

INDIAN PHILOSOPHY OF BHAGAVAD GITA AND SPIRITUALITY PREDICTORS OF ORGANISATIONAL COMMITMENT

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ABSTRACT

The main aim of the present study was to investigate the spiritual principles of the Indian philosophy and teachings of the Bhagavad Gita with the relationship of organizational commitment and also their usefulness in the professional life of a person. Because Indian philosophy has a direct impact on human life, therefore the impact of spirituality and Bhagavad Gita principles on organizational commitment has been examined in the study. So that usefulness and importance of such principles can be understood in the professional field. For this, the study was conducted on 240 employees with the survey method for data collection. Regression analysis was applied to verify the relationship between Bhagavad Gita principles, spirituality and organizational commitment. This analysis verified that Bhagavad Gita principles and spirituality have a significant relationship with organizational commitment and also affects the employee's commitment to the institution, which is an important component to the success of an organization.

Keywords: Bhagavad Gita, Nishkam Karma, Spirituality, Employee Performance and Organization Commitment.

Introduction

The foundation of Indian philosophy is the Veda, which is considered to be a unique and incomparable source of knowledge. If we want to understand the bird's eye view of Indian knowledge, it starts with the Vedas, though later it is explained in a simple form by the 'Upanishadas' and 'Puranas' in essence. In this sequence, Srimad Bhagavadgita has a unique place in the Indian philosophy of life because it is considered to be the essence of all the 'Upanishadas' and 'Puranas' and hence it is also known as the 'Supanishad'. The principles of living human life in the Bhagavad Gita have been explained very easily and effectively, if it is also considered as a manual to live human life then it will not be a big deal. In the Bhagavad Gita, the spiritual life of a man has been explained in a very simple way because spirituality has a very important place in Indian philosophy. Spirituality affects the lives of Indians directly and indirectly through their working style, whose effect can be seen clearly in their personal and professional life. This effect of spirituality makes a person committed to his work and organization. This employee commitment is an essential and useful element for the success and effective functioning of the organization. Without which, no organisation can survive in today's

challenging and competitive era and cannot perform its function effectively. In the present perspective, an organization needs committed employees in order to conduct their business activities successfully. For this, spiritual principles of the Indian philosophy and teachings of the Bhagavad Gita such as honesty, self-discipline, dedication to work, commitment to the organization, etc. prove to be very effective. In this context, the present study is an attempt to examine the impact of the principles of spirituality and Bhagavad Gita on the organization commitment and highlight its usefulness and relevance in the current scenario by its results.

There are many systems and theories in Indian philosophy. Among them, the 'Nishkam Karma' principle of Bhagavad Gita is a very important principle according to which a person should be fully devoted to his work regardless of the outcome. The same has been explained in the Bhagavad Gita by 'Purushartha' concept in a very easy way that any person can easily achieve ultimate objective of life that has four dimensions of 'Purushartha' as 'Dharma', 'Artha', 'Kam' and 'Moksha'. The second important principle of the Bhagavad Gita is the immortality of the soul, because the soul is not mortal, according to which we suffer i.e. results in the future only

on the basis of deeds done in our lives. Therefore, we should be very vigilant and cautious while performing our duties and responsibilities. We should discharge all the responsibilities in our personal and professional life with due diligence.

Spirituality is an attempt to find the ultimate purpose of life, to develop a strong connection to colleagues and others involved with work, and to have congruence or alignment between the core beliefs and values of their organization (Mitroff and Denton, 1999). Spirituality is a personal belief system with continuous search for meaning and purpose of life, the depth of life, and an appreciation for the natural forces that govern it (Myers, 1990).

Organizational commitment is multifaceted in nature including an employee's faithfulness to the organization's willingness to retain and membership on behalf of the organization's degree of goal and value conformity (Bateman S., 1984). Organizational commitment may be described as the psychological association of the employees to the organization (Benkhoff 1997). There are three main component of organizational commitment (a) affective commitment refers to employees emotional attachments identification with and involvement in the organization. (b) Continuance commitment means when employee's estimate the weather costs of separation from the organization is larger than the cost of staying. (c) Normative commitment refers to employee feeling of obligation to the organization. (Meyer & Allen, 1991).

Pathak & Patwardhan (2020) explored the cause-and-effect relationship between the Bhagavad Gita and employee work performance. However, in the field of management, such studies and relationships have been investigated in a very limited extent. Perhaps this study may be the investiture of new extensions in the proposed research area. For this purpose, 150 employees of service sector organizations were studied who verify the impact and relationship between Bhagavad Gita principles and employee work performance. Thus this study reveals new ideas and future research possibilities. Nanda S. (2016) recommended that Bhagavad Gita had important role in field of management. The quality of leadership, the capabilities to

motivate someone, time management, stress management and focus on the goals have been described nicely in the Bhagavad Gita. Even though HR manager must be able to analyze themselves internally then only they can become good leaders. The most important concept of the Bhagavad Gita is "*Karma Yoga*" which suggests the involvement of a person into day to day activities with honesty. Karma yoga concept is mainly based on three things i.e. duty orientation, indifference to rewards and equanimity. Most of the time western philosophy of moral development has failed to direct a person while the concept of karma yoga facilitates a person to encourage himself in the positive way. The results of the study recommend that Karma yoga helps an individual to control negative attitude like greed, selfishness and anger etc (Mulla and Krishnan, 2014). Bhagavad Gita suggested that a person or executive must be able manage his/her anger and feelings in their personal or professional life. They must be able to understand the work culture and mold themselves, the manager must have the ability to make wise decision while making the choice of resources for an instance Arjun choose Lord Krishna's wisdom whereas Duryodhan chose Lord Krishna's army. There must be work commitment within a manager he/she should work not for the sake of completion rather for the sake of excellence. Hence, we can say that every individual possess potential to achieve their goals effectively so it is the prime responsibility of individual itself that they must know their capabilities and even though the organization must know the abilities of their employees for their more better performance (Rao, 2014).

Jones and Bharadwaj, (2013) in "Instrumental to ethical: Ancient guidance for contemporary individual social responsibility" tried to analyze the difference between the Bhagavad Gita and Nicomachean Ethics and want to know what is the impact of the books over the life of people. After analyzing the books the author came across the fact that the individual who are self-centric and egocentric won't achieve happiness and joy in the long run. The individual who is not strong in spirituality won't be able walk in the path of ethics due to lack of foundation, self-control devotion or

scoff. Those who believes in ethics and follow it properly then there is no difficulty in fulfilling the social responsibility. In modern management the concept of ethics is vanished but it is the most important aspect of the business survival. Therefore holistic approach suggested by the study so that the modern management can use the Indian philosophies for the attainment of success. The Indian philosophy stated that a person should be honest, work must be done in a right way with a right spirit, faith, sincerity and combination of value (Chattopadhyay, 2012).

Satpathy and Muniapan, (2013) in their paper tried to understand the impact of Indian philosophy Bhagavad Gita on UNESCAP. As the globalization increased the multi-national companies have developed so there governance is a big question for that study came up with a suggestion of Indian philosophy of development through Bhagavad Gita. Further, stated that for the spiritual growth and leadership development the Bhagavad Gita is the true example for good governance. Bhagavad Gita also verified the intrinsic perspective of governance from self-governance to global governance. Bhagavad Gita elucidated that an executive can work efficiently and effectively by concentrating on long term goals rather than focusing on short term goals. Gita also suggest working in the right path and this divine scripture motivates people a lot. Arjun is one of the best example, how lord Krishna gave him insight and due to which he was able to win the war against those people who were holding a lot of power and strength in themselves. Bhagavad Gita also teaches an individual how to face ups and downs which will be coming in our life whereas in modern era the organization only believes in positive outcomes and this is vague (Mahadevan, 2008). The Triguna theory (*Satvik Guna, Rajsik Guna and Tamsik Guna*) regarded as the main basis of personality development according to Indian philosophy of Bhagavad Gita which explains an individual's orientation towards something. In the study two Gunas, i.e., Sattva Guna and Rajas Guna were taken into consideration and study evaluated the impact of Sattva and Rajas Guna on employee job performance. The results of the study confirmed that Sattva and Rajas

Gunas play important role towards job performance (Banerjee, Pathak, R & Mathur, (2020).

Claire E. et al (2013) compared between the American society and European society and found that spirituality of the discourse and practice of American faith community, spirituality is the most important part of religious and cultural life in the United States. If people have strong spiritual beliefs, they think that it can be useful at workplace. The performance of the company is higher who follows ethical values and spiritual values as compare to the company who does not follow the same values (Mitroff et al. 1999). A person who works with grapples imperfection, seeks to interpersonal skills, and strives to deal with competition in effective ways by developing these and other real life issues. The study updated and expanded the traditional categories' of spirituality at work and suggested how each of us can successfully balance our work with other aspects of life (Pierce et al., 2001).

Milliman et al., (2003) found a positive relationship between spirituality at work and employee job outcomes. Components of workplace spirituality were studied as meaningful work, community, alignment with organizational values. Suggested the workplace spirituality has a positive impact on employee work attitude in the organization and concluded that spirituality at work is helpful to improve productivity of the company. An organization that provides opportunities for spiritual development to their employees is better in maintaining performance and productivity (Konz and Ryan, 1999). Spirituality improves employee's work performance and organizational effectiveness. It also believed that spirituality enhances employee well-being and quality of life, it provides employees a sense of belongingness and meaning at work which facilitate employees interconnectedness with community (Karakas, 2010).

Lazar, (2010) studied the relationship between spirituality and job satisfaction on female Jewish Israeli hospital nurses. The study showed that hospital administrations can increase job satisfaction by providing various opportunities to the nurses to fulfill their

spiritual needs. In addition, nurses with a strong supreme orientation may be identified and give special attention to increase the likelihood of job satisfaction. Leadership and spirituality is the most essential elements for enhancing the employee's productivity, organizational attachments, affiliation and commitments with a decline in employee's turnover intentions. Leadership spirituality is significantly associated with emotional attachment with organizations (Markow and Klenke, 2005). Perceived work life balance and job satisfaction was negatively associated with the intention to leave the organization among academicians. The results of the study indicated that job satisfaction and organizational commitment are fractional mediators for the relationship between work life balance and intention to leave (Noor, 2011).

Hira & Aggarwal, (2014) examined the impact of spirituality on organization commitment in which they found that spirituality is important dimension in workplace which affect the style of leadership on individual in the organization which lead to increase in the commitment level of employees. They also found that job performance and job satisfaction also influenced by spirituality. They proposed the level of spirituality of a person has an impact on his performance and three level of commitment in the organization. They explained the relationship between spirituality and organization commitment by some moderating variable like style of leadership job satisfaction and job performance. Spirituality in the workplace is about the people who perceive themselves as spiritual whose spirit, desire and need to be emerged through work. This is for the people who think about sharing and experiencing some common attachment, attraction and togetherness with each other at the workplace (Marschke et al., 2011). Many studies have been conducted to examine the role and importance of workplace spirituality and organizational commitment in an organisation. The study was examined the relationship between both the variables and also to study the impact of workplace spirituality on organizational commitment among academicians. It was conducted on 200 faculty members and result indicated that there

was a cause and effect relationship between workplace spirituality and organizational commitment with the significant impact of workplace spirituality on organizational commitment (Pathak et al., 2017).

Khan et al. (2010) examined the relationship between organizational commitment and employee's job performance. Organisational commitment has a positive and significant relationship with employee's job performance in a comparative analysis of the three dimensions of organizational commitment. Affective commitment and job performance are positively correlated with each other in an organization (Shore et al., 1993). A model has been studied that indicate HR practices contributed to the economic success of an organization through enhance employee commitment and job satisfaction (Absar, et al. 2010). Research studies have confirmed that the most important predictor element of organizational commitment was the introduction and effective use of new and innovative HR practices by organizations (Agarwal, 2003). Benkhoof, (1997) conducted a study to investigate the proposed association between HRM characteristics and their relationship with employee satisfaction, intention to stay in the organisation and organizational performance. The relationship between workplace spirituality and organizational commitment can be effective and important for the success of an organization. Spirituality in the workplace is about people who feel enthusiastic about themselves, for whom work is the most important and necessary responsibility. It is all about people who sharing and experiencing some common attachment, attraction and solidarity with each other within their work unit and organization (Marschke et al., 2011).

Objective and Hypothesis

As stated above, the principles of Spirituality and Bhagavad Gita of Indian philosophy have a direct impact on human life. The effect of these principles can be seen clearly in the personal and professional life of a person, who plays the main role in determining the growth and success of the organization through one's working style. However, many studies have been conducted on the relationship between

spirituality and organizational commitment. Similarly, some of the studies have also been done to identify the relationship between Bhagavad Gita and organizational commitment. But till now, the relationship between Bhagavad Gita, spirituality and organizational commitment did not found in any study together. Therefore, this study is an attempt to study the impact of Bhagavad Gita and spirituality on organizational commitment. Therefore, on the basis of existing literature review the main objective of the study was to examine the cause & effect relationship between Bhagavad Gita, spirituality and organizational commitment. This was resulted into following hypothesis:

H₀₁: There is no significant relationship between Bhagavad Gita, Spirituality and Organizational Commitment.

Research Methodology

The study was causal in nature and survey method was used to find out the cause & effect relationship between Bhagavad Gita, Spirituality and Organizational Commitment. Population for the study included the employees from service and manufacturing organisations, while individual employee was considered as sample elements. The data was collected from 240 individual respondents. For the purpose of collecting the data Non probability purposive sampling technique was opted. The self designed questionnaire for Bhagavad Gita learning's was developed on the basis of discussion with experts in this area as well as literature review of existing research and standardized scale of Spirituality (Batson, C. D. & Schoenrade, P. A., 1991) and Allen & Meyer's (1996) Organizational Commitment scale was used where all the items given in the questionnaire based on a 5 point Likert scale in which 1 represented minimum agreement and 5 for maximum agreement. For the purpose of data analysis reliability test was applied to check the reliability value for all the variables

and regression test was employed to find out the relationship and impact between Bhagavad Gita, Spirituality and Organizational Commitment.

Results and Discussion Reliability Analysis

The results of Cronbach's Alpha Reliability of all the measures are given below:

Table 1 Showing Cronbach's Alpha Reliability

Measures	Cronbach's Alpha Value
Bhagavad Gita	0.812
Spirituality	0.753
Organisational Commitment	0.783

Cronbach's alpha reliability coefficients were calculated to analyse the reliability of all items given in the questionnaire. Reliability value of a measure is 0.7 or above, the measure can be treated as reliable. It is clearly visible in the above table that reliability values for all the variables are greater than the standard value that is 0.7. It is considered that reliability value for all measures are acceptable. So the statement given in the questionnaire was treated as reliable statements.

Regression Analysis

The regression analysis is the most effective tool to examine the association between the independent and dependent variables by taking the total of Bhagavad Gita, Spirituality and Organizational Commitment. In this Bhagavad Gita and Spirituality are independent variable and Organizational Commitment is the dependent variable. Thus, Regression test was applied to explore the relationship between Bhagavad Gita, Spirituality and Organizational Commitment.

H₀₁: There is no significant relationship between Bhagavad Gita, Spirituality and Organizational Commitment.

Table 2 Showing Regression Results

Independent Variable	Dependent Variable	Adj. R ²	F	Sig.	β	t	Sig.
Bhagavad Gita	Organisational Commitment	.237	37.879	.000	.247	3.881	.000
Spirituality					.328	5.146	.000

The linear regression was applied between Bhagavad Gita and Spirituality (independent variables) and Organization Commitment (dependent variable). The above table of regression analysis explaining Bhagavad Gita, Spirituality and Organisational Commitment were having a good fit as demonstrated by F-test value 37.879 in the ANOVA table which is significant at 0.000. Whereas Bhagavad Gita and Spirituality was having a significant relationship with Organisational Commitment as depicted by $\beta = 0.247$ for Bhagavad Gita and $\beta = 0.328$ for Spirituality, $t = 3.881$ for Bhagavad Gita and $t = 5.146$ for Spirituality with the value of $p = 0.000$. The independent variable (Bhagavad Gita and Spirituality) was explaining 23.7% variance on dependent variable (Organisational Commitment) as mentioned by adjusted r-square value, therefore H_{01} was rejected and significant relationship and impact between the variables was found. Therefore, Null Hypothesis was rejected which indicates that there is no significant relationship and impact between Bhagavad Gita, Spirituality and Organizational Commitment. Consequently, there is a significant cause and effect relationship was found between the Bhagavad Gita, Spirituality and Organizational Commitment. Results of the study are in line with the findings of previous studies and confirming the same result which was found in the study e.g. (Pathak et. al., 2017, Madhurima B., 2019, Vandenberghe, C., 2011, Djafri, F. & Noordin, K., 2017 and Mehran Z. 2017).

Conclusion

Indian philosophy has direct impact on the lifestyle of a person that can be clearly seen in the behaviour of Indians. This influence also

affects their working style, which can be experienced in the form of efficiency of an employee and the success of the organization. Although the principles of spirituality and Bhagavad Gita in Indian philosophy inspire a person to be alert and dedicated to his work, the importance of Nishkam Karma in Bhagavad Gita has been specifically explained by Lord Shri Krishna. According to which a person should discharge his responsibilities with full dedication and without any longing. This sense of responsibility is an important quality of an employee, which determines the success of an organization. In this context, this research examines the impact of Indian philosophy of Bhagavad Gita and spirituality on organizational commitment and also reveals their usefulness and relevance in current perspective. The main objective of this study was to investigate the relationship between Bhagavad Gita, spirituality and organizational commitment and also their usefulness in the professional life of a person. In this sequence, this study has been done only in a limited area, which can be made useful for business units and policy makers by elaborating it in future. This research can be helpful for future researchers to identify new possibilities of research in this field. This may be useful to the students, academicians and people of the corporate world in particular. At the same time, this study also emphasizes the principles of Indian philosophy in the present perspective, confirming their usefulness and relevance in the personal and professional life of the person and informing them to the new generation so that they can be successful in their personal and professional life because they are future managers.

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