"A Critical Insight into the Art and Science of Spirituality and Management in Bhagavad Gita"

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Abstract:

The spiritual principles and values of the Indian philosophy and teachings of the Bhagavad Gita such as honesty, self-discipline, dedication to work, commitment to the organization, etc. are the most important elements required for achieving effectiveness and efficiency in management. In this context, the present study is an attempt to explore the principles of spirituality and Bhagavad Gita in an organizational context and highlight its usefulness and relevance in the current scenario. The paper is an attempt to explore the different dimensions of Spirituality and Management in Bhagavad Gita.

Introduction:

"Science describes the structures and processes; philosophy attempts at their explanations. When such a perfect combination of both science and philosophy is sung to perfection that Krishna was, we have in this piece of work an appeal both to the head and heart.

-Swamy Chinmayananda

Srimad Bhagavad Gita has a unique place in the Indian thinking about the life because it is considered to be the essence of all the 'Upanishads' and 'Puranas'. The principles of living human life in the Bhagavad Gita have been explained very effortlessly and excellently, and hence is considered as a manual to live a righteous and effective human life. 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 individuals directly and indirectly in their working style, whose effect can be seen clearly in their personal and professional life. This effect of spirituality makes a person devoted to his work and committed to the organization. This becomes an integral 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.

The Bhagavad Gita was delivered by Sri Krishna in the Warfield of Kurukshetra to motivate Arjuna, who got mentally disturbed upon seeing those near and dear ones whom he had to fight with in the war of Kurukshetra. However, Lord Krishna, the Charioteer and Protector is there to guide him. In the eighteen chapters of Bhagavad Gita, one discovers tremendous

management guidelines which are applicable even today. In the today's scenario management is the essential part of every one's life. The philosophy expounded in Bhagavad Gita may be viewed from not only from spiritual perspectives but also as a guide in developing managerial effectiveness.

Objectives:

1. To study the concepts of Management in the light of the Bhagavad Gita.
2. To study about the spirituality in Bhagavad Gita.
3. To study about Bhagavad Gita and managerial effectiveness.

Management is a continuing process, and managers are always involved in some way with the principles of: planning, organizing, influencing, controlling and decision making. These principles are designed to help managers accomplish organizational objectives, and good managers will use them. These principles are not isolated but are interwoven throughout the manager's thoughts and actions. Managers must combine and coordinate these principles and must maximize their value to achieve their goals. Managers strive to be effective and efficient and these principles help them. These management principles are universal and applicable to all types of businesses and organizations. Management need to focus more on leadership skills e.g.: establishing vision and goals, communicating the vision and goals, and guiding others to accomplish them. It also asserts that leadership must be more facilitative, participative and empowering in how visions and goals are established and carried out.

There are many systems and theories in Indian philosophy. Among them, 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 mould themselves, the manager must have the ability to make wise decision while making the choice of resources for an instance Arjuna choose Lord Krishna's wisdom whereas Duryodhana 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 possesses 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 better performance (Rao, 2014). Jones and Bharadwaj, (2013) in "Instrumental to ethical: Ancient guidance for contemporary individual social responsibility" tried to analyse the difference between the Bhagavad Gita and Ethics and want to know what is the impact of the books over the life of people. After analysing 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 'Nishkama 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', 'Kama' 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 complex 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 components 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.

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 a manager must be able to analyze himself internally then only he can become a good leader. 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). As the globalization increased the multi-national companies have developed so their 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 suggests working in the right path and motivates people a lot. Arjuna 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 (Satvika Guna, Rajsika Guna and Tamsika 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).

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 wrestles inadequacy, 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 employee's 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 fulfil 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, etal. 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).

On the eve of battle Arjuna is filled with deep misgivings; he feels to kill his relatives and friends would be a great sin. Lord Krishna says O Arjuna from where has this delusion come? How could this delusion come upon a great person such as you, obstructing the path to heaven?

O Arjuna give up this faint-heartedness. This kind of mental weakness is unbecoming to a strong person such as you, shake it off. Arise and fight. (Gita 2-.2&3).

Th Gita was delivered by Sri Krishna to boost Arjuna's declining morale, motivation, confidence and to increase his effectiveness. The Gita is a source of power and wisdom. Its strengthens you when you are weak and inspires you when you are feeble. It teaches you to embrace righteousness and resist unrighteousness.

In this modern world the art of Management has become a part and parcel of everyday life, be it at home, in the office or factory and in Government. In all organizations, where a group of human beings assemble for a common purpose irrespective of caste, creed, and religion, management principles come into play through the management of resources, finance and planning, priorities, policies and practice. Management is a systematic way of carrying out activities in any field of human effort.

The Gita was delivered by Sri Krishna to boost Arjuna's declining morale, motivation, confidence and to increase his effectiveness. The Gita contains the unwritten laws of the universe. The Gita is a source of power and wisdom. It strengthens an individual when he is weak and inspires when he is feeble. It teaches oneself to embrace righteousness and resist unrighteousness.

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