 5.3 Analysis of Part A of Section 1 of Research Questionnaire

**Table 5.9: Matrix of Research Questionnaire Part A**

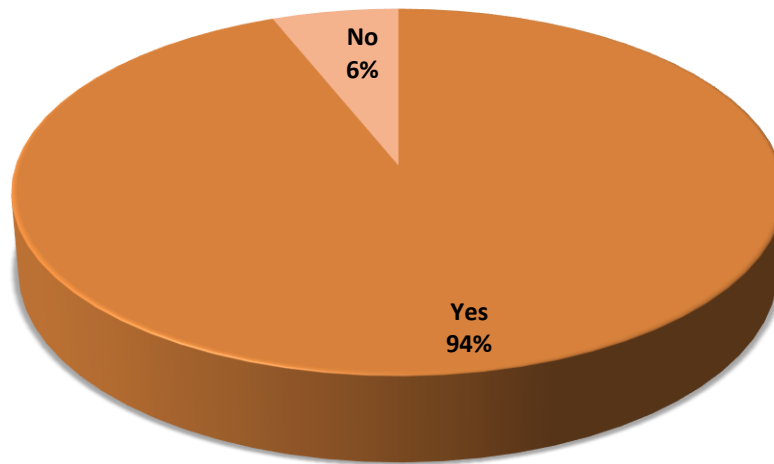
Research Questions	N	
	Valid	Missing
Do you know about Bhagwad Geeta?	263	0
You came to know about Bhagwad Geeta through which source?	263	7
Have you read Bhagwad Geeta?	263	7
What does the Bhagwad Geeta mean to you?	263	0
Can Teachings of Bhagwad Geeta be used for Business Management?	263	0
Can Teachings of Bhagwad Geeta be used for Life Management?	263	0
Have you ever attended / participated in Spiritual Training Program/Workshop?	263	0
Would you like to attended / participated in Spiritual Training Program/Workshop?	263	0
Attending / Participating in Spiritual Workshop may Help in Solving Professional and Personal Problems?	263	0

**Interpretation:** The above-mentioned table is an amalgamation of sub-section part A of Section 1 of research questionnaires. General questions related to the awareness of Shreemad Bhagwad Geeta were asked to respondents to quantify the awareness in general as well as its impact on personal and professional life. Further, the respondents' awareness of Bhagwad Geeta was also measured. A total of 09 questions were asked in this section of the questionnaire and all the respondents have given responses to all the questions. The above matrix has also been presented separately in graphical form below.

**Table 5.10: Research Question 1**

**Do you know about Bhagwad Geeta?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	247	93.9	93.9	93.9
No	16	6.1	6.1	100.0
Total	263	100.0	100.0	



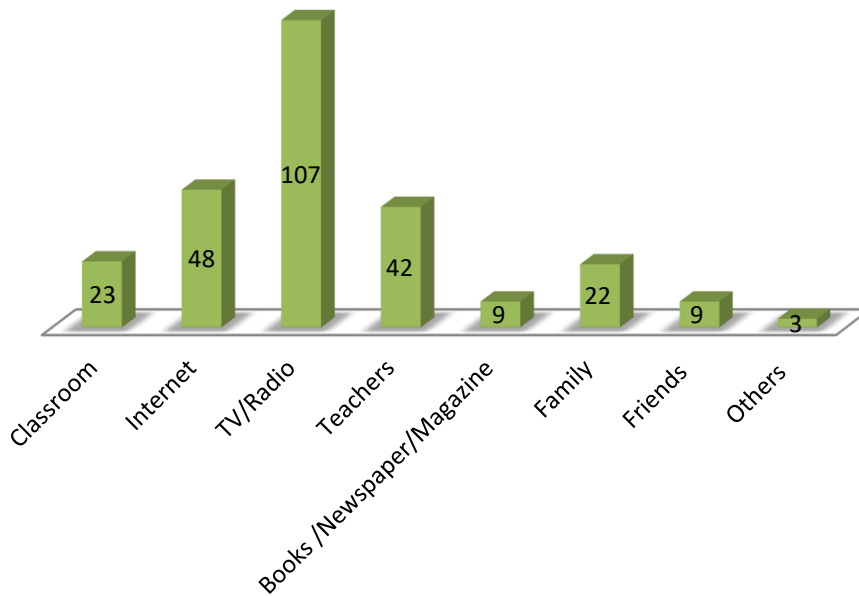
**Chart 5.9: Research Question 1**

**Interpretation:** The above question explores the respondents were asked about their awareness about Bhagwad Geeta and from the above table it is evident that 94 percent respondents are aware of Bhagwad Geeta whereas 6 percent respondents are not familiar with Bhagwad Geeta. Though it was expected that all the respondents must be aware of Bhagwad Geeta but asking this question was relevant from the point of view of those respondents who are not from Hindu religion or spiritual background.

**Table 5.11: Research Question 2**

**You came to know about Bhagwad Geeta through which source?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Classroom	23	8.7	8.7	8.7
Internet	48	18.3	18.3	27.0
TV/Radio	107	40.7	40.7	67.7
Teachers	42	16.0	16.0	83.7
Books /Newspaper/Magazine	9	3.4	3.4	87.1
Family	22	8.4	8.4	95.4
Friends	9	3.4	3.4	98.9
Others	3	1.1	1.1	100.0
Total	263	100.0	100.0	

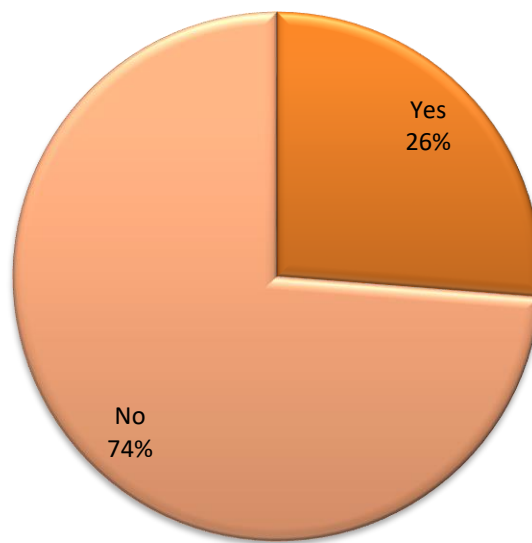


**Chart 5.10: Research Question 2**

**Interpretation:** In the above question the respondents were asked to explore the source of the awareness of knowing about Bhagwad Geeta and from the above table it is evident that 23 respondents have come to know through classroom, 48 respondents have come to know through internet, 107 respondents have come to know through TV/Radio, 42 respondents have come to know through teachers, 9 respondents have come to know through books/newspapers/magazines, 22 respondents have come to know through family, 9 respondents have come to know through friends and 3 respondents have come to know through other sources.

**Table 5.12: Research Question 3**

Have you read Bhagwad Geeta?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	69	26.2	26.2
	No	194	73.8	100.0
	Total	263	100.0	100.0



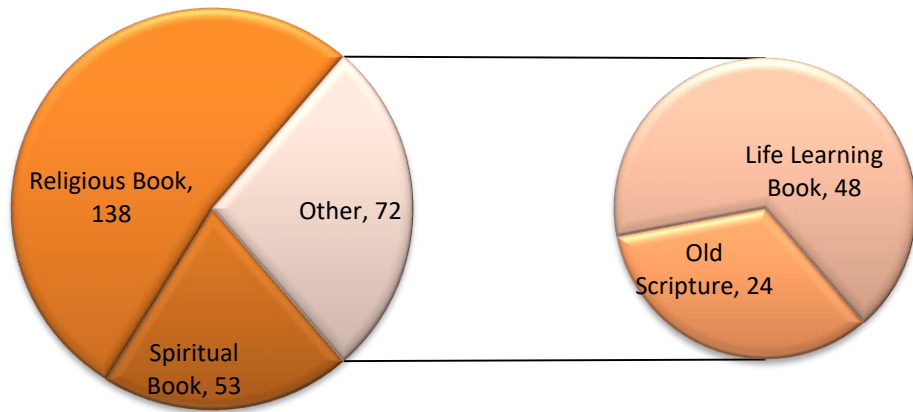
**Chart 5.11: Research Question 3**

**Interpretation:** In the above question the respondents were asked whether they have read the holy Geeta and from above table, it is evident that 26 percent respondents have agreed that they have read Bhagwad Geeta whereas 74 percent respondents have revealed that they have not read holy Geeta.

**Table 5.13: Research Question 4**

**What does the Bhagwad Geeta mean to you?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Spiritual Book	53	20.2	20.2	20.2
Religious Book	138	52.5	52.5	72.6
Valid Old Scripture	24	9.1	9.1	81.7
Life Learning Book	48	18.3	18.3	100.0
Total	263	100.0	100.0	

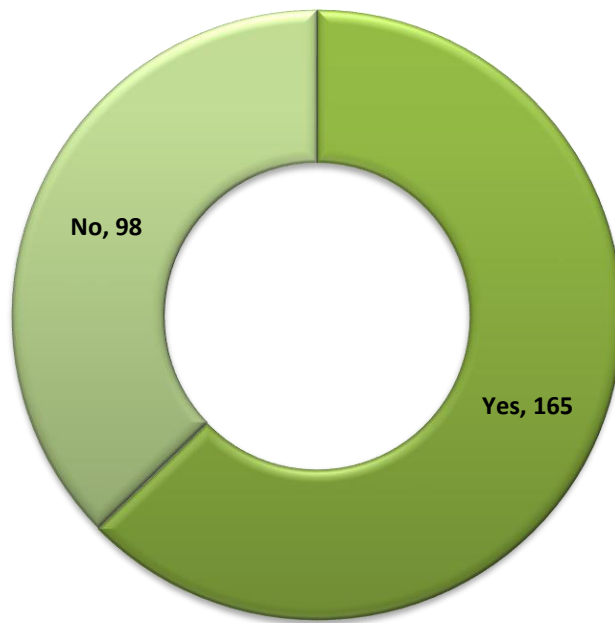


**Chart 5.12: Research Question 4**

**Interpretation:** In the above question the respondents were asked to reveal their perception towards Bhagwad Geeta and explore their meaning about it and from above table it is evident that 20 percent respondents believe that it is a Spiritual Book, 53 percent respondents believe that it is a Religious Book, 9 percent respondents believe that it is an Old Scripture whereas 18 percent respondents believe that Bhagwad Geeta is a Life Learning book.

**Table 5.14: Research Question 5**

<b>Can Teachings of Bhagwad Geeta be used for Business Management?</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	165	62.7	62.7
	No	98	37.3	100.0
	Total	263	100.0	100.0

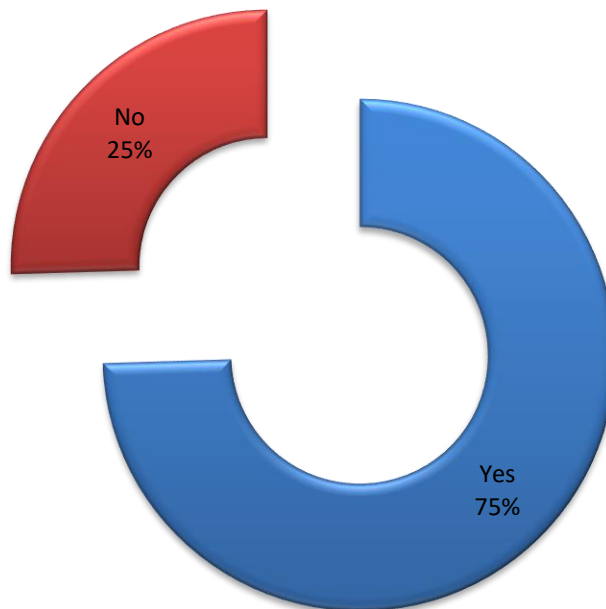


**Chart 5.13: Research Question 5**

**Interpretation:** In the above question the respondents were asked to express whether the teachings of Holy Geeta can be implemented and used for present management practices and from above table it is evident that 63 percent respondents believe that the teachings of Holy Geeta can be implemented and used for present management practices whereas 37 percent respondents do not believe that the of Holy Geeta can be implemented and used for present management practices.

**Table 5.15: Research Question 6**

Can Teachings of Bhagwad Geeta be used for Life Management?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	196	74.5	74.5	74.5
Valid No	67	25.5	25.5	100.0
Total	263	100.0	100.0	



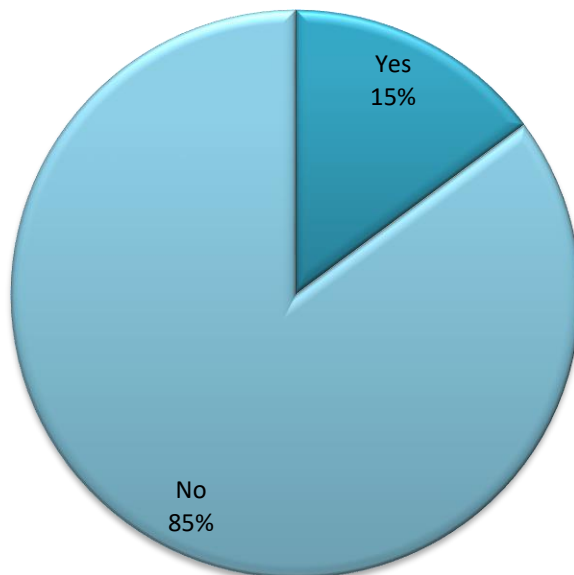
**Chart 5.14: Research Question 6**

**Interpretation:** In continuation to the previous research question, the respondents were asked to express whether the teachings of Holy Geeta can be implemented and used beyond professional management such as personal life management practices in present scenario and from above table it is evident that 75 percent respondents have agreed that teachings of Holy Geeta can be implemented and used for personal life management whereas 25 percent respondents do not believe that teachings of Holy Geeta can be implemented and used for personal life management.

**Table 5.16: Research Question 7**

**Have you ever attended / participated in Spiritual Training Program/Workshop?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	39	14.8	14.8	14.8
No	224	85.2	85.2	100.0
Total	263	100.0	100.0	



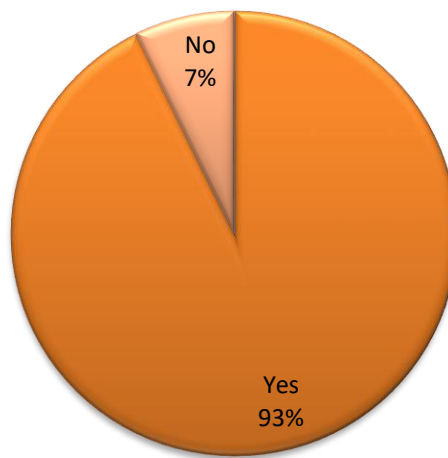
**Chart 5.15: Research Question 7**

**Interpretation:** In the above question the respondents were asked whether they have participated or attended any spiritual training program/workshop and from above table, it is evident that 15 percent respondents have participated or attended spiritual training program/workshop whereas 85 percent respondents have not participated or attended spiritual training program/workshop.

**Table 5.17: Research Question 8**

**Would you like to attended / participated in Spiritual Training Program/Workshop?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	244	92.8	92.8	92.8
Valid No	19	7.2	7.2	100.0
Total	263	100.0	100.0	



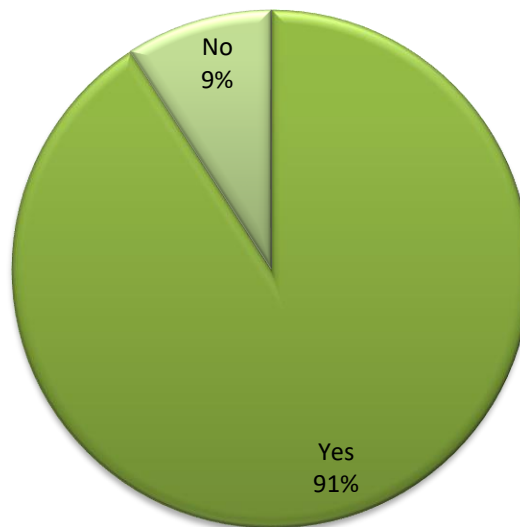
**Chart 5.16: Research Question 8**

**Interpretation:** In the above question the respondents were asked whether they would like to participate or attended any spiritual training program/workshop and from above table it is evident that 93 percent respondents have shown their interest in participating or attending spiritual training program/workshop whereas 7 percent respondents have not shown any interest in participating or attending spiritual training program/workshop. However, it is understood that asking this question was not relevant up to some extent because it was obvious that everyone would like to participate in such kind of spiritual or motivational program. But asking this question was relevant from the research point of view and hence it was asked intentionally.

**Table 5.18: Research Question 9**

**Attending / Participating in Spiritual Workshop may Help in Solving Professional and Personal Problems?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	239	90.9	90.9	90.9
Valid No	24	9.1	9.1	100.0
Total	263	100.0	100.0	



**Chart 5.17: Research Question 9**

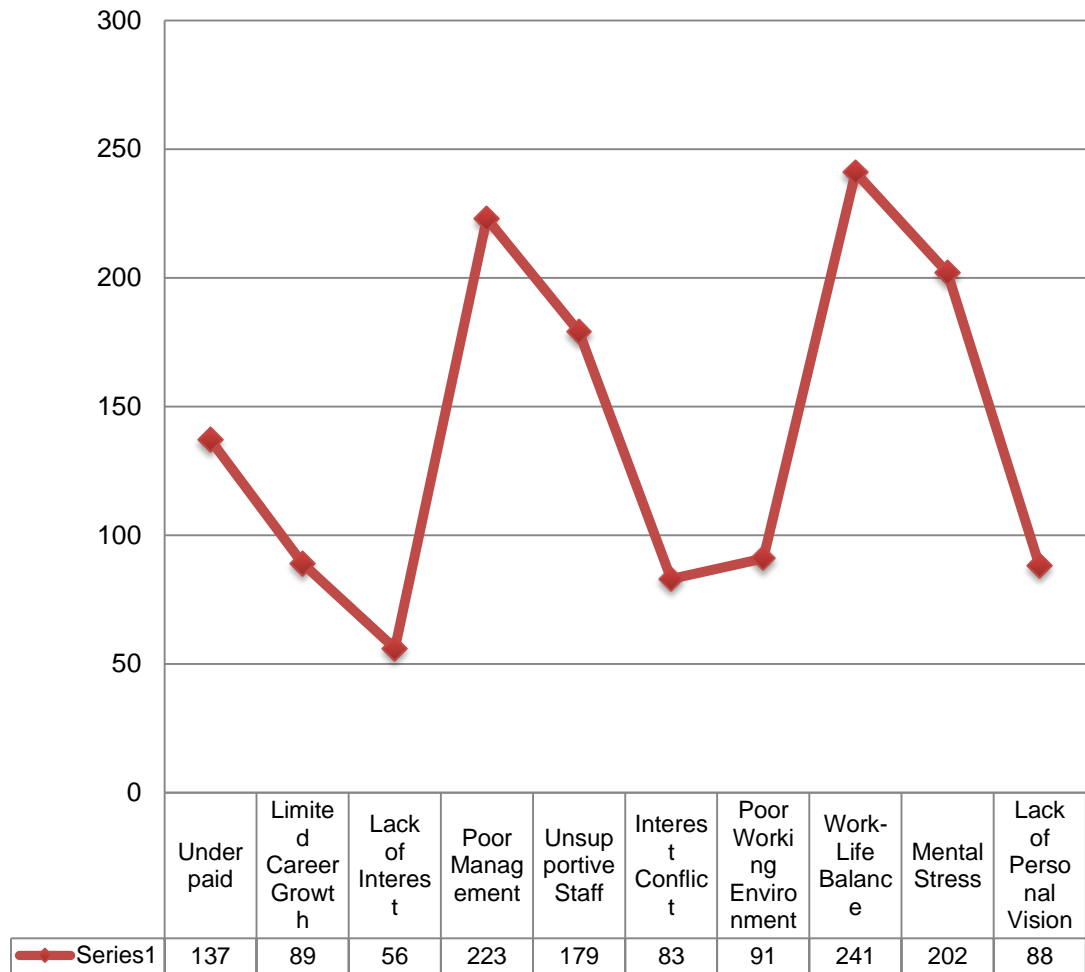
**Interpretation:** In the above question the respondents were asked to express their views whether participating or attending any spiritual training program/workshop may help in solving professional as well as personal life problems and from the above table it is evident that 91 percent respondents have agreed that participating or attending any spiritual training program/workshop may definitely help in solving professional and personal life problems. However, 9 percent respondents do not believe that participating or attending any spiritual training program/workshop may help in solving professional as well as personal life problems.

## 5.4 Analysis of Part B of Section 1 of Research Questionnaire

**Table 5.19: Factors Causing Job Dissatisfaction**

Case Summary					
Valid		Missing		Total	
N	Percentage	N	Percentage	N	Percentage
263	100.00%	0	0.00%	263	100.00%
a. Dichotomy group tabulated at value 1.					

Factors		Responses	Percentage of Cases
		N	
Factors Motivate for the Job over Business <sup>a</sup>	Underpaid	137	52.09
	Limited Career Growth	89	33.84
	Lack of Interest	56	21.29
	Poor Management	223	84.79
	Unsupportive Staff	179	68.06
	Interest Conflict	83	31.56
	Poor Working Environment	91	34.60
	Work-Life Balance	241	91.63
	Mental Stress	202	76.81
	Lack of Personal Vision	88	33.46
<b>Total</b>		<b>1389</b>	<b>528.14</b>
a. Dichotomy group tabulated at value 1.			



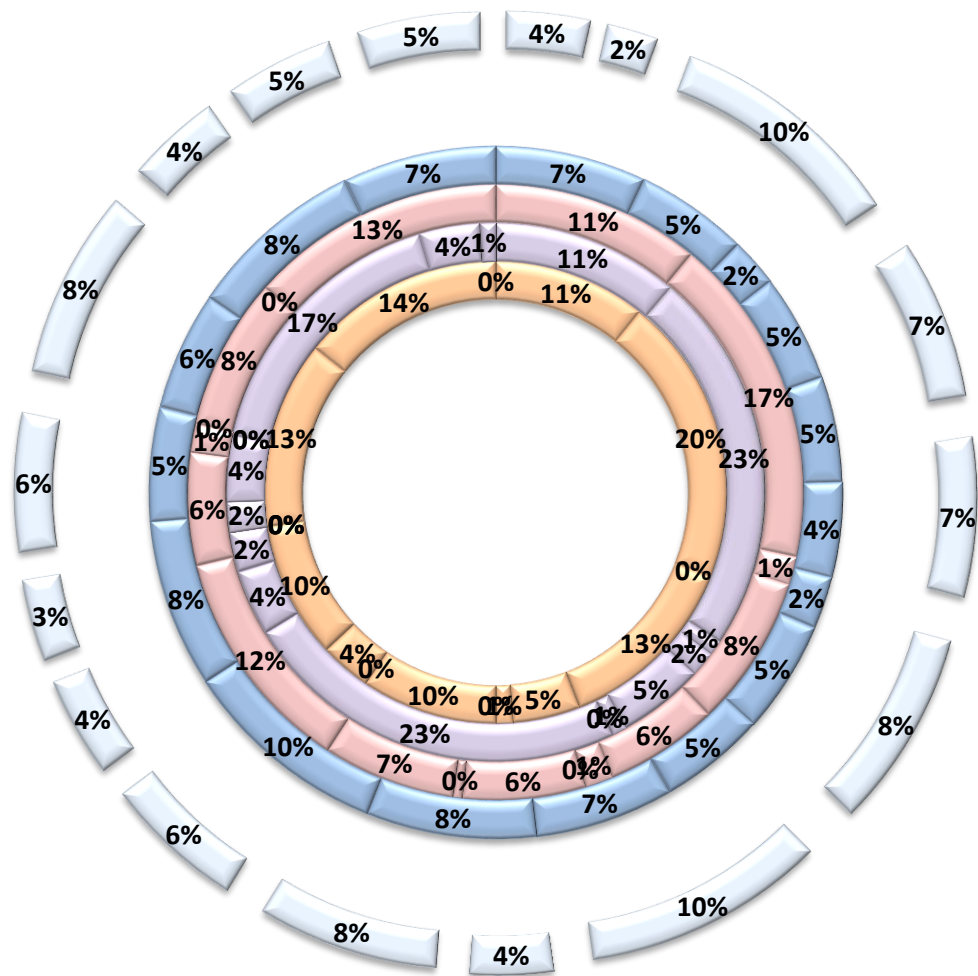
**Chart 5.18: Factors Causing Job Dissatisfaction**

**Interpretation:** The above table is an explanation of individual analysis of multiple response questions of Part B of Section 1 the research questionnaire. An encrypted case summary of the same questions is also discussed in the above table.

## 5.5 Analysis of Part C of Section 1 of Research Questionnaire

**Table 5.20: Part C of Section 1 of Research Questionnaire**

Workshop / Training Program for Employees Should Focus on the Following												
Teaching – Learning Factors	Strongly Disagree	%	Disagree	%	Undecided	%	Agree	%	Strongly Agree	%	Total	Total %
Knowledge of Self	9	3.42	37	14.07	22	8.37	118	44.87	77	29.28	263	100.00
Knowledge of Society and World	17	6.46	76	28.90	35	13.31	88	33.46	47	17.87	263	100.00
Self-Confidence	0	0.00	3	1.14	3	1.14	38	14.45	219	83.27	263	100.00
Sense of Responsibility	11	4.18	5	1.90	16	6.08	84	31.94	147	55.89	263	100.00
Achieving Self Actualization	4	1.52	17	6.46	12	4.56	83	31.56	147	55.89	263	100.00
Stress Relief	1	0.38	3	1.14	3	1.14	74	28.14	182	69.20	263	100.00
Work-Life Balance	0	0.00	0	0.00	0	0.00	41	15.59	222	84.41	263	100.00
Inner Transformation	8	3.04	77	29.28	13	4.94	88	33.46	77	29.28	263	100.00
Self-Control	0	0.00	13	4.94	1	0.38	83	31.56	166	63.12	263	100.00
Mental Calmness	3	1.14	8	3.04	14	5.32	109	41.44	129	49.05	263	100.00
Innovativeness and Creativity	8	3.04	6	2.28	24	9.13	133	50.57	92	34.98	263	100.00
Personality Development	0	0.00	13	4.94	12	4.56	163	61.98	75	28.52	263	100.00
Ability to Communication Effectively	0	0.00	0	0.00	3	1.14	132	50.19	128	48.67	263	100.00
Ability to Solve the Problems	0	0.00	0	0.00	0	0.00	89	33.84	174	66.16	263	100.00
Ability of Leadership	11	4.18	56	21.29	16	6.08	93	35.36	87	33.08	263	100.00
Guidance in Key Decision-Making	12	4.56	12	4.56	0	0.00	139	52.85	100	38.02	263	100.00
Accomplishing Objectives of a New Position.	0	0.00	3	1.14	27	10.27	120	45.63	113	42.97	263	100.00



- Knowledge of Self
- Knowledge of Society and World
- Self-Confidence
- Sense of Responsibility
- Achieving Self Actualization
- Stress Relief
- Work-Life Balance
- Inner Transformation
- Self Control
- Mental Calmness
- Innovativeness and Creativity
- Personality Development
- Ability to Communication Effectively
- Ability to Solve the Problems
- Ability of Leadership
- Guidance in Key Decision-Making
- Accomplishing Objectives of a New Position.

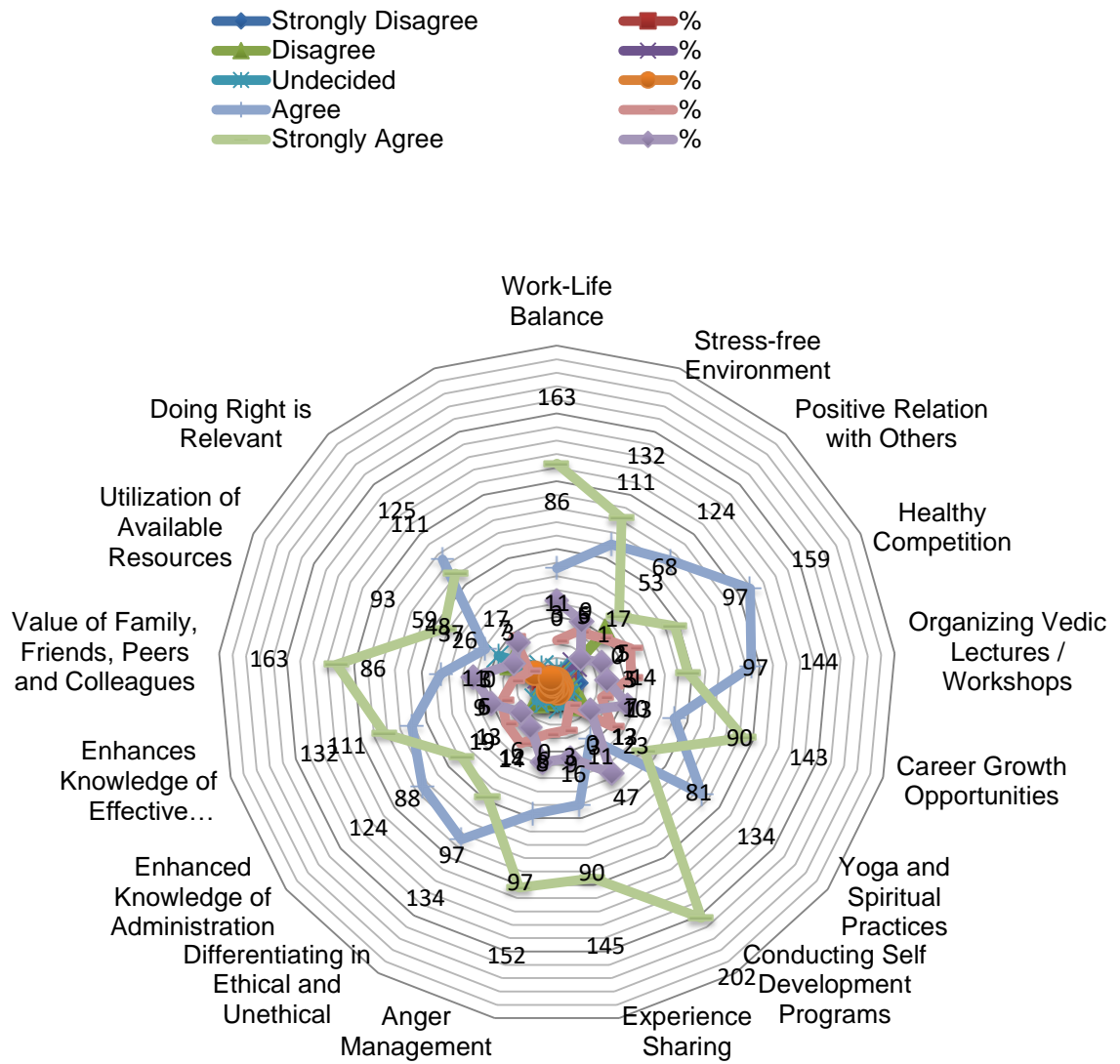
**Chart 5.19: Part C of Section 1 of Research Questionnaire**

## 5.6 Analysis of Part A of Section 2 of Research Questionnaire

Table 5.21: Part A of Section 2 of Research Questionnaire

Teachings of Bhagwad Geeta May Help in the Following												
Motivation Factors	Strongly Disagree	%	Disagree	%	Undecided	%	Agree	%	Strongly Agree	%	Total	Total %
Work-Life Balance	0	0.00	3	1.14	11	4.18	86	32.70	163	61.98	263	100
Stress-free Environment	6	2.28	5	1.90	9	3.42	111	42.21	132	50.19	263	100
Positive Relation with Others	17	6.46	53	20.15	1	0.38	124	47.15	68	25.86	263	100
Healthy Competition	0	0.00	2	0.76	5	1.90	159	60.46	97	36.88	263	100
Organizing Vedic Lectures / Workshops	14	5.32	5	1.90	3	1.14	144	54.75	97	36.88	263	100
Career Growth Opportunities	7	2.66	13	4.94	10	3.80	90	34.22	143	54.37	263	100
Yoga and Spiritual Practices	13	4.94	23	8.75	12	4.56	134	50.95	81	30.80	263	100
Conducting Self Development Programs	0	0.00	3	1.14	11	4.18	47	17.87	202	76.81	263	100
Experience Sharing	3	1.14	9	3.42	16	6.08	90	34.22	145	55.13	263	100
Anger Management	0	0.00	8	3.04	6	2.28	97	36.88	152	57.79	263	100
Differentiating in Ethical and Unethical	6	2.28	12	4.56	14	5.32	134	50.95	97	36.88	263	100
Enhanced Knowledge of Administration	13	4.94	19	7.22	19	7.22	124	47.15	88	33.46	263	100
Enhances Knowledge of Effective Management	6	2.28	5	1.90	9	3.42	111	42.21	132	50.19	263	100
Value of Family, Friends, Peers and Colleagues	0	0.00	3	1.14	11	4.18	86	32.70	163	61.98	263	100
Utilization of Available Resources	26	9.89	37	14.07	48	18.25	59	22.43	93	35.36	263	100
Doing Right is Relevant	3	1.14	7	2.66	17	6.46	125	47.53	111	42.21	263	100

**Interpretation:** In part D of the research questionnaire the respondents were asked to express their views towards the probable outputs of the teaching of Bhagwad Geeta. A total of 16 options were provided using the Likert Scale which is displayed in the above table and has also been represented in the chart form as given below.



**Chart 5.20: Part A of Section 2 of Research Questionnaire**

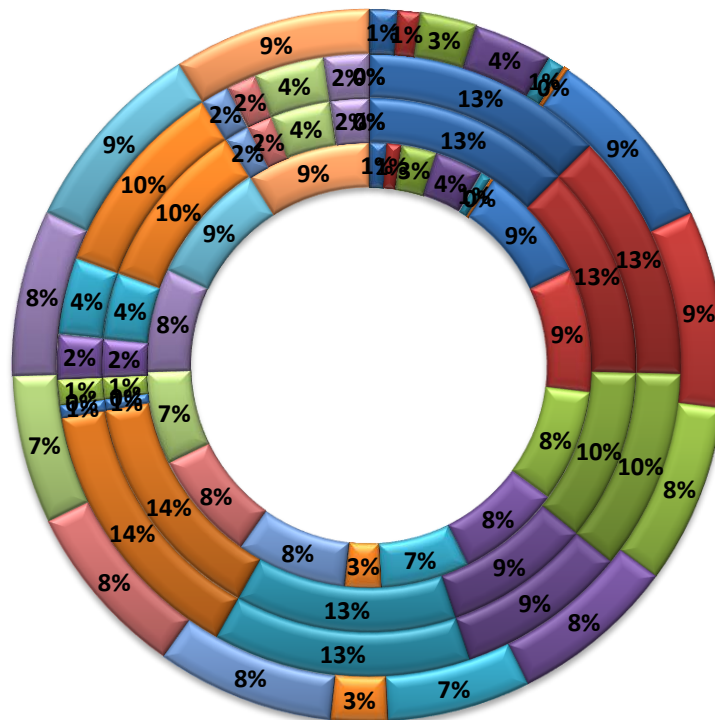
**Interpretation:** From the above table and graph it is evident that the majority of the respondents have agreed with the above mentioned motivational factors which can be strengthened with teachings of holy Geeta.

## 5.7 Analysis of Part B of Section 2 of Research Questionnaire

**Table 5.22: Part B of Section 2 of Research Questionnaire**

Please read the following statements and give the answer in YES / NO						
Impact of Workshop on Teachings of Bhagwad Geeta	Yes	%	No	%	Total	Total %
Does the Present Management Adopt the Teachings of Bhagwad Geeta?	37	14.07	226	85.93	263	100.00
Does Your Organization Follow any Teachings of Bhagwad Geeta?	31	11.79	232	88.21	263	100.00
Have You Ever Seen/Heard/Experienced any Bhagwad Geeta Example in Life?	76	28.90	187	71.10	263	100.00
Does Your Family, Friends or Colleagues follow the Teachings of Bhagwad Geeta?	103	39.16	160	60.84	263	100.00
Did You Know the Mangement Techniques Given in Bhagwad Geeta?	22	8.37	241	91.63	263	100.00
Is There Any Organizational Policy for Adopting Bhagwad Geeta Teachings?	8	3.04	255	96.96	263	100.00
Should There be Organizational Policies for Adopting and Promoting Bhagwad Geeta and Its Teachings?	251	95.44	12	4.56	263	100.00
Bhagwad Geeta explores Traditional Teachings	263	100.00	0	0.00	263	100.00
Bhagwad Geeta explores Decision Making Path	239	90.87	24	9.13	263	100.00
Bhagwad Geeta guides in Management Decision	222	84.41	41	15.59	263	100.00
Bhagwad Geeta helps in Managing Emotional Intelligence	191	72.62	72	27.38	263	100.00
Bhagwad Geeta helps in Coordinating Personal and Professional Aim	76	28.90	187	71.10	263	100.00
Bhagwad Geeta helps in Developing Intellectual and Logical Ability	236	89.73	27	10.27	263	100.00
Bhagwad Geeta helps in Understanding the Importance of Duty	235	89.35	28	10.65	263	100.00
Bhagwad Geeta helps in Learning Management by Objectives	198	75.29	65	24.71	263	100.00
Bhagwad Geeta helps in Being Visionary about the Life	221	84.03	42	15.97	263	100.00
The Teachings explores the importance of a Teacher in Life	263	100.00	0	0.00	263	100.00
The Teachings of Bhagwad Geeta are Relevant Today	263	100.00	0	0.00	263	100.00

- Does the Present Management Adopt the Teachings of Bhagawad Geeta?
- Does Your Organization Follow any Teachings of Bhagawad Geeta?
- Have You Ever Seen/Heard/Experienced any Bhagawad Geeta Example in Life?
- Does Your Family, Friends or Colleagues follow the Teachings of Bhagawad Geeta?
- Did You Know the Mangement Techniques Given in Bhagawad Geeta?
- Is There Any Organizational Policy for Adopting Bhagawad Geeta Teachings?
- Should There be Organizational Policies for Adopting and Promoting Bhagawad Geeta and Its Teachings?
- Bhagawad Geeta explores Traditional Teachings
- Bhagawad Geeta explores Decision Making Path
- Bhagawad Geeta guides in Management Decision
- Bhagawad Geeta helps in Managing Emotional Intelligence
- Bhagawad Geeta helps in Coordinating Personal and Professional Aim
- Bhagawad Geeta helps in Developing Intellectual and Logical Ability
- Bhagawad Geeta helps in Understanding the Importance of Duty
- Bhagawad Geeta helps in Learning Management by Objectives
- Bhagawad Geeta helps in Being Visionary about the Life
- The Teachings explores the importance of a Teacher in Life
- The Teachings of Bhagawad Geeta are Relevant Today



### **Chart 5.21: Part B of Section 2 of Research Questionnaire**

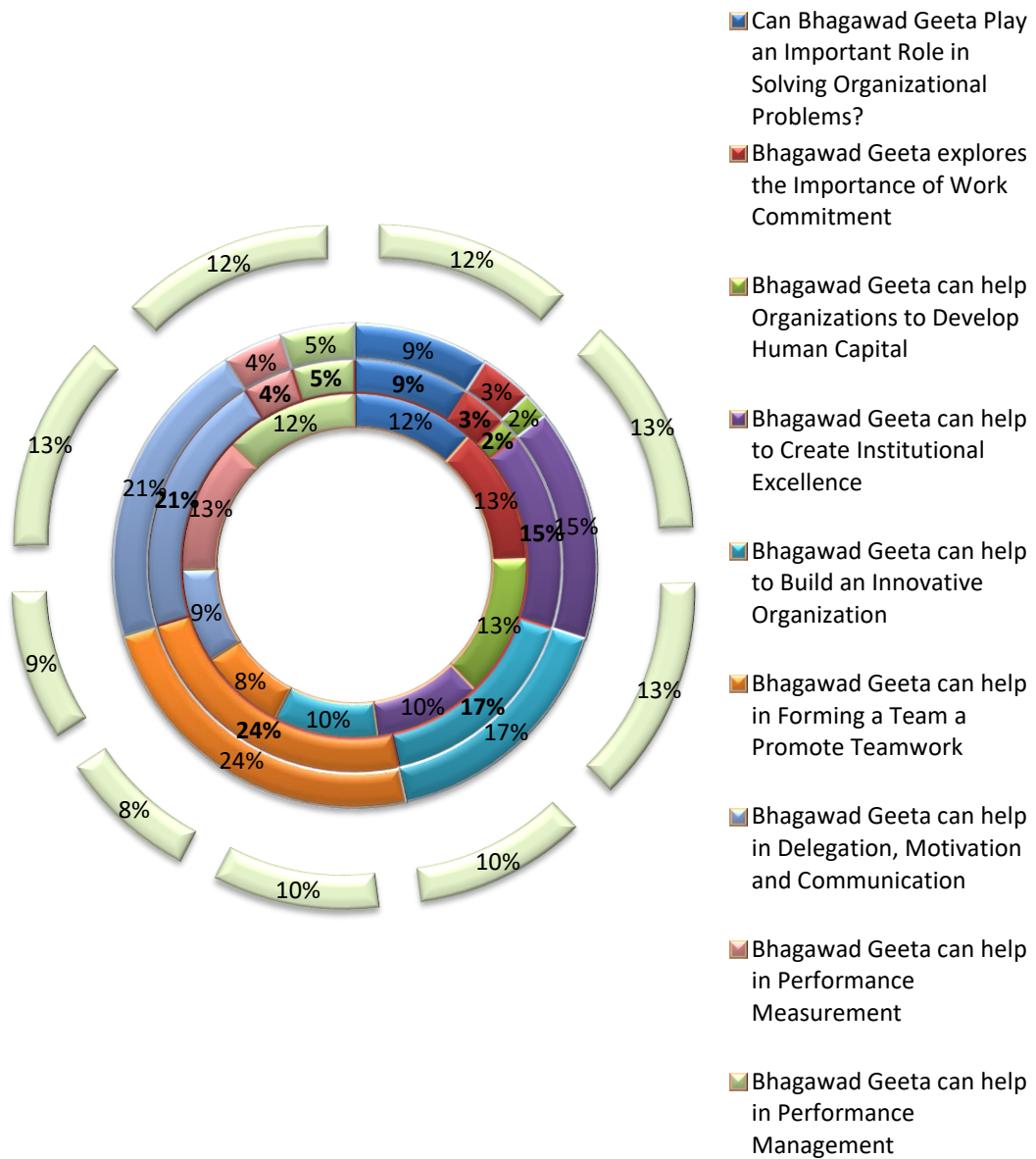
**Interpretation:** The above table represents the impact of workshop and training program on Teachings of Bhagwad Geeta on the target population. This part of the questionnaire had a close-ended structure and the respondents were asked to indicate their level of agreement with the given factors in the form of a Yes or No. And from the above table, it is evident that majority of the respondents has shown an optimistic response. The factor wise detail has been discussed in the next chapters.

## 5.8 Analysis of Part C of Section 2 of Research Questionnaire

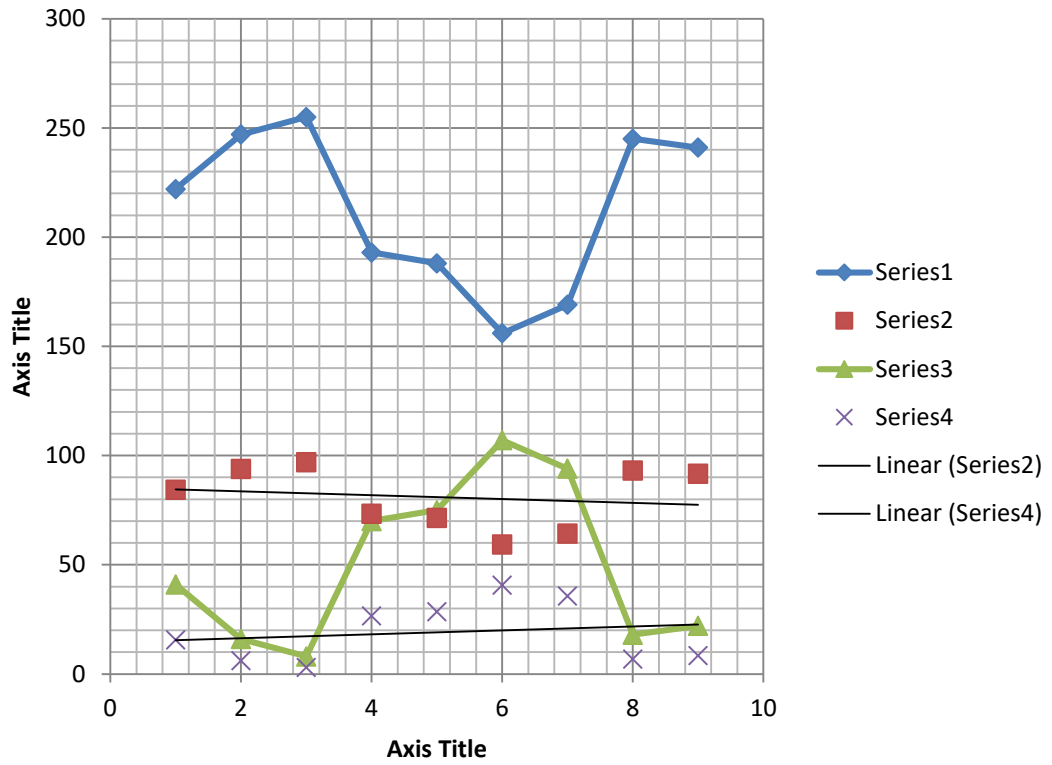
**Table 5.23: Part C of Section 2 of Research Questionnaire**

Please read the following statements and give the answer in YES / NO						
Relevance of Bhagwad Geeta for Organizations	Yes	%	No	%	Total	Total %
Can Bhagwad Geeta Play an Important Role in Solving Organizational Problems?	222	84.41	41	15.59	263	100.00
Bhagwad Geeta explores the Importance of Work Commitment	247	93.92	16	6.08	263	100.00
Bhagwad Geeta can help Organizations to Develop Human Capital	255	96.96	8	3.04	263	100.00
Bhagwad Geeta can help to Create Institutional Excellence	193	73.38	70	26.62	263	100.00
Bhagwad Geeta can help to Build an Innovative Organization	188	71.48	75	28.52	263	100.00
Bhagwad Geeta can help in Forming a Team a Promote Teamwork	156	59.32	107	40.68	263	100.00
Bhagwad Geeta can help in Delegation, Motivation and Communication	169	64.26	94	35.74	263	100.00
Bhagwad Geeta can help in Performance Measurement	245	93.16	18	6.84	263	100.00
Bhagwad Geeta can help in Performance Management	241	91.63	22	8.37	263	100.00

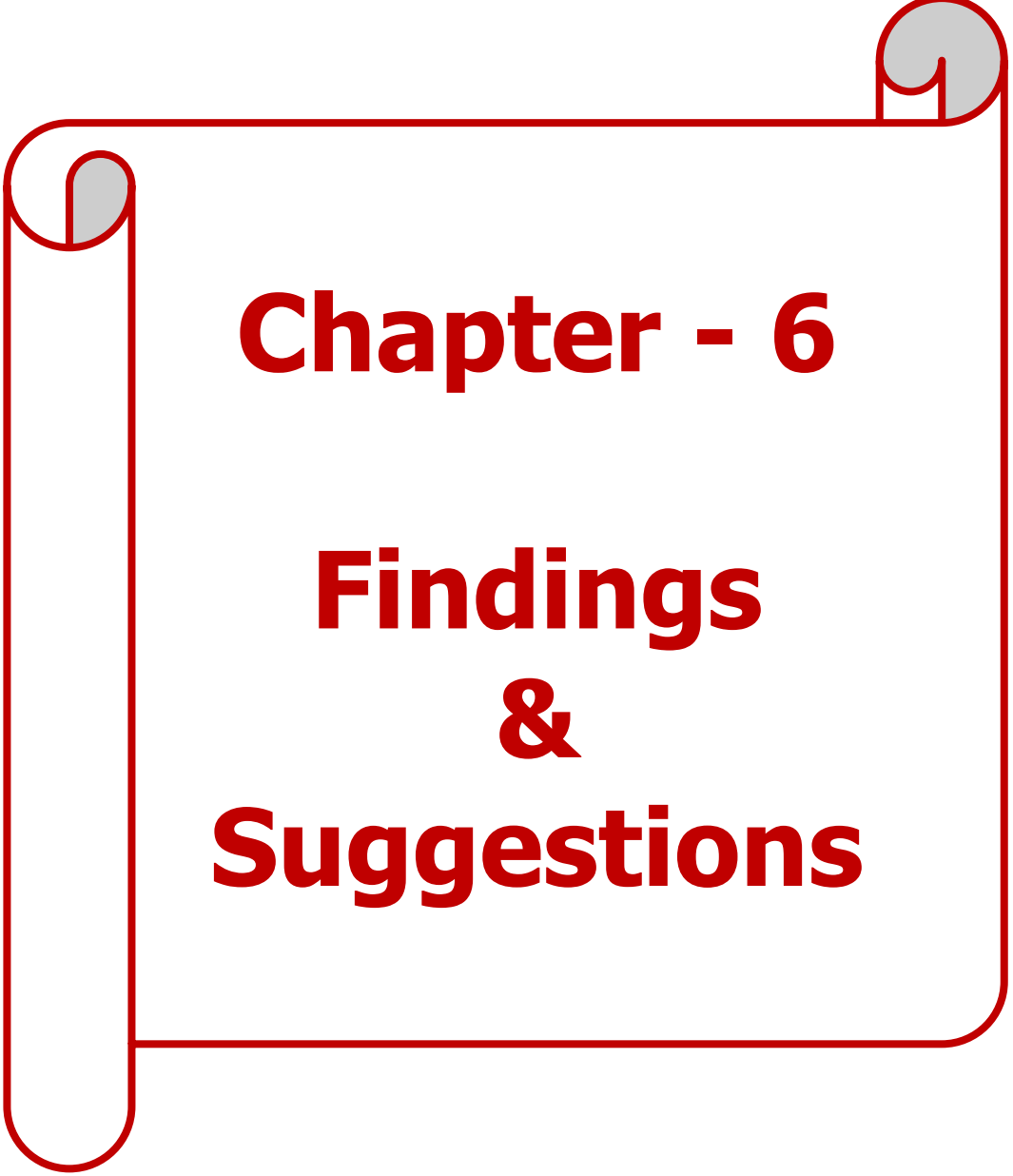
**Interpretation:** The above table represents the relevance and importance of Shreemad Bhagwad Geeta for organizations. This part of the questionnaire had a close-ended structure and the respondents were asked to indicate their level of agreement with the given factors which can play a significant role in enhancing organizational performance and help in management development. And from the above table, it is evident that majority of the respondents has shown an optimistic response towards adopting the above suggestions. The factor wise detail has been discussed in the next chapters.



**Chart 5.22: Part C of Section 2 of Research Questionnaire**



**Chart 5.23: Part C of Section 2 of Research Questionnaire**



**Chapter - 6**

**Findings  
&  
Suggestions**

## **CHAPTER – 6**

### **FINDINGS AND SUGGESTIONS**

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The present study had a presumption of identifying the perception of the target population towards the awareness of the teachings of Bhagwad Geeta and adopting it as a practice. After the data collection and data analysis, the results are found to be different. Many presumptions which were drawn after review of literature were found to be true, whereas some of the presumptions were surprising when compared to the actual findings. The findings of the study are primarily divided into two main categories. The chapter further provides suggestion related to the promotion of ethical, spiritual and Vedic practices to solve the conundrums of personal and professional development and which can be implemented for the better growth and development of human capital for organizations. The category wise detailed findings have been discussed below.

## **6.1 Awareness Related Findings**

**6.1.1** The awareness about holy Geeta among the respondents is found at a very good level as 94 percent population is aware of it. At the earlier stage of questionnaire formation, it was felt that asking this question might be irrelevant because it is obvious that the majority of respondents would be from Hindu community and they must know about it. But, it was also expected that some population must be from non-Hindu community and might not be aware of Bhagwad Geeta.

**6.1.2** It is found that the sources of knowledge about holy Geeta vary from the respondent to respondent. 40 percent respondents have revealed that they came to know about Bhagwad Geeta from television and radio sources. 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 few other sources such as internet, classroom, teachers, family & friends and newspapers as a source of knowledge about holy Geeta.

**6.1.3** One of the most important questions of the study was to quantify and measure whether the respondents have read Bhagwad Geeta or not. And the findings are quite surprising and reveal that a large population of respondent i.e. 74 percent have not read the Geeta and it is beyond the presumptions as only 26 percent respondents are familiar with Geeta and have read it.

**6.1.4** In continuation to the above question, the respondents were further asked to express their views about what you think of Bhagwad Geeta as a whole. The findings reveal that 53 percent respondents the Geeta is a religious book and believe that it belongs to the religious scripture. Whereas 20 percent

respondents consider our Geeta as a spiritual book and 9 percent respondents considerate is old scripture. The expected got expectation has 18 percent respondents believe that Geeta is a life learning book.

## **6.2 Organization Related Findings**

**6.2.1** Respondents working in different professional areas have strongly agreed that with 60 percent that the 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.

**6.2.2** In continuation to the above question 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.

**6.2.3** The present study had a perception and presumption that tomorrow more of the respondent might have or might not have any spiritual or Vedic workshop for the training program. In order to cross verify the respondents were asked whether they have participated in any training program on spirituality or teaching on Geeta or not. The findings show that very less population of 15 percent have agreed and a large population consisting 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.

**6.2.4** In continuation to the above question, the respondents were given offer whether they would like to attend or participate in any spiritual training program inspired by the teachings of Geeta. The outcome of the responses received from this question is highly surprising and beyond expectation. 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.

**6.2.5** 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.

### **6.3 Job Dissatisfaction Related Findings**

The present study has also focused on identifying the factors which lead to job dissatisfaction and increase in stress of employees because of their personal and professional life imbalance. In continuation of this, the study has tried to extract these factors through research questionnaire.

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.

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.

#### **6.4 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

These are some of the important factors which also play a significant role in enhancing motivation and inner transformation to the spiritual teachings.

## **6.5 Spiritual Teaching Impact Related Findings**

The present study gets huge support by identifying analysing and representing the impact that spiritual teaching makes on the respondents. In order 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 of this part reveal that 86 percent respondents believe that the present management practices do not adopt the teachings of Bhagwad Geeta and 88 percent respondent have revealed that their organizations do not follow any teachings of Bhagwad Geeta. 71 percent respondents have expressed that they have not seen any real-life examples emerging from the teachings of Bhagwad Geeta and only 39 percent respondents have agreed that their family, friends, colleagues follow the teachings of Bhagwad Geeta. Surprisingly 92 percent respondents have revealed that they have no idea about the management teachings presented in 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.

## **6.6 Correlates of Objectives and Findings**

**6.6.1 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.

**6.6.2 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.

**6.6.3 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.

## 6.7 Correlates of Presumptions and Findings

**6.7.1** The first presumption had a belief that there is no significant relationship between Vedic teaching and performance management. And from the data analysis result of Part A of Section 2 of research questionnaire, it is found that employee motivation has a direct impact on the employee's performance and this motivation can further be enhanced by introducing, adopting and practising the management strategies as stipulated in the teachings of Bhagwad Geeta. Therefore, it can be concluded that the null presumption is found false and rejected, whereas the alternative presumption is found true and accepted.

P <sub>0</sub>	$\mu = \text{Vedic Teachings} \neq \text{Performance Management}$	False	Rejected
P <sub>1</sub>	$\mu = \text{Vedic Teachings} = \text{Performance Management}$	True	Accepted

**6.7.2** The second presumption had a belief that there is no significant relationship between Vedic teachings and employee stress management. And from the data analysis result of Part A of Section 2 of research questionnaire, it is found that 50 percent respondents strongly agree and 42 percent respondents positively agree that the teachings of Bhagwad Geeta are helpful in managing work stress and maintain a work-life balance. Therefore, it can be concluded that the null presumption is found false and rejected, whereas the alternative presumption is found true and accepted.

P <sub>0</sub>	$\mu = \text{Vedic Teachings} \neq \text{Employee Stress Management}$	False	Rejected
P <sub>2</sub>	$\mu = \text{Vedic Teachings} = \text{Employee Stress Management}$	True	Accepted

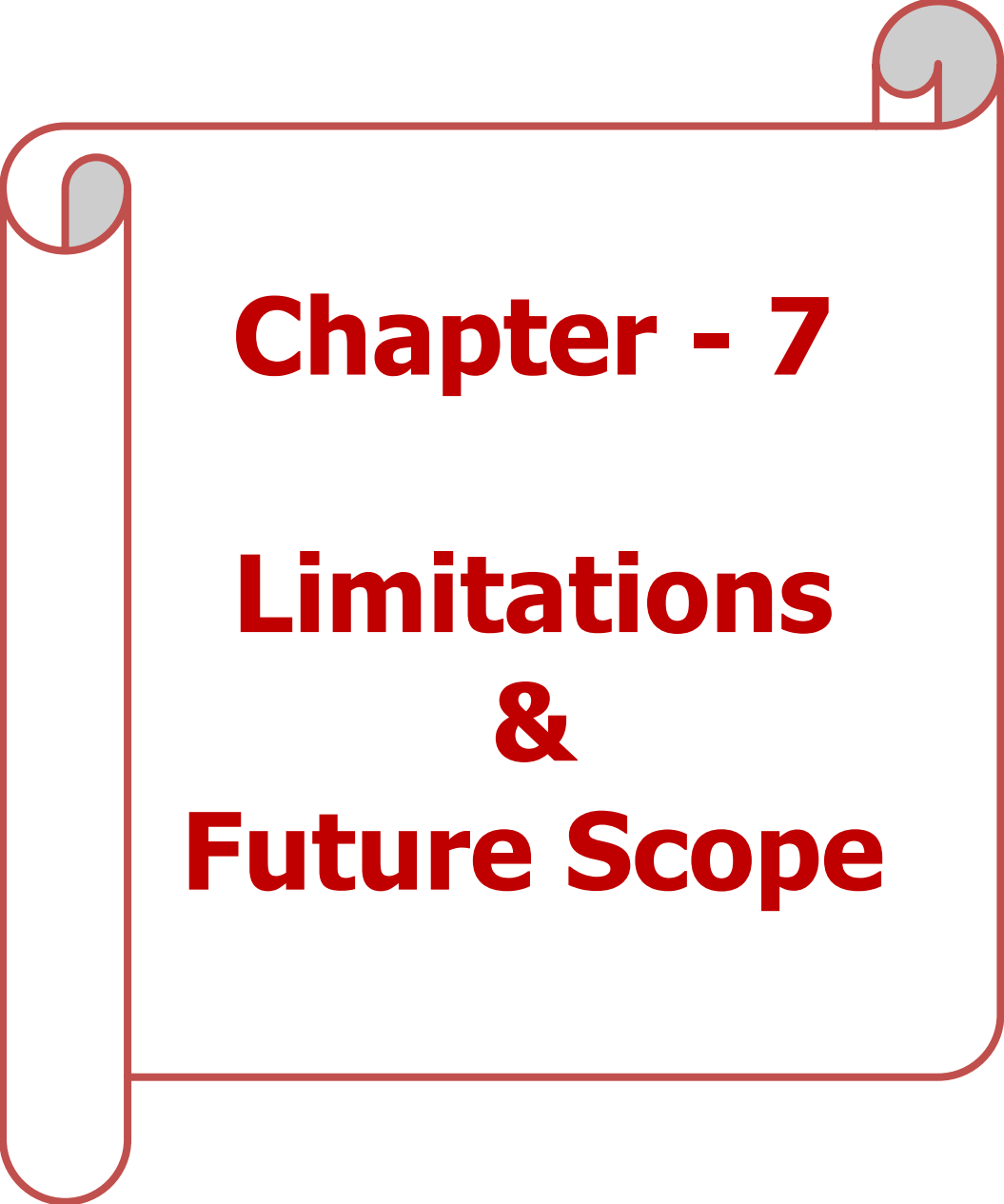
**6.7.3** The third and last presumption had a belief that Work-Life Balance is significantly related to organizational performance. And from the existing literature, it is concluded that having a balanced work-life is an essential factor for enhancing organizational performance. Also, the data analysis results of Part A, B & C of Section 2 of research questionnaire reveals that respondents have agreed and accepted that having work-life balance helps them to concentrate in their professional life and fulfil the expectation that the management has from them. Therefore, it can be concluded that the null presumption is found true and accepted whereas the alternative presumption is found false and rejected.

P <sub>0</sub>	$\mu = \text{Work Life Balance} = \text{Organizational Performance}$	True	Accepted
P <sub>2</sub>	$\mu = \text{Work Life Balance} \neq \text{Organizational Performance}$	False	Rejected

## **6.8 Suggestions**

- 6.8.1** 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.
- 6.8.2** 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.
- 6.8.3** 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.
- 6.8.4** 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.
- 6.8.5** 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.
- 6.8.6** 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.

- 6.8.7** 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.
- 6.8.8** 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.
- 6.8.9** 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.



**Chapter - 7**

**Limitations  
&  
Future Scope**

## CHAPTER – 7

### LIMITATIONS AND FUTURE SCOPE

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#### 7.1 Limitation

**7.1.1 Geographical Limitation-** The first limitation of the 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.

**7.1.2 Population Limitation-** Access to the target population was not an easy task as per the expectations before the actual data collection. The sampling population is unique as very few studies have targeted this kind of 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.

**7.1.3 Research Area Related Limitation-** 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.

**7.1.4 Time and Situational Limitation-** The present study has been conducted on a specific topic in a specific area in a 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.

## **7.2 Future Prospect**

**7.2.1** The study leaves a scope of conducting similar or related studies in different fields in different parts of the country.

**7.2.2** Future research could also identify the sources of self-motivation and more methods of adopting, practising and promoting religious approach and holistic teachings in entrepreneurial management.

**7.2.3** 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.

**7.2.4** 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.



# **Chapter - 8**

# **Conclusion**

## **CHAPTER – 8**

### **CONCLUSION**

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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 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.



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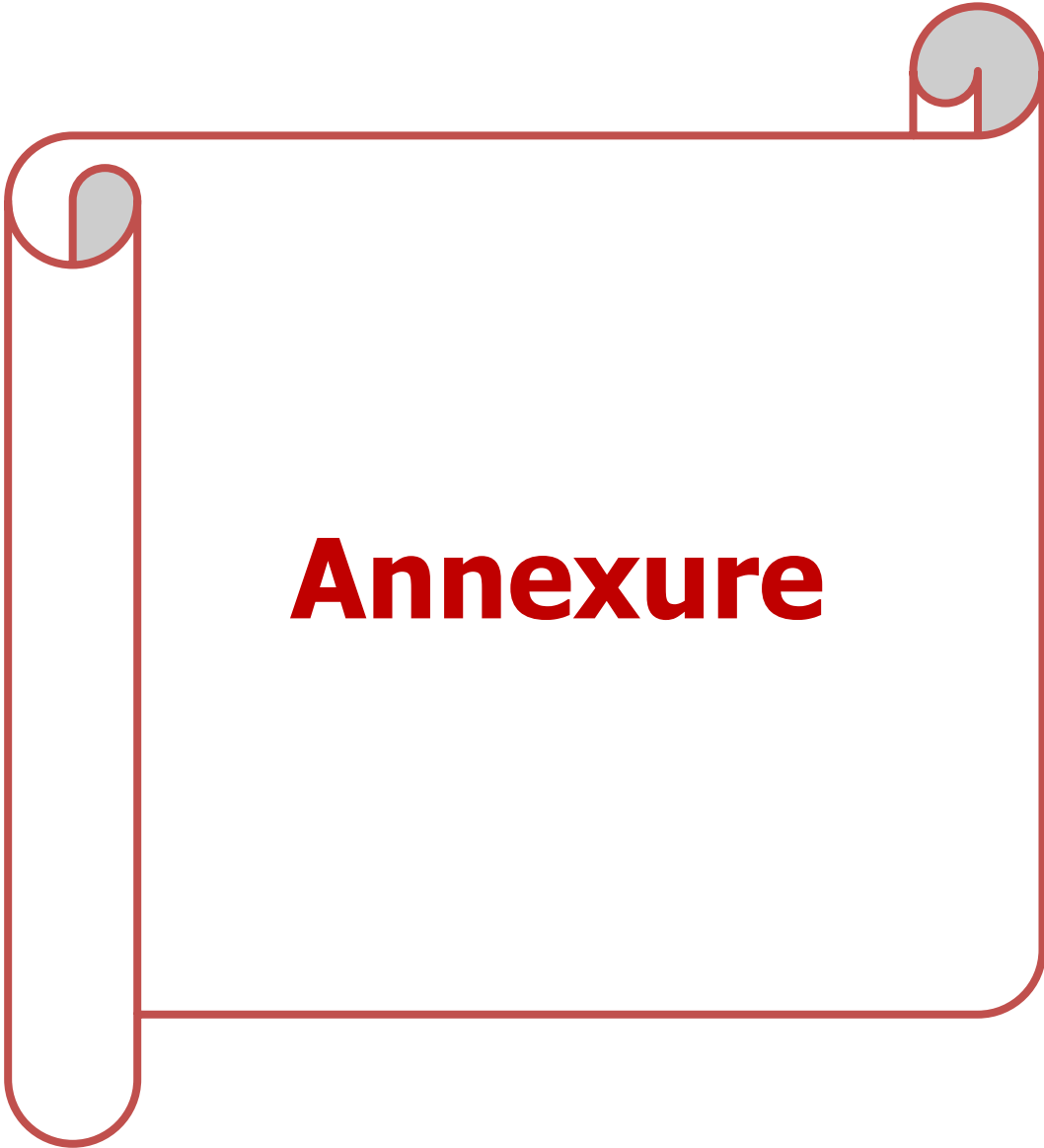
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**Annexure 1 – Research Questionnaire**

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

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**Demographic Information**

1. Gender : Male  Female  Transgender
2. Age : 25-30   
31-35   
36-40   
41-45   
Above 45
3. Marital Status : Married  Unmarried
4. Educational : Graduate   
Qualification Postgraduate   
Professional (CA/CS/CWA)   
Other
5. Job Sector : Public Sector  Private Sector
6. Professional : Technical  Non-Technical   
Category Teaching  Non-Teaching   
Administrative  Non- Administrative
7. Profession Level : Supervisory  Non-Supervisory
8. Work Experience : 01-05 Years   
06-10 Years   
Above 10 Years

## SECTION 1

### Questions Asked Before Workshops / Training Programs on Teachings of Shreemad Bhagwad Geeta

#### Part A – Awareness Measurement

Do you know about Bhagwad Geeta?

Yes  No

You came to know about Bhagwad Geeta through which source?

Classroom  Internet  TV/Radio

Teachers  Books /Newspaper/Magazine

Family  Friends

Others \_\_\_\_\_

Have you read Bhagwad Geeta?

Yes  No

What does the Bhagwad Geeta mean to you?

Spiritual Book  Religious Book

Old Scripture  Life Learning Book

Can Teachings of Bhagwad Geeta be used for Business Management?

Yes  No

Can Teachings of Bhagwad Geeta be used for Life Management?

Yes  No

Have you ever attended / participated in Spiritual Training Program/Workshop?

Yes  No

Would you like to attended / participated in Spiritual Training Program/Workshop?

Yes  No

Attending / Participating in Spiritual Workshop may Help in Solving Professional and Personal Problems?

Yes  No

**Part - B**

**Which of the following Factors Causes Job Dissatisfaction?**  
*(Can tick the multiple options)*

1. Underpaid
2. Limited Career Growth
3. Lack of Interest
4. Poor Management
5. Unsupportive Staff
6. Interest Conflict
7. Poor Working Environment
8. Work-Life Balance
9. Mental Stress
10. Lack of Personal Vision

**Part C – Workshop / Training Program for Employees Should Focus on  
the Following**

<b>Teaching – Learning Factors</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Undecided (3)</b>	<b>Agree (4)</b>	<b>Strongly Agree (5)</b>
Knowledge of Self					
Knowledge of Society and World					
Self-Confidence					
Sense of Responsibility					
Achieving Self Actualization					
Stress Relief					
Work-Life Balance					
Inner Transformation					
Self Control					
Mental Calmness					
Innovativeness and Creativity					
Personality Development					
Ability to Communication Effectively					
Ability to Solve the Problems					
Ability of Leadership					
Guidance in Key Decision- Making					
Accomplishing Objectives of a New Position.					

## SECTION 2

### Questions Asked After Workshops / Training Programs on Teachings of Shreemad Bhagwad Geeta

#### Part A – Teachings of Bhagwad Geeta May Help in the Following:

Motivation Factors	Strongly Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly Agree (5)
Work-Life Balance					
Stress-free Environment					
Positive Relation with Others					
Healthy Competition					
Organizing Vedic Lectures / Workshops					
Career Growth Opportunities					
Yoga and Spiritual Practices					
Conducting Self Development Programs					
Experience Sharing					
Anger Management					
Differentiating in Ethical and Unethical					
Enhanced Knowledge of Administration					
Enhances Knowledge of Effective Management					
Value of Family, Friends, Peers and Colleagues					
Utilization of Available Resources					
Doing Right is Relevant					

**Part B - Please Read the Following Statements and Give the Answer in YES / NO**

<b>Impact of Workshop on Teachings of Bhagwad Geeta</b>	<b>Yes / No</b>
Does the Present Management Adopt the Teachings of Bhagwad Geeta?	
Does Your Organization Follow any Teachings of Bhagwad Geeta?	
Have You Ever Seen/Heard/Experienced any Bhagwad Geeta Example in Life?	
Does Your Family, Friends or Colleagues follow the Teachings of Bhagwad Geeta?	
Did You Know the Mangement Techniques Given in Bhagwad Geeta?	
Is There Any Organizational Policy for Adopting Bhagwad Geeta Teachings?	
Should There be Organizational Policies for Adopting and Promoting Bhagwad Geeta and Its Teachings?	
Bhagwad Geeta explores Traditional Teachings	
Bhagwad Geeta explores Decision Making Path	
Bhagwad Geeta guides in Management Decision	
Bhagwad Geeta helps in Managing Emotional Intelligence	
Bhagwad Geeta helps in Coordinating Personal and Professional Aim	
Bhagwad Geeta helps in Developing Intellectual and Logical Ability	
Bhagwad Geeta helps in Understanding the Importance of Duty	
Bhagwad Geeta helps in Learning Management by Objectives	
Bhagwad Geeta helps in Being Visionary about the Life	
The Teachings explores the importance of a Teacher in Life	
The Teachings of Bhagwad Geeta are Relevant Today	

## Part C - Relevance of Bhagwad Geeta for Organizations

Research Questions	Yes / No
Can Bhagwad Geeta Play an Important Role in Solving Organizational Problems?	
Bhagwad Geeta explores the Importance of Work Commitment	
Bhagwad Geeta can help Organizations to Develop Human Capital	
Bhagwad Geeta can help to Create Institutional Excellence	
Bhagwad Geeta can help to Build an Innovative Organization	
Bhagwad Geeta can help in Forming a Team a Promote Teamwork	
Bhagwad Geeta can help in Delegation, Motivation and Communication	
Bhagwad Geeta can help in Performance Measurement	
Bhagwad Geeta can help in Performance Management	

*Shreemad Bhagwad Geeta is a collection of verse (Shloks) in Sanskrit scripture which is a part of Hindu epic Mahabharata exploring the dialogue between Warrior Arjun and his charioteer Lord Krishna and in the battlefield of Kurukshetra. At the start of the Dharma Yudhha (righteous war), Arjuna is filled with moral dilemma and despair about the violence and death the war will cause. He wonders if he should renounce and seeks Krishna's counsel, whose answers and discourse constitute the Bhagwad Geeta. Krishna counsels Arjuna to "fulfil his Kshatriya (warrior) duty to uphold the Dharma" through "selfless action". The Krishna–Arjuna dialogue covers a broad range of spiritual topics, touching upon ethical dilemmas and philosophical issues that go far beyond the war Arjuna faces.*

**Annexure 2 – Research Publications**

**Management  
Dynamics in  
TRANSFORMING  
ECONOMY**

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## **Deriving Leadership Interventions From Bhagavad Gita Issues And Challenges**

Abhishek Mishra<sup>1</sup>

### **Abstract**

*Bhagavad Gita is considered to be as a holy book for the Hindu religion. The essence of the book refers to the preaching of Lord Krishna to Arjuna to continue his battle for the sake of truth. And he ultimately proved that the truth prevails over the evil which was carried out by his own relatives. Even in the present scenario, the book is closely related to the extant management practices as it defines how a leader can motivate his subordinates in achieving organisational goals. In the entire war, Lord Krishna acted as philosopher guide to Arjuna in the war. This shows how an effective leader can play an important role by paving the way for attaining organisations goals. This paper depicts how the ancient text of Bhagavad Gita is closely related to the management theories and practices which emerged in the early twentieth century. Apart from the management theories it also deals with individual and interpersonal behaviour like personality, attitude, communication, leadership, persuasion etc.*

**Keywords:** Bhagavad Gita, Leadership, Religion, Spirituality, Management.

### **Introduction**

Bhagavad Gita is timeless and its relevance in terms of applicability is in all walks of life. Gita contains 18 Chapters on Timeless Leadership and Motivation. Gita provides inputs on all types of functional aspects of management including management of self-stress, time, strategies and crisis in the organisation etc. Today's corporates look to words religious and spiritual classics is also looking towards religious and spiritual, classics, epics and literary masterpieces for drawing cross-cultural ethnocentric approach towards leadership and management for enhancing performance and development of HR.

### **People Earn Profits And Not Organizations.**

Items off the Balance Sheet are qualitative and more important than the items on the Balance Sheet which are quantitative. The quality of quantitative data or balance sheet data depends on the quality of items off the balance sheet. The main success factor of any organization is leadership and missions of the organization. Today various aggressive strategies are to be chalked and framed out to improve efficiency, effectiveness and effortlessness. Eminence, Expertise and Excellence (EEE).

### **People Are The Greatest Assets, So Invest In Your People.**

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In the quest to boost performance today's corporates are organizing various training programmes, sessions and workshops for the benefits of its employees, on motivation, leadership, time management and stress management etc. However, corporates in the quest to ape up western prime pies of management are ignoring Gita which may throne solutions to many management, administrative and organizational problems.

Peter F. Drucker is acknowledged as the pioneer and father of modern management from the principles of mind control of carrot and stick we must proceed to values-based management as epitomised by Lord Krishna in Gita while imparting timeless wisdom to Arjuna. Lord Krishna persuaded and convinced Arjuna to lift weapons for the right and just cause and not to think of any relations, distractions and any other thing whatsoever. This brings us back to the present leadership maxim that focus must be on the right and just cause and nothing else.

**Be The Change You Want To See In Your Life, Society And The World At Large**

To stay ahead of times and others, go on updating yourself. Besides updating yourself, you can be a pioneer, champion and forerunner of change. Reaching climax and staying there for a long time is different. Ongoing and continuous intuition, innovation and invention (III), R&D are of paramount importance for staying ahead.

Arjuna the indecisiveness of Arjun in the battle of Kurukshetra was alleviated by Krishna by argumentative persuasion the perception of right and wrong is within self and self-determined change from within help in grasping decision-making process in a much better way.

Gita is beyond the annals of time cross-section and that is why acting as Bete Noire or alternative to simplistic problem solution approach of the western management principles. Today Gita's value is globally recognized and its lessons not only guide the corporate world but included in the premier B-Schools Curriculum across the globe.

The trilogy of Gita rests on knowledge, action and core. We must walk the talk and live the values. Ideals and values are to be lived and not preached. As only living and walking will make the difference. The spiritual insights of sacred text Gita provide contemporary management concepts and can provide substantial inputs to corporates in management principles and ethos. This potential of Gita as a benefactor to individual and interpersonal behaviour needs to be harnessed to the fullest by corporates to attain efficiency and performance.

Today we find many businesses saddled with mounting debts and losses. Internal cohesion and external resilience abilities are required to alleviate stress and help in attaining the goals of self and organisation. Kurukshetra (the battlefield) is not only the name of a place but it says that life is a Yudhkshetra, Karamkshetra and Dharamkshetra and spirituality as envisaged in the Gita requires the man to be focused on business sessions and board meetings. Today board meetings are not less than a battlefield wherein we undergo various brain-storming sessions and victory is only bestowed to those who control self-better than others.

**“कर्मण्येवाधिकारस्तेमाफलेषु कदाचन”**

There is no salvation without Karma. We must overcome inaction, indecisiveness and state of paralysis, which are diseases more dangerous than cancer. And these can be overcome by Risk-Taking. Progress is directly linked to risk. Please note that to work (karma) alone you have the right, not the reward, in corporate or real life. Understand the spirit of karma. Krishna trained Arjuna to overcome depression /indecision /inaction which led to a significant performance from Arjuna.

The corporate world can find the answers to its problems in GITA. The highly placed executives and professionals must increase their spirituality quotient (SQ). The corporate leaders and honchos must understand the importance of spirituality in business. Timeless leadership must be self-incorporated. The perfect blending is required of management science and the science of spirituality.

Gita is a precursor of present-day Hindu Culture and contains universal principles which can very well be applied to the corporate setting. Keep an open mind and enlarge the circle of excellence. The relevance of GITA in today's fast-paced world is undeniable considering the wisdom propounded by GITA which is relevant even after centuries. The real test of knowledge and wisdom is to remain unmoved, definite and certain in uncertain, troubled, volatile, violent and turbulent times. Be active, decisive and risk-taking for development and better governance. First self-governance must be there like self-realization. Everything starts from SELF. GITA can transform your life. It can bring a sea change in our life, even if little is followed. We are slowly and gradually being controlled, consumed and swallowed by our senses, as we become a victim of these. We must control our senses and mind and direct these to move on the right and just path. Whether it is a corporate world or an individual's world, Gita's lessons are applicable to one and all in all walks of life, in all times across the globe.

In today's scenario management is an essential part of everyone's life. Management is an art of managing things through self and others ensure efficiency and efficacy. Management involves functional areas of planning, organising, staffing and controlling the human endeavour. Bhagavad Gita is not only a religious text but majorly a philosophical canon of knowledge which years for effectiveness in all managerial functions. The Bhagavad Gita acted as a motivator to Arjuna who was unable to cope up with the angst of the idea of killing family, kith and kin. The 18 chapter instructions by Krishna are nothing but the management principles pertaining to leadership and controlling self.

#### **Managerial Functions and Bhagavad Gita**

The planning, organising, staffing, directing and controlling function of management can directly be equated with Bhagavad Gita eulogies and their finer distinction is given below to elaborate the same:

##### **Planning**

Planning is the first function in every organization. Formulate strategies to achieve them. Bhagavad Gita guide forecasting managerial efficiency for effective results.

##### **Organising**

The process of defining and grouping the activities of the enterprise. Bhagavad Gita turns human beings weaknesses into strengths and shares the responsibilities among the people.

##### **Staffing**

The selection and training of the individual for specific job functions bringing them into a cohesive team is a basic function of management. In Bhagavad Gita selecting the right individuals with desired

skill-sets are the basis for selecting a team. Selecting the right managers who motivate group members.

**Directing**

Directing includes preparing a framework for effective work climate by sustained motivation and supervision. Discipline is the key and clear distinction only and will yield to the maximum performance. The same is present in Bhagavad Gita and Krishna's teaching and nothing but a direction to be focussed in life to be right and Goal orientated approach.

**Controlling**

Controlling is a management function that illustrates the power of getting things done by sustained unbridled supervision. Gita also concurs to these functions albeit in military parlance where millions of people fought in a most ethical manner.

**Lessons from Bhagavad Gita**

**1. Stick On A Goal**

Fix a goal and achieve them.

**2. Utilization Of Available Resources**

Proper utilization of scarce resources effectively.

**3. Attitudes towards the Work**

The idea to work by keeping purpose insight is the key to success.

**4. Work Commitment**

A popular verse of the Gita advises detachment from the fruits or results of actions performed in the course of one's duty. Detach yourself from the end rewards and concentrate on the work itself. Being dedicated work must mean working for the sake of work, generating excellence for its own sake.

**5. Work Results**

The Gita explains the theory of "detachment" from the extrinsic rewards of work: If the result of sincere effort is a success, the entire credit should not be appropriated by the man of action alone. If the result of sincere effort is a failure, then the entire blame does not accrue to the man of action.

**6. Motivation**

Motivation plays a critical role in achieving goals and business objectives. Lord Krishna said: you have a right to perform your prescribed duty, but you are not entitled to the fruits of action. Never consider yourself the cause of the results of your activities, and never be attached to not doing your duty. After listening and followed by leaders order Arjun recovered and decided to fight in the war against his enemies. This is the outcome of Krishna's motivation to Arjun.

**7. Work Culture**

Effective work culture is about active and rigorous efforts in pursuit of given or chosen tasks. Sri Krishna elaborates on two types of work culture Daiv Sampat or divine work culture and Aasuri Sampat or demonic work culture.

*Daiv work culture-* Daiv work culture involves fearlessness, self-control, sacrifice, and straight forward approach in life.

*Aasuri work culture-* Aasuri work culture is nothing but the ego-driven approach and attitude of keeping self-interest over social interest or well-being.

Create DaivSampat work culture to become a performance driven and goal-oriented

- 8. Surrender to the Supreme**  
Lord Krishna asked Arjuna to surrender himself to supreme spirituality and should desist from doubting the existence of the supreme. He cajoled Arjun to look for the bigger and harmonious picture, by putting yourself-ego aside. Spirituality leads to social harmony and realizes the self-assessment/ self-determination driven the ultimate destiny of human beings.
- 9. Wisdom over Science**  
According to Gita “Science can be understood by our senses i.e. mouth speaks and understands various issues through eyes, ears and other senses. Wisdom will create an inner feeling (intuition), it will make the power of your intentions very strong, which can be transformed into introspection, after series of inner understanding if your mind says yes it becomes intentions”. The intent is driven by inner self which leads to intentions and the ably supported wisdom becomes the vehicle to become the based action plan and when tempered with Science leads to the recipe of success.
- 10. Steady Mind**  
According to Krishna, “Even in the battlefield success only elope those with the steadiness of mind which can be attained through the understanding of Yoga”. Life itself is a realm of war where virtues clash with the vices in the mind itself. This brings us to an understanding that calm mind can quell the emotions and increase wisdom.
- 11. No Action to Action**  
Arjuna’s despondency in the war was adequately addressed by Krishna when he told Arjuna that “This is not the behaviour of a great warrior” individual and their organisation's struggle because they want to harvest fruits without the effort put in the way. In the nutshell when there is a goal congruency of self and society then only true achievements can be made.
- 12. Express your intent**  
According to Gita “your intentions should be clear, practical and achievable and should differentiate you from others. Power of intention is the success mantra for attaining any desired task.
- 13. Anger Management**  
Lord Krishna said, desire for objects comes from attachment to them, and anger comes from unfulfilled desires” in fact psychoanalysis in modern times reverberate the same conclusion that anger is nothing but a manifestation of unfulfilled latent desires. In fact, the purpose of peaceful coexistence with other human beings animals and plants is the prime requirement for attaining self and organisational goals which is the basic essence of Gita.
- 14. Transformational Leadership**  
Transformational Leadership exuberates charisma and nurture followers. Followers need to be treated differently but equitably based on follower needs. Leaders can benefit immensely from the philosophy of Gita which can serve as a guide to the present-day leaders. A mere reflection and adoption of contemporary management principles of the west are unsuitable for the Indian context. It is incumbent to understand that new theories and concepts in leadership precincts will emerge continuously but the teaching of Gita will remain relevant and contribute to the leadership and times to come.

### **Conclusion**

The wisdom of Bhagavat Gita inspired many generations of political and business leaders including Mahatma Gandhi the father of the nation. This paper gives a birds-eye view of the oceanic knowledge

of Gita which is relevant for self-improvement performance enhancement and leadership development. The paper further helps in increasing Self Quotient (SQ) and throwing up a benchmark which remains the epitome of the virtuous way of life and deeds.

However, the paper's biggest limitation is that it is prescriptive while discussing the virtue being a good leader but lacks the practical approach towards the development of the aforesaid virtues. Further, the original text of Gita is written in Sanskrit and author has observed that translation in English is not very precise due to lack of words in English that can give appropriate expression to the Sanskrit text of Gita.

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## ROLE OF INFORMATION COMMUNICATION TECHNOLOGIES IN EDUCATION

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### ABSTRACT

*Information Communication Technologies are the influence that has transformed many aspects of the lives. The impact of the ICT on each area of the life crosswise the past two-three decades has been massive. The way these fields act today is different as contrast to their pasts. Across the past twenty years the use of ICT has mostly changed all forms of endeavor within business, governance and off-course education! ICT has begun to have a presence but unluckily we are lacking to attain desired impact. The education is a publicly oriented activity. It plays vital role in structure the society. The quality education by tradition is associated with strong teachers having high degree. Using ICTs in education it enthused to more student – centered learning. As world is moving quickly towards digital information, the role of ICTs in education appropriate more and more important and this importance will continue to raise and develop in 21st century. This paper things to see various impacts of ICT on contemporary higher education and also discusses prospective future developments. The paper argues the role of ICT in transforming teacher-centered learning to proficiency based learning. It also explores some challenges in higher education like cognitive tutors, need for developing a model, mutual authoring etc.*

**Keywords:** Implementation of ICT, online learning

### INTRODUCTION

The education has vital position in building the culture. Education determine standard of culture. The quality education helps to empower the nation in all aspects by given that new opinion, the way of execution of various technology and so many things. The quality education is essential require of the culture. There are number of useful teaching & learning methodologies in practice.

Technology is the most useful way to increase the student's knowledge. Here come the position of ICT in the education part! Being an academician I cannot imagine education without ICT. at the moment ICT (specially an internet) plays forthcoming role in the process of integrating technology into the educational actions.

#### ➤ Requirements that were not met as desired:

In the 21st century also there are million people still out of school and many of them nearly are uneducated. What were the necessities that were not met to the probable extent? This paper points out some area regarding this.

#### 1- The helpful policy context:

The socio-economic context had changed radically soon afterwards require an completely different supportive context. The following six changes have been mention as the most remarkable changes.

- i. The political, social and financial shifts.
- ii. The fast development of the Internet as a persistent lever of change for the organization of life, commerce, activity and education.
- iii. The up-and-coming new economy based on intangible capital and calling for much increased adaptableness to rapid change and a new repertoire of entrepreneurial capabilities and attitudes.
- iv. affected developments in the life sciences with far-reaching implications.
- v. The voluntary and compulsory movements and mixing of people and cultures.
- vi. The growth of poverty and increasing debt around citadel of increasing prosperity, and the speedy advance of economic and cultural globalization.

In addition, civil conflict, natural disaster, the destruction brought about by Swine Flue and the continued rapid population growth – factors outside of the educational area and often of the state control – affected the helpful strategy context.