
Indian Knowledge System:
Bridging Ancient Roots with Modern Perspectives
(CIKS - 2025)

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PREFACE

It gives us immense pleasure to present the **Conference Proceedings of the International Conference on Indian Knowledge Systems: Bridging Ancient Roots with Modern Perspectives (ICIKS-2025)**, organized by the **Department of Management, Institute of Innovation in Technology & Management (IITM), New Delhi**, under the aegis of IQAC, on **11th June 2025**.

This conference has been conceived as a platform to explore the timeless relevance of Indian Knowledge Systems (IKS) and their integration with contemporary academic, professional, and social contexts. With its rich heritage of philosophy, ethics, governance, education, science, and holistic living, India offers profound insights that can contribute to shaping a more sustainable and value-driven future.

The papers included in this volume represent a wide spectrum of themes—ranging from **Philosophy and Ethics in Management, Physical and Mental Well-being, Science and Technology, Governance and Administration, Women Empowerment, to Education and Pedagogy inspired by Indian scriptures**. Each contribution reflects the collective effort of scholars, academicians, and researchers who have revisited ancient wisdom and connected it with modern-day challenges and opportunities.

We sincerely thank our distinguished speakers, esteemed reviewers, dedicated organizing team, and enthusiastic participants, whose efforts have made this conference and its proceedings possible. We also extend our gratitude to the management of IITM for their constant support and encouragement.

It is our hope that this proceeding not only serves as a record of scholarly discussions but also as a resource for future research

(vi)

that bridges the gap between tradition and modernity, drawing from the wisdom of the past to address the needs of the present and future.

Dr. Neha Gupta

Convener, ICIKS-2025

Institute of Innovation in Technology & Management,

New Delhi

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1

Creating Inclusive Work Environments: The Role of Gender-Sensitive Policies in Fostering Equity and Diversity

Indranil Barat¹ and Dr. Manisha Pallavi Chauhan²

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Abstract:-

In the ever-evolving global workplace, fostering inclusivity and gender-sensitive policies has become imperative for organizational success as well as social equity. This study explores the impact of inclusive work environments on gender diversity, examining the role of gender-sensitive policies in promoting equal opportunities, reducing biases, and fostering an equitable work culture.

Drawing from existing literature, case studies, as well as survey data, the research employs a mixed-methods approach to examine the impact of inclusive policies on employee satisfaction, retention, and leadership representation.

The study emphasizes the necessity of tailored interventions over one-size-fits-all strategies, specifically highlighting the necessity of shifting from gender-neutral to gender-sensitive policies, as well as strategic interventions that recognize the unique challenges faced specially by women in the workforce. By adopting an inclusive approach, trying to develop an environment where all employees, regardless of gender, can thrive, organizations can harness diverse talents and perspectives, ultimately leading to sustainable economic growth and social progress.

Keywords: *Inclusive Workplaces, Gender Sensitivity, Diversity Management, Women Empowerment, Leadership Development*

JEL Codes: *D63, M14 and L25*

1. Introduction

Workplaces are not just professional spaces, they are dynamic ecosystems that reflect societal values, norms, as well as inequalities. Gender inequality remains a persistent challenge in organizations worldwide, manifesting in wage gaps, unequal access to leadership roles, and biased workplace cultures. Despite progressing to fostering diversity, many professional environments still operate within the feudal frameworks that inadequately address the distinct challenges faced by different genders. The need for gender-sensitive policies has become more important than ever as businesses recognize that diversity is not just a moral imperative but also a driver of organizational success, innovation, and sustainable growth (Emma, p. 2024)

1.1 Current State of Gender Equality

As of today, women remain underrepresented in leadership. As of March 2025, women hold 27.2% of parliamentary seats and 22.9% of ministerial positions globally (www.unwomen.org, 2025). In the corporate setup, they occupy 29% of senior management roles (catalyst.org, n.d.). These figures highlight the persistent gender gap, providing a concrete basis for the need for gender-sensitive policies.

1.2 The Persistence of Gender Disparities in the Workplace

Across industries, women and marginalized gender groups face barriers that limit their professional advancement. Women remain underrepresented in leadership positions, especially in male-dominated industries such as STEM, finance, and politics (Jean, 2025). Additionally, gender disparities in wages, career opportunities, and decision-making roles persist due to long-standing stereotypes and bias deeply embedded in corporate cultures (Kushwaha, 2024)

Workplace environments historically are designed around male-centric norms, overlooking the needs of women and gender-diverse individuals. Issues such as inadequate maternity leave, lack of childcare support, workplace harassment, and inflexible work policies contribute to the gender gap. Even in organizations that promote diversity, unconscious biases in hiring, performance evaluations, and promotions hinder the effective implementation of inclusive policies (Steven Royall, 2021). Without a structured, policy-driven approach, the call for workplace equity remains superficial and ineffective.

1.3 Defining Inclusive Workplaces

Inclusion is the quantum of acceptance and treatment of an employee as an insider by others in a work system (Vijayalakshmi, 2015). Demographic dissimilarity and workplace inclusion (Pelled, 1999). It is also defined as the extent to which employees believe their organizations are working towards involving all employees in the mission and operation of the organization concerning their talents (Shore, 2011).

An inclusive workplace is an environment where all employees, regardless of their differences, are valued, respected, and provided with equal opportunities to contribute and thrive (Steven Royall, 2021). Inclusion is also described as to what extent individuals are “allowed to participate” and are enabled to contribute fully, who is also being treated as an insider by others in the work system (Pelled, 1999). It was further emphasized that inclusion ensures equal access to opportunities and decision-making, actively seeking out diverse perspectives (Holvino, Ferdman, & Merrill-Sands, 2004).

2. Objective of the Research

- To determine whether organizations consider inclusiveness while drafting policies.
- To understand employee perceptions—both male and female—regarding the presence of inclusivity in policies, role allocation, and communication of organizational policies.
- To analyze the relationship between gender diversity policies and workplace inclusivity.
- To assess the impact of gender diversity policies on employee perceptions, organizational commitment, and HR effectiveness.

3. Hypotheses

Section 1: Demographic Information

H01: Women with regular jobs feel that the organizational policies are not designed to be inclusive.

Section 2: Organizational Culture and Policies

H02: Organizations that actively promote gender diversity are perceived as more inclusive by their employees.

H03: Higher representation of women in leadership correlates with a stronger sense of workplace inclusivity.

Section 3: Work Environment and Support

H04: Gender-based discrimination is still prevalent in organizations, regardless of formal policies in place.

H05: Women employees who perceive equal opportunities for career growth are more likely to remain in their current organizations.

Section 4: HR Analytics and Data Utilization

H06: Organizations that effectively use HR analytics for workplace diversity see higher retention and satisfaction among women employees.

H07: Tracking gender diversity metrics (hiring trends, promotions, retention) improves gender representation in leadership roles.

H08: Transparency in gender diversity initiatives positively impacts employee trust and workplace satisfaction.

Section 5: Recommendations and Suggestions

H09: Employees in organizations with unclear diversity policies report higher dissatisfaction with workplace inclusivity.

H10: Organizations perceived as good workplaces for women exhibit strong gender diversity initiatives and effective inclusion policies.

4. Research Methodology

- 1. Research Design:** This is a mixed-method study, integrating both literature survey as well as analysis of primary data through a questionnaire from women and men in working professionals across various disciplines to assess the inclusiveness of workplace environments.
- 2. Sampling Method:** A non-probability purposive sampling technique was used to target women and men professionals who worked in a structured work environment across different industries, job roles, and experience levels.
- 3. Data Collection:** The data collection was done through Google Forms and a total of 110 responses were collected (n=110, 52 women, & 58 men). The questionnaire capturing responses in Likert Scale included both closed-ended and open-ended questions.

4. **Data Analysis:** Quantitative responses were analyzed using IBM SPSS Statistics 30.0.0.0 statistical tool.
5. **Ethical Considerations:** Participants' confidentiality and anonymity have been duly maintained.

5. Analysis

The dataset was analyzed using descriptive statistics (mean and standard deviation) understand employees' perceptions across various dimensions and Pearson correlation coefficients to determine the strength and direction of relationships between key variables. As per the reliability of the measures is concerned, Cronbach's alpha has been calculated, showing high reliability for all the measures **.878**.

5.1 Descriptive Analysis:

- **Presence of Gender Diversity Policy:** Mean = 3.50, SD = 0.99, indicating a moderate level of policy implementation across organizations.
- **Workplace Inclusivity:** Mean = 3.95, SD = 0.88, suggesting a positive perception of workplace support and inclusion measures.
- **Gender-Based Discrimination:** Mean = 4.18, SD = 1.18, implying that bias and discrimination are still prevalent in some organizations.
- **Transparency in Gender Diversity Initiatives:** The mean is 3.78, and the SD is 0.92, indicating that organizations are making efforts to communicate their diversity initiatives, but there is much to be done.
- **Equal Promotion Opportunities:** Mean = 3.63, SD = 1.02, suggesting that while progression opportunities exist, disparities may still be present.
- **Confidence in HR Policies for Diversity:** Mean = 3.80, SD = 0.95, reflecting that employees do trust in their organizations' human resource mechanisms regarding implementing diversity-related policies effectively.
- **Effectiveness of Grievance Redressal Mechanisms:** Mean = 3.55, SD = 1.07, indicating that there may be systems in place, but concerns regarding their efficiency and fairness are still prevalent.

These findings highlight that while gender diversity policies are in place, their effectiveness varies, and organizations must work on improving inclusivity measures, transparency, and promotion equity.

5.2 Correlation Analysis

Key findings from the Pearson correlation analysis include:

- A **positive correlation** ($r = 0.259$, $p < 0.01$) between the **presence of a gender diversity policy and commitment to gender diversity**, indicating that formal policies align with organizational efforts.
- There is a **strong correlation** ($r = 0.546$, $p < 0.001$) between workplace inclusivity and the prevention of **workplace discrimination**, indicating the role of inclusivity in resolving perceptions of bias at the workplace.
- **Transparency in gender diversity initiatives** shows a positive correlation with overall job satisfaction (**organization is a good place to work**) ($r = 0.542$, $p < 0.001$), indicating the need for openness in diversity efforts.
- **There is a Strong correlation** ($r = 0.611$, $p < 0.001$) between equal promotion opportunities and the perception that the organization is a good place to work for all genders, indicating the importance and acknowledgement of career equity.

The findings suggest that gender diversity policies, if **effectively implemented, enhance employee perceptions of fairness and inclusivity**. Organizations with robust HR policies ($r = 0.596$, $p < 0.001$) tend to foster greater confidence among employees across gender. However, the data also highlights areas requiring improvement, such as **addressing gender-based discrimination** ($r = 0.370$, $p < 0.001$).

6. Limitations

While this study provides insights into the role of gender diversity policies in fostering inclusive workplaces, several limitations must be acknowledged:

- **Gender Representation Imbalance:** More than 50% of the responses were provided by male participants.
- **Complexity of Variables:** The research included multiple variables, such as workplace inclusivity, promotion

opportunities, transparency, HR policies, and grievance redressal mechanisms. Analyzing the intricate interdependencies among these factors posed methodological challenges, although some subtle relationships have been fully captured.

- **Self-Reported Data:** The study relied on self-reported survey responses, which may be subject to response biases.
- **Bias as a Perception-Based Phenomenon:** Workplace bias is often rooted in individual perception rather than concrete organizational practices. Employees may interpret policies or actions subjectively, leading to a gap between policy intent and employee experiences.
- **Cross-Sectional Nature:** The survey captures data at a single point in time, restricting its ability to establish causality between gender diversity policies and workplace inclusivity
- **Industry-Specific Differences:** The study does not account for industry-specific variations in diversity policies.

7. Recommendations

Considering the result of the analysis and including the answers of the two open ended questions in the questionnaire (What additional measures do you think your organization should take to improve inclusivity for women?, and in your opinion, what is the biggest challenge faced by women in your workplace?) we can suggest the following measures for any organization aiming for a more inclusive workplace:

- Strengthening of HR policies to ensure equal opportunities.
- Increasing transparency in communicating the HR policies specifically regarding gender issues.
- Implementing effective grievance redressal mechanisms.
- Encouraging flexible work arrangements such as remote work, childcare support, and flexible working hours to accommodate diverse needs.
- Enhancing leadership representation by actively promoting women to higher positions.
- Conducting regular diversity audits and tracking gender diversity metrics to measure progress.

- Providing gender-sensitive training to create awareness and reduce biases.
- Establishing strong mentorship programs and support networks for career growth.
- Revising transfer policies to promote inclusivity and equal opportunities in all locations.

8. Conclusion

This study underscores the crucial role of gender diversity policies in developing and sustaining inclusive workplaces. Organizations must not only implement policies but also cultivate an environment where employees, especially women, trust the organization's commitment to fairness. True inclusivity extends beyond policy documents. It requires proactive measures such as effective grievance redressal mechanisms, clear communication of HR policies, and a commitment to transparency.

As Ruth Bader Ginsburg (lawyer and former Associate Justice of the Supreme Court of the United States) stated, "**Real change, enduring change, happens one step at a time.**" Organizations must recognize that diversity and inclusion are continuous efforts, which require sustained commitment, which can be developed by fostering trust, ensuring safety, and upholding equity. Workplaces then, can transform into spaces where talent thrives, unconstrained by gender-based barriers.

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Appendices

4.1 Sample Structures

Variables	Male	Female
Gender	58	52

Age	Number of Samples (n=110)	Men	Female
Below 25	08	05	03
25-34	44	24	20
35-44	38	18	20
45-54	10	06	04
Above 54	10	05	05

Age	Number of Samples (n=110)	Men	Female
Below 25	08	05	03
25-34	44	24	20
35-44	38	18	20
45-54	10	06	04
Above 54	10	05	05

* 81.8% of respondents are full-time employees

** 76.4% of respondents have more than 7 years of experience

*** 85.5% of all respondents belong to PSUs

5.1 Descriptive Figures

Descriptive Statistics			
Questions	Mean	Std. Deviation	N
My organization have a gender diversity policy?	3.5000	.99310	110
How would you rate your organization's commitment to gender diversity?	3.4182	.89219	110
How will you rate women's representation in leadership roles within your organization?	3.4909	1.16324	110
How do you rate your organization's approach to preventing workplace discrimination and harassment?	3.8182	1.01531	110
Do you feel your workplace is inclusive and supportive of all employees irrespective of gender?	3.9455	.87615	110
How often do you face gender-based discrimination at work?	4.1818	1.18230	110
How effective do you think your organization's grievance redressal system is in addressing gender-related issues?	3.5636	1.00938	110
Do you feel that women receive equal opportunities for	4.1455	.92703	110

Do you feel that women receive equal opportunities for promotions and career advancement in your organization?	4.1455	.92703	110
Do you agree your organization effectively uses HR policies to promote workplace diversity and inclusion?	3.6364	.98360	110
Do you agree that your organization tracks gender diversity metrics such as hiring trends, promotion rates, and retention rates?	3.3818	1.07500	110
How transparent is your organization about gender diversity and inclusion initiatives?	3.6545	.79490	110
Everything considered do you agree that your organization is a good place to work for all genders?	4.0909	.88354	110

Fig 5.2 Correlation Analysis

Correlations

		6. My organization have a gender diversity policy?	8. How would you rate your organization's commitment to gender diversity?	9. How will you rate women's representation in leadership roles within your organization?	10. How do you rate your organization's approach to preventing workplace discrimination and harassment?	11. Do you feel your workplace is inclusive and supportive of all employees irrespective of gender?	12. How often do you face gender-based discrimination at work?	13. How effective do you think your organization's grievance redressal system is in addressing gender-related issues?	14. Do you feel that women receive equal opportunities for promotions and career advancement in your organization?	15. Do you agree your organization effectively uses HR policies to promote workplace diversity and inclusion?	16. Do you agree that your organization tracks gender diversity metrics such as hiring trends, promotion rates, and retention rates?	17. How transparent is your organization about gender diversity and inclusion initiatives?	18. Everything considered do you agree that your organization is a good place to work for all genders?
6. My organization have a gender diversity policy?	Pearson Correlation	1	.259**	.071	.209*	.105	.070	.229*	.080	.197	.378**	.337**	.272**
	Sig. (2-tailed)		.006	.458	.028	.273	.465	.016	.351	.039	<.001	<.001	.004
	N	110	110	110	110	110	110	110	110	110	110	110	110
8. How would you rate your organization's commitment to gender diversity?	Pearson Correlation	.259**	1	.207*	.348**	.217*	.327**	.429**	.303**	.486**	.482**	.387**	.370**
	Sig. (2-tailed)	.006		.030	<.001	.023	<.001	<.001	.001	<.001	<.001	<.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
9. How will you rate women's representation in leadership roles within your organization?	Pearson Correlation	.071	.207*	1	.418**	.423**	.268**	.168	.393**	.350**	.392**	.384**	.598**
	Sig. (2-tailed)	.458	.030		<.001	<.001	.005	.078	<.001	<.001	<.001	<.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
10. How do you rate your organization's approach to preventing workplace discrimination and harassment?	Pearson Correlation	.209*	.348**	.418**	1	.546**	.486**	.405**	.301**	.411**	.417**	.422**	.387**
	Sig. (2-tailed)	.028	<.001	<.001		<.001	<.001	<.001	.001	<.001	<.001	<.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
11. Do you feel your workplace is inclusive and supportive of all employees irrespective of gender?	Pearson Correlation	.105	.217*	.423**	.546**	1	.612**	.284**	.620**	.488**	.315**	.447**	.575**
	Sig. (2-tailed)	.273	.023	<.001	<.001		<.001	.003	<.001	<.001	<.001	<.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
12. How often do you face gender-based discrimination at work?	Pearson Correlation	.070	.327**	.268**	.486**	.612**	1	.405**	.310**	.357**	.335**	.302**	.370**
	Sig. (2-tailed)	.465	<.001	.005	<.001	<.001		<.001	<.001	<.001	<.001	.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
13. How effective do you think your organization's grievance redressal system is in addressing gender-related issues?	Pearson Correlation	.229*	.429**	.168	.405**	.284**	.405**	1	.284**	.596**	.595**	.542**	.312**
	Sig. (2-tailed)	.016	<.001	.078	<.001	.003	<.001		.003	<.001	<.001	<.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
14. Do you feel that women receive equal opportunities for promotions and career advancement in your organization?	Pearson Correlation	.080	.303**	.393**	.301**	.620**	.310**	.284**	1	.521**	.294**	.517**	.611**
	Sig. (2-tailed)	.351	.001	<.001	.001	<.001	<.001	.003		<.001	.002	<.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
15. Do you agree your organization effectively uses HR policies to promote workplace diversity and inclusion?	Pearson Correlation	.197	.486**	.350**	.411**	.488**	.357**	.596**	.521**	1	.584**	.636**	.440**
	Sig. (2-tailed)	.039	<.001	<.001	<.001	<.001	<.001	<.001	<.001		<.001	<.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
16. Do you agree that your organization tracks gender diversity metrics such as hiring trends, promotion rates, and retention rates?	Pearson Correlation	.378**	.482**	.392**	.417**	.315**	.335**	.595**	.294**	.584**	1	.693**	.427**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	.002	<.001		<.001	<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
17. How transparent is your organization about gender diversity and inclusion initiatives?	Pearson Correlation	.337**	.387**	.364**	.422**	.447**	.302**	.542**	.517**	.636**	.693**	1	.542**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	.001	<.001	<.001	<.001	<.001		<.001
	N	110	110	110	110	110	110	110	110	110	110	110	110
18. Everything considered do you agree that your organization is a good place to work for all genders?	Pearson Correlation	.272**	.370**	.598**	.387**	.575**	.370**	.312**	.611**	.440**	.427**	.542**	1
	Sig. (2-tailed)	.004	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	110	110	110	110	110	110	110	110	110	110	110	110

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Questionnaire

Section 1: Demographic Information

1. What is your age group?
2. What is your highest level of education?
3. What is your current employment status?
4. How many years of experience do you have in your industry?
5. What industry do you work in?

Section 2: Organizational Culture and Policies

6. My organization have a gender diversity policy?
7. Does your organization offer the following benefits to support women employees?
8. How would you rate your organization's commitment to gender diversity?
9. How will you rate women representation in leadership roles within your organization?
10. How do you rate your organization's approach to prevent workplace discrimination and harassment?

Section 3: Work Environment and Support

11. Do you feel your workplace is inclusive and supportive of women employees?
12. How often do you face gender-based discrimination at work?
13. How effective do you think your organization's grievance redressal system is in addressing gender-related issues?
14. Do you feel that women receive equal opportunities for promotions and career advancement in your organization?

Section 4: HR Analytics and Data Utilization

15. Do you agree your organization effectively uses HR policies to promote workplace diversity and inclusion?
16. Do you agree that your organization track gender diversity metrics such as hiring trends, promotion rates, and retention rates?

17. How transparent is your organization about gender diversity and inclusion initiatives?

Section 5: Recommendations and Suggestions

18. What additional measures do you think your organization should take to improve inclusivity for women? (Open-ended response)
19. In your opinion, what is the biggest challenge faced by women in your workplace? (Open-ended response)
20. Everything considered do you agree that your organization as a good place for women to work?

“Strategic Leadership through the Lens of the Bhagavad Gita”

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Abstract:

The Bhagavad Gita is a revered ancient classic that offers profound insights into management and leadership that span beyond time and cultural borders. It is a timeless work of philosophy and spirituality that provides deep understanding of leadership, ethics, life, responsibility, and personal growth. This paper investigates the lessons revealed in the Gita as the basis for moral and revolutionary leadership in contemporary corporate settings. It aims to analyze the notion of leadership as portrayed in the Bhagavad Gita and compare them with modern leadership theories, specifically transformational and servant leadership. Drawing insights from distinguished scholars and researchers, this study highlights the convergence between ancient philosophical values and contemporary leadership contexts, signifying their enduring relevance and pertinence in modern-day organizational contexts.

Keywords: Leadership, Management, Corporate Ethics, Karma Yoga, Vision Clarity, Decision-Making, Empathy.

- 1. Introduction:** The *Bhagavad Gita* since time immemorial has been a magnum opus of Hinduism and has been a source of stimulation and direction for infinite number of people. The book illustrates the ethical discussion between Lord Krishna and Arjuna, the warrior prince on the battlefield of Kurukshetra. The values that are propounded in the book are

not restricted to the spiritual or mystical realms alone but reflect the other facets of life like leadership, ethics, and duty. The present paper investigates in detail the ideas regarding leadership in *The Gita* while illustrating the modern leadership theories with a special focus on transformational and servant leadership. The practical implications of significant principles like responsibility without attachment (Karma Yoga), vision clarity, balanced decision-making, and leading is examined in order to assess how well they solve today’s managerial issues. With the goal to promote sustainable and value-driven leadership, the study highlights the significance of empathy, teamwork, and moral decision-making.

2. Literature Review:

In the recent years, several theories have been fashioned to study the concept of leadership and to elucidate its intricacies. The idea of transformational leadership which was originated by James Burns (1978) and later expanded by Bernard Bass (1985), accentuates the role of leaders in rousing, stimulating and intellectually motivating the followers to attain outstanding results. Transformational leaders have a rich visualization and intellectual enticement. Conferring to research, transformational leadership has a constructive correlation with organizational performance, employee gratification, and inclusive efficiency (Bass & Riggio, 2006).

Robert K. Greenleaf in the 1970’s introduced the notion of servant leadership and highlights that the leader acts as a servant and its foremost role is to serve others. This method of leadership endorses understanding, empathy, stewardship, and the individual development of followers. Scholars contend that servant leadership encourages the well-being of the employee by fostering an all-encompassing corporate culture and augments performance (Spears, 1995; van Dierendonck, 2011).

A plethora of scholars have observed interconnection between the fundamentals of ancient philosophy and modern leadership perceptions. Sharma (2007) has highlighted the commonalities between the concept of Nishkama Karma (the actions without desires) as emphasized in the *Bhagavad Gita* with the values of servant leadership which stressed on selflessness and following a superior cause. Menon (2016) examines the alignment of *Gita’s* leadership philosophy with

the visionary aspect of transformational leadership, Yukl (2013) explores the effectiveness of leadership philosophies with special focus on ethical management and values, Northouse (2018) highlights the evolution of the concept and theories of modern leadership with special focus on servant and transformational leaders.

Goleman (1995) deliberates the role of emotional intelligence in leadership, Covey (1990) reflects principle-centred leadership, and Sendjaya and Sarros (2002) highlights the approach of servant leadership that blends moral and spiritual dimensions. Avolio and Yammarino (2002) explored principles of transformational and charismatic leadership with a focus on moral leadership. Kouzes & Posner (2002) highlighted the significance of engaging and motivating employees via the adoption of effective management strategies. Gardner proposed the concept of multiple intelligences and investigated its impact on the effectiveness of leadership in 1995. Senge (1990) highlights the significance of learning organizations and the role leaders play in fostering a culture of perpetual enhancement.

This study attempts to build on earlier research and show how the ancient book is still pertinent to conversations about leadership today by providing a detailed comparison between the teachings of the *Bhagavad Gita* and the fundamental components of transformational and servant leadership.

3. Research Methodology:

In addition to textual investigation into the *Bhagavad Gita*, this paper employs a method of qualitative study to evaluate pertinent information from scholarly works and leadership theories. The study aims to ascertain how applicable the *Gita's* lessons are to today's managing difficulties by analyzing them with contemporary leadership methodologies.

4. **Discussion and Analysis:** *The Bhagavad Gita* is a timeless masterpiece of Hindu philosophy that provides enduring lessons on duty, morality, and leadership. In many ways, its teachings offer profound insights on leadership that are similar to contemporary concepts like transformational and servant leadership. Here is a comparison between these modern leadership techniques and the *Gita's* leadership philosophies.

4.1 Transformational Leadership: The idea of transformative leadership was initially put forward by James Burns and then refined by Bernard Bass. It is a style of leadership that stimulates and inspires followers to accomplish outstanding results while endorsing individual and specialized growth, converging on aligning followers’ attitudes and ideals with an inclusive vision. Following are the vital traits of transformational leadership and their relation with the *Gita*:

4.1.1 Leadership with Vision: Transformational leaders generate a clear, inspiring vision that aligns with followers’ purposes, providing supervision and inspiration as they work towards a mutual goal. Key Characteristics of Visionary Leadership:

a. A transformational leader envisions a future that is both attainable and aspired to: Krishna’s *Bhagavad Gita* parallel summaries the duty of Arjuna as a Kshatriya to preserve righteousness, accentuating spiritual development and heavenly providence. This practical visualization aligns with Arjuna’s responsibilities, envisaging financial accomplishment and spiritual freedom through living according to his dharma. (*Gita* 2.31–2.32)

b. The vision typically focuses on a larger goal that goes beyond personal fulfilment: Krishna’s experiences highlight *Nishkama Karma*, or desireless deed, which encompasses fulfilling responsibilities without concentrating on individual gain. Krishna tells Arjuna, “You are entitled to carry out your assigned tasks, but you do not have the right to reap the rewards of your labors.” (*Gita* 2.47) Arjuna is invigorated to promote righteousness and reestablish dharma, concentrating on righteousness over reputation or success.

c. It is essential to motivate followers and make the vision seem understandable:

Krishna employs discussion, allegories, and theoretical contexts (Karma Yoga, Jnana Yoga, and Bhakti Yoga) to elucidate his visualization to Arjuna, aiding him overcome emotional agony. Krishna employs the illustration of the immortal soul (Atman) to enlighten the spirit of life and death to aid Arjuna see past his existing state of desolation. (*Gita* 2.20–2.23)

d. Visionary leaders deconstruct the overarching vision into attainable objectives that their followers can strive for:

Bhagavad Gita Parallel: Krishna gives Arjuna valuable advice on how to go into battle with a suitable attitude rather than just telling him to fight. He describes the fundamentals of Karma Yoga, which is the path of selfless action, and how to carry out responsibilities without worrying about the outcome. For instance, Krishna stresses the value of mental restraint, duty-driven concentration, and maintaining composure in the face of success and failure. (*Gita* 2.48)

e. Visionary leaders offer direction and structure to make sure members know how their work contributes to the larger objective.

Bhagavad Gita Parallel: Krishna gives Arjuna systematic instruction, outlining the various yoga paths (Karma, Bhakti, and Jnana) and illustrating how each one leads to the ultimate objective of self-realization and divine harmony. Krishna informs Arjuna, for instance, that by fighting morally, he will fulfil his warrior's duty and help restore dharma. (*Gita* 3.19-3.21) Arjuna is able to see his place in the larger scheme of things when he clarifies how detached conduct is consistent with the global order.

f. Transformational leaders inspire passion and commitment by appealing to their followers' values, beliefs, and emotions.

Bhagavad Gita Parallel: Krishna invokes Arjuna's virtues of responsibility, bravery, and morality. While acknowledging Arjuna's emotional difficulties, he exhorts him to act with clarity and resolve and to rise beyond his attachments. As an illustration, Krishna reminds Arjuna of his military ancestry and the significance of maintaining his family's dignity and duties. (*Gita* 2.33-2.37)

g. Transformational leaders encourage a sense of ownership, which in turn motivates followers to work toward the goal.

Bhagavad Gita Parallel: Krishna's approach lays a strong emphasis on individual growth and free will. He gives advice, but in the end, he lets Arjuna make the choice, allowing him

to accept accountability for his actions. Krishna explains, for instance: “Therefore, I have revealed to you this knowledge that is more secret than all secrets.” Give this careful thought, and then take the action you want to do. (*Gita* 18.63)

Giving Arjuna the autonomy to make his own decisions fosters a sense of pride and a dedication to upholding his dharma.

4.1.2 Inspirational Motivation: Transformational leadership encompasses providing followers with a sense of determination, relevance, and determination, inspiring them to accomplish collective goals. This motivational approach nurtures perseverance and commitment, as seen in Lord Krishna’s *Bhagavad Gita*, which embraces inspiring proverbs, figurative verdicts, and invocations of higher standards. The following are key components of inspirational motivation:

- a. **Offering Challenge and Meaning:** Krishna opines the battle of Kurukshetra as a universal battle between dharma and adharma, accentuating the importance of justice and steadiness over recognition. He inspires Arjuna to prioritize his moral obligation as a soldier. “You shouldn’t falter when thinking about your own responsibility as a warrior.” (*Gita* 2.31).
- b. **Expressing great Expectations:** Krishna expresses great expectations by exhorting Arjuna to behave bravely and resolutely. He tells Arjuna that as long as his efforts are in line with dharma, they will be worthwhile regardless of the result.

“O Partha, it does not befit you,” for instance. O vanquisher of adversaries, rise and put aside this small weakness of heart. (*Gita* 2.3) By appealing to Arjuna’s sense of duty and warrior spirit, Krishna encourages him to overcome his fear and grief.

- c. **Using Storytelling, Metaphors, and Symbolic Actions:** Krishna uses potent comparisons and metaphors to render difficult philosophical concepts comprehensible. Arjuna acquires a deeper understanding of spiritual truths and is motivated to act appropriately by this storytelling style.

For instance, the metaphor of the Tree of Samsara (*Gita* 15.1-3) represents the material world and explains how liberation results from separating from its roots (desires). In Chapter 11, Krishna reveals his

Universal Form (Vishwarupa), a symbolic act that exemplifies the vastness of the cosmos and Krishna's divinity, impressing Arjuna with wonder and respect. Arjuna is motivated by this encounter to view his duty as a part of a higher, divine plan.

4.1.3 Intellectual stimulation: A key component of transformative leadership is intellectual stimulation, which stimulates followers to think independently, conceptually, and inventively. Rather than imposing responses on their followers, they inspire them to think critically, challenge presumptions, and approach challenges in novel manners. Leaders produce an environment for followers to express ideas deprived of fear of condemnation, as reflected in Krishna's philosophical conversations with Arjuna in the *Bhagavad Gita*. The following are key components of Intellectual stimulation:

- a. **Fostering Creativity, Innovation, and Critical Thinking:** Krishna aids Arjuna overwhelm psychological chaos by presenting manifold routes to understanding, like *Karma Yoga* (altruistic action), *Bhakti Yoga* (complete compliance to God), and *Jnana Yoga* (knowledge accomplishment through learning, and contemplation), rather than allowing him to endure anguish.
- b. **Casting Doubt on Assumptions and Examining New Concepts:** Krishna encounters Arjuna's moral principles, despite his preliminary disagreement due to emotional attachment and lack of understanding of duty. Krishna elucidates the perpetual nature of the soul and the importance of performing duties. "The soul is never born nor dies, nor does it ever cease to exist after it has existed. The soul is ageless, everlasting, eternal, and birthless." (*Gita* 2.20)
- c. **Establishing a secure space for Expression:** Krishna fosters an atmosphere in which Arjuna can freely express his uncertainties, anxieties, and perplexity. Krishna responds to Arjuna's worries with patience, compassion, and philosophical clarity rather than brushing them off.

"You are speaking learned words, yet you are mourning for what is not worthy of grief. The wise grieve neither for the living nor for the dead." (*Gita* 2.11)

Additionally, Krishna reassures Arjuna that his inquiries and scepticism are a natural part of the process of learning. Arjuna is capable of probing his subconscious and accomplishing a higher state of realization in an empathetic atmosphere.

4.1.4 Individual Considerations: Transformational leadership prioritizes individual consideration, offering direction, counselling, and support to aid followers achieve their complete potential. Lord Krishna illustrates this in the *Bhagavad Gita*, addressing Arjuna’s exclusive qualities and contests to aid him realize his calling. The key components are:

- a. **Determining Individual Needs, Objectives, and Strengths:** Krishna appreciates Arjuna’s valour but recognizes his emotional confusion. He attends to his apprehensions, answering empathetically and considerately. Arjuna’s hesitation stems from his individual battles, representing his commitment to obligation. “My mind is bewildered. I am unable to determine what is right and what is wrong. I am your disciple. Please instruct me.” (*Gita* 2.7) Krishna doesn’t brush off Arjuna’s worries. He recognizes his emotional agony and supports him in his intellectual and divine development.
- b. **Providing Personalized Attention, Coaching, and Mentorship:** Krishna offers personalized direction to Arjuna, concentrating on Karma Yoga, Bhakti Yoga, and Jnana Yoga. He uses symbols and analogies to make philosophical ethics comprehensible. Krishna is enduring, recognizing Arjuna’s uncertainties and reservations, representing his vow to Arjuna’s growth and enlightenment.
- c. **Fostering Development:** Krishna’s teachings aim to augment Arjuna’s knowledge, supremacy, resilience, and spiritual awareness, encouraging him to disregard emotions and attachments for impartiality and focus on his work. “You have the right to perform your prescribed duties, but you are not entitled to the fruits of your actions.” (*Gita* 2.47) In addition to being philosophical, this instruction aims to strengthen Arjuna’s emotional fortitude and cerebral fortitude. Krishna also never stops comforting and encouraging Arjuna’s which enhances his perception of dignity and provides him the skills he seeks to confront the conflict with fortitude and clarity.

4.2 Servant Leadership: In “The Servant as Leader” published in 1970, Robert K. Greenleaf established the notion of servant leadership. The focus of servant leadership revolves around the duty of the leader as a servant whose main aim is to empower and serve their people, in contrast to traditional leadership, which prioritizes authority, control, and power. This idea asserts that a leader places the well-being, development, and prosperity of their followers prior to their own interest or organizational supremacy. In the Bhagavad Gita, Lord Krishna’s leadership style, particularly with regard to his interactions with Arjuna, exhibits several aspects of servant leadership. More than just legitimacy, Krishna’s leadership entails advising, tending to, and facilitating Arjuna’s accomplishment of his objectives (dharma).

4.2.1 Important traits of servant leadership and how they relate to the *Gita*:

I. Empathy: Krishna realizes Arjuna’s psychological and emotional agony. Krishna exhibits compassion by acknowledging Arjuna’s distress and disorientation instead of disregarding his worries. He offers tailored advice, understanding Arjuna’s anguish at the ethical conundrum of opposing his family, friends, and professors. For instance, Grief and confusion paralyze Arjuna in Chapter 2. Before giving Arjuna advice, Krishna pays close attention and shows empathy for his feelings. “You are grieving for those who should not be grieved for, yet you speak words of wisdom.” (*Gita* 2.11)

II. Listening: Throughout the conversation, Krishna demonstrates active listening.

He gives Arjuna complete freedom to voice all of his uncertainties, anxieties, and philosophical inquiries. Krishna’s dedication to fully and sympathetically resolving Arjuna’s problems is evident in his patience and openness. For instance, after listening to Arjuna’s lengthy emotional outburst, Krishna finally starts instructing after Arjuna gives himself over to him and asks for advice:

“My mind is bewildered. I am unable to determine what is right and what is wrong. I am your disciple. Please instruct

me.” (*Gita* 2.7) Krishna’s remark demonstrates his readiness to fully comprehend Arjuna’s viewpoint by offering careful instruction rather than an instant fix.

- III. Stewardship:** Krishna serves not just as a leader or teacher but also as a protector of dharma, or righteousness. His advice focuses on upholding morality, carrying out obligations, and advancing the wellbeing of all living things, in addition to aiding Arjuna in winning the fight. This overarching goal illustrates Krishna’s function as a guardian of the greater good as opposed to a simple authoritative figure. For instance, Krishna’s teaching that Arjuna should live as a warrior in accordance with his dharma is based on moral obligation and selfless duty. “Perform your duty and abandon all attachment to success or failure. Such evenness of mind is called Yoga.” (*Gita* 2.48)
- IV. Dedication to the Development of Others:** Krishna has a strong stake in Arjuna’s academic, spiritual, and personal development. Krishna helps Arjuna overcome his perplexity and develop into a more powerful, enlightened warrior and leader by giving him information, insight, and wisdom rather than pressuring him to take action. His advice is adapted to Arjuna’s understanding and development level. For instance, Krishna adapts his explanations of the several forms of yoga (Karma, Bhakti, and Jnana) to Arjuna’s knowledge and skill level. “For one who has conquered the mind, the mind is the best of friends; but for one who has failed to do so, the mind will remain the greatest enemy.” (*Gita* 6.6) Krishna promotes self-mastery and personal development throughout the conversation, which is emphasized in this teaching.
- V. Healing:** Arjuna undergoes emotional and spiritual healing as a result of Krishna’s conversation. Krishna assists Arjuna in overcoming his sorrow, bewilderment, and hopelessness by offering insight and understanding. Restoring emotional equilibrium and wellbeing is a function of the servant leader that is consistent with this facet of healing. For instance, Arjuna’s misgivings are allayed by the end of the *Gita*, and he regains his mental acuity and clarity. “My illusion is now gone. I have regained my memory by your grace. I am now firm and free from doubt and am prepared to act according to

your instructions.” (Gita 18.73) Krishna’s words have a restorative effect, turning Arjuna’s hopelessness into self-assurance and resolve.

VI. Awareness: Krishna is fully cognizant of the circumstances, Arjuna’s feelings, and the battle’s larger cosmic backdrop. His teachings reveal a profound comprehension of life, responsibility, and the soul’s everlasting essence. He is able to provide Arjuna accurate and useful advice because of this understanding. For instance, Krishna can adjust his lessons to Arjuna’s mental state because he is aware of it. He simplifies difficult spiritual ideas, indicating Krishna’s understanding of Arjuna’s potential for comprehension and development.

VII. Persuasion: Rather than using force, Krishna uses gentle persuasion. His reasoning, which is based on compassion, philosophy, and logic, helps Arjuna come to his own well-informed conclusion. Instead of giving Arjuna orders to battle, Krishna gives him insight and perspective so that he can understand his responsibility. For instance, Krishna gives Arjuna the final say after delivering all of the lessons: “Thus, I have explained to you this knowledge that is more secret than all secrets. Ponder over it deeply, and then do as you wish” (Gita 18.63) In this potent illustration of persuasion over authority, Krishna gives Arjuna the freedom to choose instead of enforcing his will.

VIII. Fostering Community: The goal of Krishna’s teachings is to restore dharma, or righteousness, to society while advancing everyone’s well-being. His teachings place a strong emphasis on duty, collaboration, and selfless service—all of which are essential to creating a fair and peaceful community. Working for the greater good is also consistent with the Karma Yoga precept of detached action. For instance: “Whatever action is performed by a great man, common men follow in his footsteps, and whatever standards he sets by exemplary acts, all the world pursues.” (Gita 3.21) Krishna highlights that instead of acting for their own interest, leaders should act for the good of society.

4.3 Comparative Analysis:

- I. **Emphasis on Personal Development:** Transformational leaders encourage followers to utilize their full potential, exemplified by Krishna in the Gita. They call forth spiritual discipline and martial arts, and servant leadership emphasizes follower “wellness.” Krishna prompts reflection and philosophical exchange, guiding Arjuna in understanding his dharma.
- II. **Ethics and Morals:** It is worth noting that Transformational and Servant Leadership styles focus on the moral aspects of leadership and transform from the moral standpoint, as transformational leaders act of ethical role models. The whole essence of Krishnas teachings lies in the ethical commitment, beyond narcissism. The Gita teaches to perform action in detachment, to fulfill obligation, to be in the state of samatva in both victory and defeat, similar to servant leadership, which is fulfilling combined interest over individual interest.
- III. **Leadership as a Relationship:** Leadership as Relationship Transformational and servant leadership views leadership as interpersonal, where Krishna in the Gita gets engaged with Arjuna in a philosophical discourse based on mutual respect, faith, and yearning for Arjuna’s triumph.
5. **Conclusion:** Both transformational and servant leadership tenets are well aligned with Lord Krishna’s leadership style in the Bhagavad Gita. Like a transformational leader, he leads with vision, inspiration, and intellectual stimulation. At the same time, it echoes the core principles of servant leadership and is extremely compassionate, concentrating on the development and welfare of the follower (Arjuna). Therefore, in addition to presenting timeless insights into the nature of responsibility, morality, and selfless service, Krishna’s teachings offer a comprehensive and complex model of leadership that incorporates aspects of both of these modern conceptions

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Leveraging Employee Suggestions to Strengthen Learning and Development Strategies at Tata Power Delhi Distribution

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Abstract

This study explores the impact of leveraging employee suggestions to strengthen learning and development (L&D) strategies at Tata Power Delhi Distribution Limited (TP DDL). The research investigates how employee feedback can enhance the design, delivery, and effectiveness of training programs by aligning them with industry advancements and workforce needs. Through surveys focusing on employee feedback, learning needs, and program efficiency, the study reveals a positive correlation between employee involvement and improved L&D strategies. Key findings emphasize the importance of feedback mechanisms, practical training methods, and continuous skill development. The study concludes that adopting an inclusive approach to L&D planning fosters employee satisfaction, skill acquisition, and organizational growth.

Key Terms: *Learning and Development (L&D), Employee Feedback, Training Programs, Skill Development, Power Distribution, Employee Involvement, Tata Power, Organizational Growth, Hands-on Training, Technical Training.*

Introduction

In today's fast-paced and technology-driven environment, continuous learning and development (L&D) initiatives are essential for organizations to maintain a competitive edge. As industries evolve

and adapt to technological advancements, companies must ensure that their workforce is equipped with the latest skills and knowledge. Training programs must align with both organizational objectives and employee career aspirations to achieve optimal outcomes. Employee feedback serves as a crucial mechanism for refining these programs, ensuring that training remains relevant and effective in addressing current and future business challenges.

Organizational learning theories emphasize the importance of involving employees in the development of training strategies. According to Kraiger and Ford (2021), participatory training models improve engagement and knowledge retention, fostering a culture of continuous improvement. This approach is supported by Chandel and Sharma (2022), who highlight the role of learning interventions in promoting talent development. They argue that employee involvement in the design of L&D programs ensures the relevance of training content, ultimately enhancing job performance and productivity.

Feedback mechanisms play a pivotal role in identifying training needs and improving learning outcomes. Hassinen (2022) emphasizes the importance of feedback in virtual and hybrid workplaces, noting that constructive feedback enhances employee development and organizational performance. Similarly, Chauhan et al. (2022) suggest that incorporating employee feedback into L&D programs leads to higher levels of motivation and engagement, especially in remote work environments. These findings underscore the value of feedback loops in creating adaptive and responsive learning strategies.

Training Needs Analysis (TNA) is a critical tool for identifying skill gaps and aligning training programs with business goals. Haruna (2015) highlights the importance of TNA in addressing performance deficiencies and designing targeted interventions. By conducting a thorough needs assessment, organizations can tailor their L&D initiatives to meet the specific requirements of their workforce. This approach ensures that training programs remain relevant and effective in addressing both individual and organizational goals.

In the context of the power distribution sector, continuous upskilling is essential to keep pace with technological advancements. The adoption of innovations such as smart grids, SCADA systems, and renewable energy integration requires employees to possess specialized technical skills. Rodriguez and Walters (2017) emphasize

that effective training programs not only enhance employee competencies but also boost morale and engagement, leading to improved organizational performance. Gupta and Agarwal (2018) further highlight the challenges faced by the power sector in meeting workforce demands, stressing the importance of continuous learning and development.

Tata Power Delhi Distribution Limited (TPDDL), a leading power distribution company, recognizes the need to refine its L&D strategies to address evolving industry demands. By leveraging employee suggestions, TPDDL aims to enhance the effectiveness of its training programs and align them with real-world challenges. Agarwal et al. (2023) demonstrate that incorporating employee feedback into L&D initiatives significantly improves job performance and skill acquisition. Their research highlights the benefits of practical, hands-on training methods that address specific industry requirements.

While much research has been conducted on training methods and learning outcomes, there is limited focus on the impact of employee suggestions on L&D strategies, particularly in sector-specific contexts like power distribution. This study aims to fill this gap by assessing how employee feedback can be systematically integrated into training programs to improve their relevance and effectiveness. It also explores the benefits of participatory approaches to L&D planning, which can lead to higher employee satisfaction, retention, and organizational growth.

In conclusion, the integration of employee suggestions into L&D strategies is crucial for fostering a culture of continuous learning and innovation. By involving employees in the feedback process, organizations can create more targeted and effective training programs that meet the needs of both the workforce and the business. This participatory approach not only enhances individual skill development but also contributes to the overall success and competitiveness of the organization in a rapidly changing business landscape.

LITERATURE REVIEW

Kraiger and Ford (2021) propose that workplace instruction must evolve to incorporate participatory elements, ensuring that training programs are adaptable to changing job requirements. They argue that aligning instructional principles with employee feedback enhances learning outcomes.

Chandel and Sharma (2022) highlight the importance of leveraging learning interventions for talent development. They suggest that organizations should prioritize employee engagement in designing training programs to ensure they address actual skill gaps.

Hassinen (2022) emphasizes the role of feedback in virtual and global teams. The study finds that constructive feedback mechanisms improve employee development and organizational performance.

Chauhan et al. (2022) analyze the impact of L&D initiatives on employee motivation and performance. Their findings suggest that participatory training methods are more effective in achieving desired learning outcomes.

Agarwal et al. (2023) focus on the power sector and the role of training in improving job performance. They recommend that L&D programs should incorporate practical, hands-on training to meet industry-specific needs.

Haruna (2015) discusses the significance of training needs analysis (TNA) in identifying performance gaps and designing effective interventions. The study emphasizes the importance of aligning training content with employee roles and responsibilities.

Rodriguez and Walters (2017) underscore the impact of training on employee morale and engagement. They argue that organizations that prioritize employee feedback in L&D planning are more likely to achieve positive outcomes.

Gupta and Agarwal (2018) explore the challenges of meeting workforce demands in the power sector. Their study highlights the importance of continuous learning and the role of employee feedback in improving training effectiveness.

Oluwaseun (2018) finds a positive correlation between employee training and organizational performance. The study recommends increasing employee participation in training programs to enhance learning outcomes.

Perkins and Hahn (2020) suggest that informal learning methods, such as mentorship and experiential learning, can complement formal training programs. They recommend incorporating employee suggestions to design flexible, practical L&D programs.

OBJECTIVE OF STUDY:

- ❖ To identify the key areas in current L&D strategies that require improvement based on employee feedback.
- ❖ To analyse the impact of employee suggestions on the effectiveness of L&D programs and propose actionable recommendations for refining these strategies to better align with employee needs and organizational goals.

RESEARCH METHODOLOGY

The research adopts a descriptive and exploratory approach to assess the effectiveness of TPDDL's L&D strategies based on employee feedback. Data was collected through structured questionnaires distributed to 120 employees across various roles within TPDDL. The survey focused on gathering insights into employees' learning preferences, feedback mechanisms, and perceived challenges in current training programs.

The study employed simple random sampling to ensure diverse representation across departments. Data analysis was conducted using regression analysis to examine the relationship between employee suggestions and the effectiveness of L&D programs. The analysis aimed to identify key factors influencing training outcomes and propose actionable recommendations for improvement.

DATA ANALYSIS AND INTERPRETATION

The study, with 120 respondents, shows a male-dominated (91.7%) and experienced (41-60 years) workforce primarily in technical roles, highlighting TPDDL's focus on upskilling while indicating scope to engage younger employees and improve gender diversity.

TABLE 1. Demographics

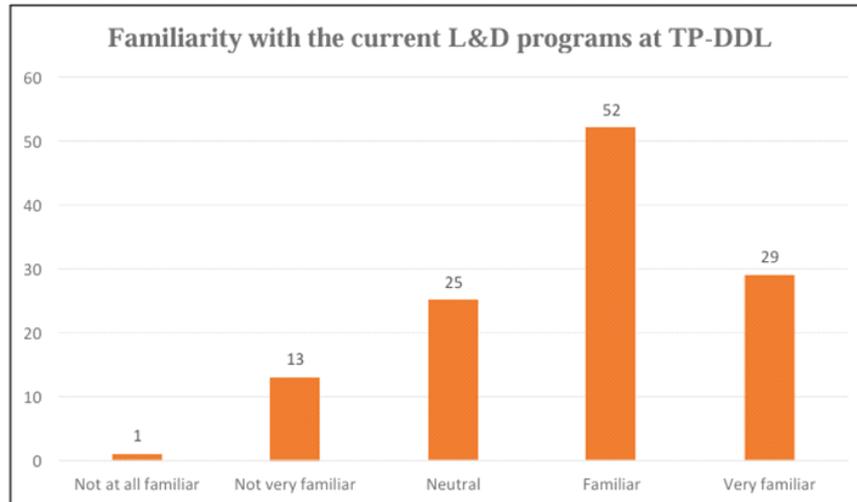
CATEGORY	SUB-CATEGORY	FREQUENCY	PERCENTAGE
GENDER	Male	110	91.7%
	Female	10	8.3%
TOTAL		120	100%
AGE	18-23	24	20%
	24-30	0	0%
	31-40	13	10.8%
	41-50	42	35%
	51-60	41	33.2%
TOTAL		120	100%
OCCUPATION	Employed	96	80%
	Trainee	24	20%
TOTAL		120	100%
ORGANIZATION	DGVCL	96	80%
	Saint Gits	24	20%
TOTAL		120	100%
DEPARTMENT	Electrical Engineering	96	80%
	B.Tech Electronic & Engineers (EEE)6th sem	13	10.8%
	B.Tech Electronic & Engineers (EEE)8th sem	11	9.2%
TOTAL		120	100%
OCCUPATION	Superintending Engineer	5	4.2%
	Executive Engineer	11	9.2%
	Deputy Engineer	80	66.7%
	Trainee	24	20%
TOTAL		120	100%

4.1.2. TRAINING & DEVELOPMENT NEEDS

Most employees (67.5%) are familiar with TPDDL's current L&D programs, indicating strong awareness. About 20.8% are neutral, and 11.6% have limited familiarity. Efforts to engage the less informed employees could enhance overall understanding.

TABLE 2. Familiarity with the current L&D programs at TP-DDL

. Familiarity with the current L&D programs	FREQUENCY	PERCENTAGE
Not at all familiar	1	0.8%
Not very familiar	13	10.8%
Neutral	25	20.8%
Familiar	52	43.3%
Very familiar	29	24.2%
TOTAL	120	100%

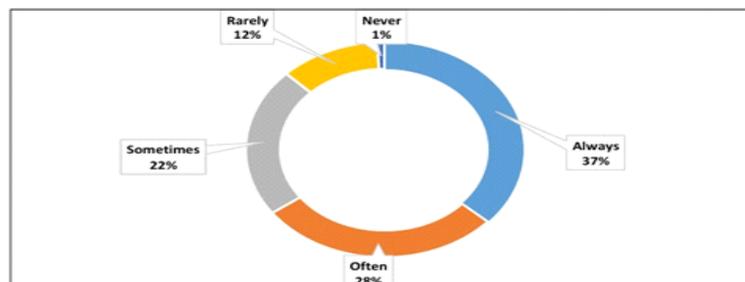


4.1.3. Employee Involvement and Suggestions

Most employees (65%) are encouraged to provide feedback on L&D programs frequently, showing a strong culture of responsiveness. However, 11.7% are encouraged rarely, and 0.8% never, highlighting an area for improvement in ensuring consistent feedback opportunities.

TABLE 3. How often is an employee encouraged to provide feedback or suggestions regarding L&D programs?

How often is an employee encouraged to provide feedback or suggestions regarding L&D programs?	FREQUENCY	PERCENTAGE
Always	44	36.7%
Often	34	28.3%
Sometimes	27	22.5%
Rarely	14	11.7%
Never	1	0.8%
TOTAL	120	100%



4.1.4. Improvement Areas and Recommendations

Employees strongly prefer practical, interactive learning methods, with site visits (84.2%) and hands-on training (83.3%) being most popular. Classroom training is favored by 68.3%, while online courses (5.8%) and self-paced learning (10%) are less appealing. Workshops attract moderate interest (15.8%).

TABLE 4. Employee's preference to learn new skills or knowledge

Employee's preference to learn new skills or knowledge	FREQUENCY	PERCENTAGE
Classroom Training	82	68.3%
Site Visits	101	84.2%
Hands-on-Technical Training (HoTT)	100	83.3%
Online Courses	7	5.8%
Self Paced	12	10%
Learning Group	3	2.5
Workshops	19	15.8
TOTAL	120	100%

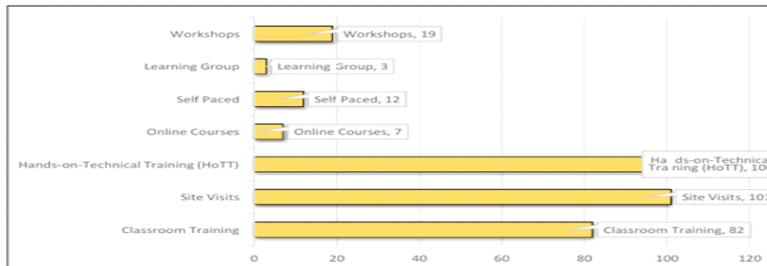
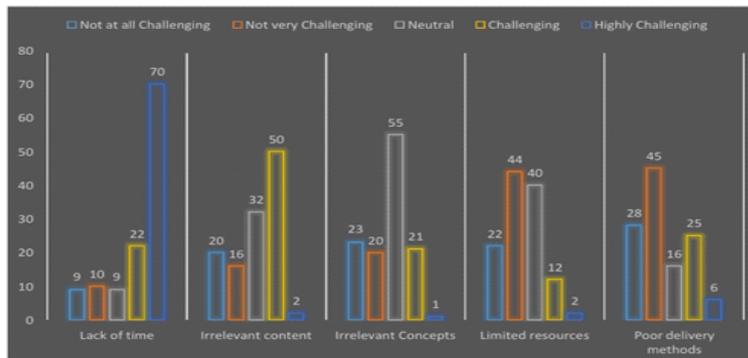


TABLE 5. Challenges faced in the current L&D programs

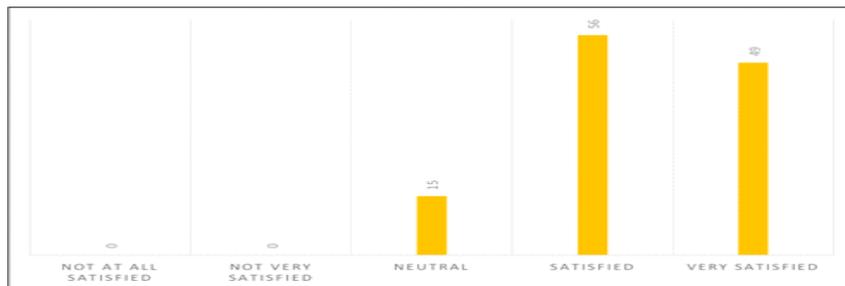
Challenges faced in the current L&D programs	FREQUENCY				
	Not at all Challenging	Not very Challenging	Neutral	Challenging	Highly Challenging
Lack of time	9	10	9	22	70
Irrelevant content	20	16	32	50	2
Irrelevant Concepts	23	20	55	21	1
Limited resources	22	44	40	12	2
Poor delivery methods	28	45	16	25	6



The main challenge in TPDDL’s L&D programs is a lack of time, with 76.7% finding the short training duration challenging. Irrelevant content is a concern for 43.3%, though not highly problematic for most. Issues like irrelevant concepts, limited resources, and poor delivery methods are less critical but show room for improvement.

TABLE 6. How likely are you to recommend the current L&D programs to a colleague?

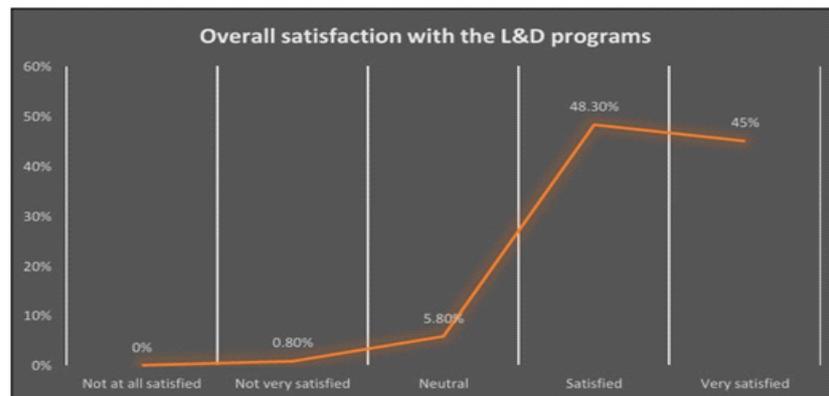
How likely are you to recommend the current L&D programs to a colleague?	FREQUENCY	PERCENTAGE
Not at all satisfied	0	0%
Not very satisfied	0	0%
Neutral	15	12.5%
Satisfied	56	46.7%
Very satisfied	49	40.8%
TOTAL	120	100%



The majority of employees (87.5%) are likely to recommend TPDDL’s L&D programs, indicating strong satisfaction. Only 12.5% are neutral, with no one expressing an unwillingness to recommend, reflecting positive feedback and confidence in the program’s quality.

TABLE 7. Rate overall satisfaction with the L&D programs

Rate overall satisfaction with the L&D programs	FREQUENCY	PERCENTAGE
Not at all satisfied	0	0%
Not very satisfied	1	0.8%
Neutral	7	5.8%
Satisfied	58	48.3%
Very satisfied	54	45%
TOTAL	120	100%



The majority of employees (93.3%) are satisfied with TPDDL's L&D programs, with 48.3% "Satisfied" and 45% "Very satisfied." Only 0.8% expressed dissatisfaction, and 5.8% were neutral, indicating high effectiveness and relevance.

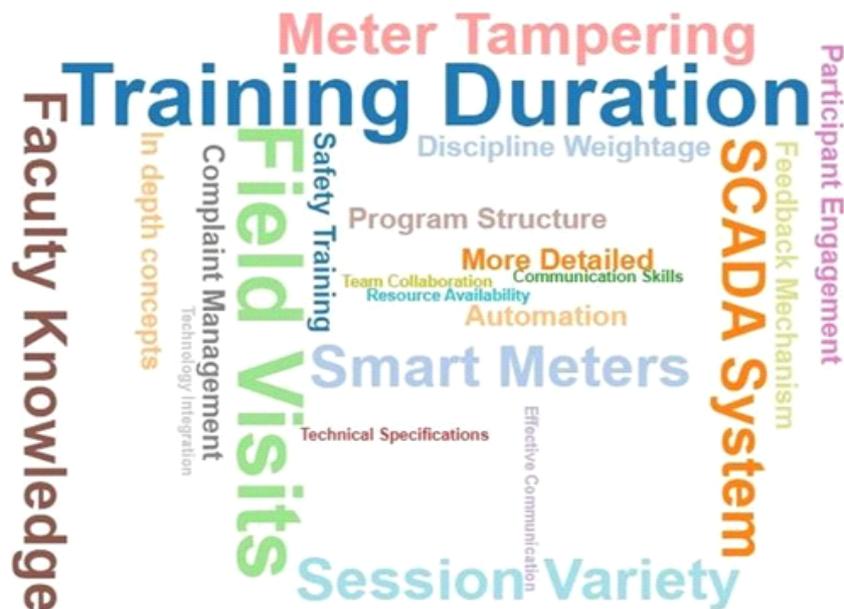
4.1.5. OBJECTIVE: To identify the key areas in current L&D strategies that require improvement based on employee feedback.

Employee feedback highlights several areas for improvement in TPDDL's L&D programs:

Technical Areas: More in-depth learning on Smart Meter, SCADA, Automation, and Technology Adaptation is needed.

- ❖ **Practical Training:** Focus on Safety Training, Complaint Management, and Feedback mechanisms for real-world impact.
- ❖ **Soft Skills:** Training on Team Collaboration and Communication Skills should be strengthened.
- ❖ **Training Duration:** Requests for longer sessions and better time allocation.

- ❖ **Practical Learning:** More Field Visits and Hands-on Workshops are desired.
- ❖ **Specialized Topics:** Employees seek more detailed information on Technical Specifications and Meter Tampering.
- ❖ **Knowledge Sharing:** Emphasis on faculty sharing expertise and maintaining quality throughout training.



4.1.6. EFFECTIVENESS OF CURRENT L&D PROGRAMS

The regression analysis shows that employee suggestions, learning needs, training types, and relevant content significantly impact the effectiveness of L&D strategies, explaining 83.5% of the variability. Employee suggestions (0.051) and learning needs (0.160) positively affect effectiveness, while types of training programs (-0.101) have a slight negative impact. Relevant concepts (0.581) have the strongest positive effect. The model is statistically significant ($F = 27.09$, $p < 0.001$).

Effectiveness of L&D Strategies = $X1.675 + 0.051\{\text{Employee Suggestions}\} + 0.160\{\text{Learning and Development Needs}\} - 0.101\{\text{Types of Training Programs}\} + 0.581\{\text{Relevant Concept}\}$

Recommendations:

- ❖ Enhance feedback mechanisms, such as 720-degree feedback.
- ❖ Focus on relevant content to ensure applicability.
- ❖ Prioritize effective training types, like hands-on and practical methods.

TABLE 8. Regression's Summary Output

Model	Multiple R	R Square (R ²)	Adjusted R Square	Std. Error	Observation
1	0.914	0.835	0.823	0.075	120

TABLE 9. ANOVA

Model	Df	SS	MS	F	Significance F
Regression	4	19.58	4.89	27.09	0
Residual	115	20.78	0.18		
Total	119	40.36			

TABLE 10. Coefficients

	Coefficients	Std. Error	T Stat	P-Value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.675	0.396	4.221	0	0.889	2.461	0.889	2.461
Employee Suggestions	0.051	0.080	0.633	0.014	-0.108	0.211	-0.108	0.211
Learning & Development Needs	0.160	0.069	2.315	0.022	0.023	0.297	0.023	0.297
Types of Training Program	-0.101	0.059	1.700	0.025	-0.220	0.016	-0.220	0.016
Relevant Concept	0.581	0.075	7.697	0	0.432	0.731	0.432	0.731

CONCLUSION

This research emphasizes the significant impact of leveraging employee suggestions to strengthen Learning and Development (L&D) strategies at Tata Power Delhi Distribution Limited (TPDDL). The findings indicate that incorporating employee feedback into the design and delivery of training programs leads to more relevant, engaging, and effective learning experiences. This participatory approach empowers employees, fostering a culture of continuous learning, innovation, and adaptability within the organization.

One of the key takeaways from this study is the importance of aligning training content with both employee needs and evolving industry trends. TPDDL's focus on practical, hands-on training methods, such as site visits and technical workshops, has proven to be particularly effective in enhancing employee engagement and skill acquisition. The research highlights that employees value interactive learning experiences that directly relate to their job roles and responsibilities.

Moreover, the study underscores the need for organizations to continuously evaluate and refine their L&D strategies. Regular feedback mechanisms, such as surveys and focus groups, provide valuable insights into employee learning preferences and areas for improvement. By adopting a dynamic approach to L&D planning, TPDDL can ensure that its training programs remain relevant and impactful in a rapidly changing business landscape.

The research also points to the broader organizational benefits of employee-driven L&D initiatives. Engaged and well-trained employees are more likely to demonstrate higher levels of job satisfaction, productivity, and loyalty. This, in turn, contributes to improved organizational performance and competitiveness. By fostering a culture that values employee input and prioritizes continuous learning, TPDDL can position itself as a leader in the power distribution sector.

In addition to enhancing individual skill development, participatory L&D strategies promote knowledge sharing and collaboration across the organization. Employees who feel heard and valued are more likely to contribute innovative ideas and solutions, driving organizational growth and success. The research suggests that creating a feedback-rich environment can help organizations stay ahead of industry trends and adapt to new challenges more effectively.

Looking forward, the study recommends that TPDDL and similar organizations expand their feedback channels to include more personalized learning paths and digital training solutions. The integration of technology in L&D programs can further enhance accessibility and flexibility, catering to the diverse learning needs of the workforce. Additionally, fostering partnerships with external training providers and industry experts can bring fresh perspectives and insights into the organization's L&D initiatives.

In conclusion, the study demonstrates that leveraging employee suggestions is a powerful tool for enhancing the effectiveness of L&D programs. By adopting a participatory approach to training and development, organizations can not only improve individual performance but also drive overall organizational success. TPDDL's commitment to continuous learning and employee involvement sets a strong example for other companies aiming to build resilient, future-ready workforces in an ever-evolving business environment.

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Navigating the Labyrinth: A Critical Examination of the Socio-legal Dimensions and Living Realities of the Gender in India Prison

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ABSTRACT

The recognition of the Third Gender in India has undergone a profound transformation over recent decades, moving from historical marginalization to emerging legal and social acknowledgement. This paper critically examines the socio-legal dimensions of the Third Gender, focusing on the interplay between formal legal recognition, socio-cultural perceptions, and the lived realities of transgender and Hijra communities in India. Beginning with an analysis of traditional views of non-binary gender identities and their erasure during the colonial era, this paper explores how contemporary legal reforms – particularly the 2014 National Legal Services Authority (NALSA) judgment and the Transgender Persons (Protection of Rights) Act, 2019 – address the rights and identity of the Third Gender. While these policies have established a legal framework, challenges remain in terms of implementation, societal acceptance, and genuine inclusion.

Drawing from qualitative interviews, policy analysis, and secondary literature, this study investigates the significant gap between legal provisions and everyday experiences. Factors such as discrimination in healthcare, employment, and education, as well as issues of self-identification and economic precarity, persistently impact the Third Gender, impeding their full inclusion in society. Through an intersectional lens, the paper also highlights the compounded challenges faced by transgender individuals across caste, class, and religion.

The findings suggest that, while recent legal reforms are progressive, they remain insufficient to dismantle deep-seated stigma. This paper argues for more comprehensive reforms, inclusive policies, and widespread sensitization efforts to ensure equitable rights and social dignity for the Third Gender. Addressing these complex challenges is essential for fostering an inclusive Indian society where all genders are valued and protected.

KEYWORDS: *Third Gender, Socio-Legal Dimensions, Transgender Rights, NALSA Judgment, Transgender Persons Act, Intersectionality, Social Stigma, Legal Recognition, Inclusion.*

OBJECTIVES OF THE PAPER

The objective of this Research Paper would be to provide a comprehensive analysis of the complex interplay between legal frameworks, social perceptions, and the everyday experiences of individuals who identify as third gender in India. Here's a detailed breakdown of the potential objectives:

1. ANALYZING THE SOCIO-LEGAL CONTEXT

- ❖ **LEGAL FRAMEWORKS:** Examine the evolution of legal recognition for the third gender in India, focusing on landmark judgments, such as the NALSA judgment (2014) which legally recognized third gender identity, and subsequent policy changes.
- ❖ **IMPACT OF LEGISLATION:** Evaluate the impact of laws and policies, including the Transgender Persons (Protection of Rights) Act, 2019, on the rights, dignity, and social inclusion of third-gender individuals. This includes investigating whether these laws address practical needs or if they fall short in promoting real societal change.
- ❖ **SOCIAL ATTITUDES:** Assess the prevailing societal attitudes towards third-gender individuals, including discrimination, stereotypes, and societal marginalization, which influence how these individuals experience the legal protections intended for them.

2. EXPLORING THE LIVED EXPERIENCES OF THE THIRD GENDER

- ❖ **IDENTITY AND EXPRESSION:** Examine how individuals who identify as third gender experience and express their

identities in a society that may view them as non-normative. This includes the tension between self-identification and societal expectations or pressures.

- ❖ **DAILY STRUGGLES AND RESILIENCE:** Investigate the daily realities faced by the third-gender community in India, including challenges in accessing healthcare, education, employment, and social services, as well as the community's strategies for resilience and support networks.
- ❖ **INTERSECTIONAL CHALLENGES:** Explore how factors such as caste, class, religion, and regional differences influence the experiences of third-gender individuals, complicating their struggles for acceptance and legal recognition.

3. EVALUATING GAPS BETWEEN LEGAL PROVISIONS AND REALITY

- ❖ **IMPLEMENTATION CHALLENGES:** Critically assess the gap between the rights guaranteed by law and the actual lived experiences of third-gender individuals. This would include barriers in policy implementation, lack of awareness, and bureaucratic challenges that prevent effective realization of rights.
- ❖ **ECONOMIC AND SOCIAL EXCLUSION:** Document the socioeconomic challenges faced by the third-gender community, including systemic exclusion from mainstream employment and education. Analyze how these exclusions contribute to poverty and restricted access to essential resources.
- ❖ **HEALTHCARE AND SAFETY CONCERNS:** Investigate the availability and quality of healthcare specific to the needs of third-gender individuals, as well as issues of physical and mental health and personal safety.

4. HIGHLIGHTING PATHWAYS FOR CHANGE

- ❖ **POLICY RECOMMENDATIONS:** Provide insights into how policy can better align with the needs of third-gender communities, focusing on inclusive practices, rights protection, and mechanisms that address existing gaps.

- ❖ **SOCIAL AWARENESS AND SENSITIZATION:** Propose ways to foster greater societal awareness, acceptance, and inclusivity through media representation, educational reform, and public sensitization programs.
 - ❖ **EMPOWERING THE COMMUNITY:** Suggest methods for empowering third-gender individuals through community-building, access to education and economic opportunities, and representation in decision-making bodies.
5. CONTRIBUTING TO THE BROADER ACADEMIC DISCOURSE
- ❖ **INTERSECTION OF GENDER, LAW, AND SOCIETY:** Position the research within broader academic discussions on gender rights and queer studies, contributing to an understanding of how third-gender identities challenge and enrich notions of gender, identity, and legal recognition.
 - ❖ **INSPIRATION FOR FURTHER RESEARCH:** Highlight areas for future research, especially under-researched topics within third-gender studies in India, such as rural third-gender communities, issues of aging, or impact of regional policies.

III. METHODOLOGY

The research methodology is based on Doctrinal (Traditional) Type Research. This paper relies on the primary data for research and review of various judgements, legal literature as well as the commentaries of various scholars.

The style of paper is descriptive and exploratory in nature.

IV. LITERATURE REVIEW

1. HISTORICAL PERSPECTIVES ON GENDER DIVERSITY IN INDIA

- ❖ Pre-colonial attitudes towards the Third Gender, including the roles of Hijras in Mughal courts and Indian mythology.
- ❖ Examination of colonial laws and the Pathologizing of gender diversity.

2. LEGAL FRAMEWORK AND REFORMS FOR THE THIRD GENDER¹

- ❖ **NATIONAL LEGAL SERVICES AUTHORITY (NALSA) V. UNION OF INDIA (2014):** Landmark Supreme Court judgment recognizing transgender individuals as a Third Gender and affirming their fundamental rights.
- ❖ **TRANSGENDER PERSONS (PROTECTION OF RIGHTS) ACT, 2019:** Analysis of its provisions, criticisms, and its impact on transgender individuals' rights to self-identification, access to healthcare, and educational opportunities.

3. INTERSECTIONALITY AND LIVED REALITIES

- ❖ Examination of intersectional factors such as caste, class, and religion that exacerbate discrimination within the Third Gender community.
- ❖ Socioeconomic challenges, stigma, and the informal economy reliance, including sex work and begging.

V. INTRODUCTION

Century-old histories of in the Asian Countries of gender-variant men, who are known as "Transgender Women" in the present scenario. India has a very huge range of existence of cultures, identities, or experiences related to Transgender which Includes- 'Hijras', 'Aravanis', 'Kothis', 'Jogtas/Jogappas' and 'Shiv-Shaktis'²

"Transgender People" is a term which describes a section of people who transgress social gender norms, that is, their behaviour, identity, expression, does not conform to that of the sex in which they were born. Gender is a matter of the body which is an internal sense that refers to male, female or other. People often use the terms "Feminine" or "Masculine" for describing gender. The concept of Gender is a more complex concept and encompasses more than 2 possibilities which are influenced by culture, class because the behaviour attributes may be appropriate in one section of society but inappropriate in the other section. This is a very big concept and this other form of gender except for Male or Female, on a whole are labelled as "Transgender".³

There are over a Million of Transgender Humans in our Country, where a common phrase or term "Hijra" is used to denote various segments as Trans-genders, Trans-sexuals, Cross-dressers, Eunuchs

and Transvestites. These people live on the outer edge of the society, mainly in under-developed and poor habitats as the society does not accept them due to their Gender Identity. A huge population of this community make their livelihood by the means of singing or dancing, begging and prostitution. Let us see what does Transgender means.

VI. BRIEF HISTORY4

The history of the Third Gender in India encompasses various cultural, social, and legal dimensions that have evolved over time. Here's a detailed examination of this history across ancient, medieval, modern, and post-modern periods, with specific years and key developments highlighted:

➤ ANCIENT TIMES

1. VEDIC PERIOD (1500-500 BCE):

- ❖ Ancient texts like the **Rigveda** reference the existence of individuals who do not conform to the traditional binary gender roles. The concept of gender fluidity is hinted at in hymns celebrating the divine as both male and female.
- ❖ The term "**Ardhanarishvara**" symbolizes the divine union of masculine and feminine energies, illustrating the recognition of non-binary identities.

2. EPIC PERIOD (500 BCE - 400 CE):

- ❖ In the **Mahabharata** and **Ramayana**, there are references to characters that transcend traditional gender roles, such as **Shikhandi**, a warrior who was born female and later lived as a male, emphasizing the presence of complex gender identities.
- ❖ The **Hijra** community, recognized as a Third Gender, performs specific rituals during childbirth and weddings, believed to bring blessings and fertility.

3. CLASSICAL PERIOD (400 CE - 1200 CE):

- ❖ The community of hijras is documented in various texts and inscriptions, with their roles in society becoming more defined. They were often employed as ritual performers, showcasing a cultural acceptance of their existence.

➤ **MEDIEVAL TIMES**

4. MUGHAL ERA (1526-1857):

- ❖ **16TH CENTURY:** During the Mughal period, hijras gained prominence in the courts of emperors like **Akbar**, who employed them in various roles, including as guards and entertainers. They held a unique social status and were considered auspicious.
- ❖ The **hijra community** also became involved in the royal courts, forming structured communities with specific customs and traditions. They participated in ceremonies and rituals, enjoying a certain level of respect and recognition.

5. CULTURAL DEPICTIONS:

- ❖ Hijras were featured in literature and poetry of the time, portrayed as mystical and sacred beings. This era saw a blend of reverence and curiosity about the hijra identity.

➤ **MODERN TIMES (COLONIAL ERA)**

6. BRITISH COLONIAL RULE (1858-1947):

- ❖ **IN THE YEAR 1860:** The introduction of **Section 377 of the Indian Penal Code** criminalized homosexual acts and further marginalized hijras. This legal framework reflected colonial attitudes toward sexuality and gender, pathologizing non-binary identities.
- ❖ **LATE 19TH CENTURY:** The British colonial government actively repressed hijra culture, leading to social ostracization and economic hardships, pushing many into begging and sex work.

➤ **POST-COLONIAL MODERN ERA**

7. POST-INDEPENDENCE (1947):

- ❖ Following independence, the Indian Constitution was enacted in **1950**, providing for fundamental rights but largely overlooking the rights and identities of transgender individuals.
- ❖ The **1970s** and **1980s** saw a rise in awareness and discussions about gender identity and sexual orientation, laying the groundwork for future activism.

8. EMERGENCE OF ACTIVISM (1990s):6

- ❖ The **1990s** marked the beginning of organized activism for hijras and transgender rights, with NGOs and advocacy groups emerging to address the socio-economic challenges faced by the community.
- ❖ Increased visibility in media and public discourse began to challenge traditional stereotypes and promote awareness of transgender issues.

➤ POST-MODERN ERA

9. NALSA JUDGMENT (2014):7:

- ❖ In **April 2014**, the Supreme Court of India delivered a landmark judgment in **NALSA v. Union of India**, recognizing transgender individuals as a Third Gender. This decision affirmed their fundamental rights and the right to self-identify their gender.
- ❖ The court mandated that the government implement policies for the welfare and affirmative action for the transgender community, marking a significant shift in legal recognition.

10. TRANSGENDER PERSONS (PROTECTION OF RIGHTS) ACT (2019):8

- ❖ Enacted in **December 2019**, this Act aimed to protect the rights of transgender individuals, including provisions for self-identification, access to education, healthcare, and employment. However, it faced criticism for its lack of effective implementation and robust measures for social inclusion.

11. CURRENT CHALLENGES (2020s):

- ❖ Despite legal advancements, hijras continue to face significant challenges, including discrimination in healthcare, education, and employment. Many remain reliant on informal sectors for livelihood.
- ❖ Ongoing activism seeks to address these challenges, promote cultural reclamation, and advocate for greater social acceptance and rights for the Third Gender.

VII. TYPES AND DIFFERENT NAMES OF THIRD GENDERS IN INDIA⁹-

In India, the concept of the “third gender” is deeply rooted in history, culture, and society, with diverse identities recognized across various regions and communities. Different names, practices, and roles exist among India’s third-gender communities, each with unique cultural, religious, and social connotations. Here’s a detailed exploration of these identities:

1. HIJRAS¹⁰-

- ❖ **OVERVIEW:** Hijras are perhaps the most widely recognized third-gender group in India. Traditionally, hijras include individuals who are intersex, transgender, or have undergone voluntary castration to identify as neither male nor female. They often live in tightly knit communities led by a “guru” and maintain a distinct cultural identity.
- ❖ **SOCIAL AND CULTURAL ROLE:** Hijras are known for their role in religious ceremonies, including blessing newborns and newlyweds, as they are believed to have divine powers linked to fertility and good fortune. Their presence at weddings and births is thought to ward off bad luck.
- ❖ **CHALLENGES:** Despite their social roles, hijras often face discrimination, social exclusion, and lack of access to mainstream employment and education.
- ❖ **REGIONAL NAMES:** Known as *Aravani* or *Aruvani* in Tamil Nadu, *Jogappa* in Maharashtra and Karnataka, *Jankha* in Gujarat, and *Kinnar* in North India.

2. ARAVANI / ARUVANI

- ❖ **OVERVIEW:** In Tamil Nadu, the term “Aravani” or “Aruvani” refers to individuals who identify as female or third gender, and often includes people who were assigned male at birth but transition to a feminine identity.
- ❖ **RELIGIOUS AND CULTURAL CONNECTION:** The Aravani community is closely associated with the annual *Koovagam Festival* in Tamil Nadu, a festival in honour of the deity Aravan, who is said to have married Lord Krishna in his female form, Mohini, before going to battle. This mythological connection holds deep significance for the community.

- ❖ **CHALLENGES AND IDENTITY:** Many Aravanis face issues of economic marginalization and have limited access to healthcare and educational opportunities, leading them to rely on community support and traditional roles, including performing blessings.

3. JOGAPPAS

- ❖ **OVERVIEW:** The Jogappas are a transgender or third-gender group primarily found in Karnataka and Maharashtra. They are often dedicated to the goddess Yellamma (or Renuka) and are considered to be devotees who live a life of celibacy or dedicated religious servitude.
- ❖ **ROLES AND PRACTICES:** Jogappas dress in feminine clothing and perform rituals and religious songs at festivals, temples, and cultural events. They also play a role in blessing and are sought for spiritual guidance within their communities.
- ❖ **COMMUNITY AND CHALLENGES:** Although respected in religious contexts, Jogappas often encounter economic difficulties and stigma outside of their religious roles. Many are marginalized and rely on traditional forms of patronage to sustain their livelihood.

4. KOTHIS11

- ❖ **OVERVIEW:** Kothis are individuals who might identify as male but often embody more feminine roles in relationships, particularly in sexual dynamics. Unlike hijras, kothis typically do not undergo any physical alteration or castration.
- ❖ **BEHAVIOR AND IDENTITY:** Kothis often exhibit feminine mannerisms and attire but may not necessarily identify as transgender or third gender. Many engage in relationships with men who do not identify as Kothis or third gender.
- ❖ **REGIONAL VARIATION:** The term “Kothi” is widely used across India, and it is a flexible identity; some kothis identify as bisexual or gay, while others consider themselves gender non-conforming without necessarily adopting a third-gender label.
- ❖ **CHALLENGES:** Due to their often-ambiguous gender expression, kothis face discrimination and harassment,

especially in conservative communities, and lack specific legal recognition compared to hijras.

5. SHIV-SHAKTIS

- ❖ **OVERVIEW:** Shiv-Shaktis are a third-gender group found in Andhra Pradesh, believed to embody both masculine and feminine energies, representing the combined powers of the Hindu deities Shiva and Shakti.
- ❖ **RELIGIOUS ROLE:** Shiv-Shaktis dress in female attire and participate in religious ceremonies, performing rituals dedicated to deities associated with dual or combined gender energies.
- ❖ **SOCIAL ROLE AND CHALLENGES:** Though venerated in specific religious contexts, they face similar economic and social challenges as other third-gender groups, often struggling with societal exclusion and discrimination outside their religious roles.

6. SANGHAM (IN TELUGU CULTURE)

- ❖ **OVERVIEW:** In Telugu culture, the term “Sangham” is sometimes used for people who are considered neither male nor female, and the term encompasses different identities within the third-gender spectrum.
- ❖ **COMMUNITY DYNAMICS:** Members of the Sangham live in organized communities that often perform rituals, blessings, and ceremonies. Their roles are similar to those of hijras in North India.
- ❖ **CHALLENGES AND ACCEPTANCE:** Like other third-gender communities, members of Sangham face societal exclusion, although they are sometimes respected for their spiritual roles in society.

7. KINARS / KHWAJA SIRA (IN PAKISTAN AND NORTH INDIA)¹²

- ❖ **OVERVIEW:** In North India and Pakistan, particularly in Muslim-majority regions, the term “Kinnar” or “Khwaja Sira” is used for people who identify outside the male-female binary.

- ❖ **RELIGIOUS AND SOCIAL IDENTITY:** Kinars often participate in cultural and religious practices, including celebrations and religious events, and are sometimes linked to Sufi traditions that embrace non-binary and third-gender identities.
- ❖ **CHALLENGES:** Khwaja Siras face unique challenges due to conservative religious norms that may not always recognize non-binary gender identities, leading to marginalization within their communities.

8. THIRUNANGAI

- ❖ **OVERVIEW:** “Thirunangai” is a Tamil word meaning “respectable woman,” often used by trans women in Tamil Nadu as a self-identity to denote a third-gender or feminine identity distinct from binary gender roles.
- ❖ **SOCIAL IDENTITY AND ADVOCACY:** Thirunangais actively campaign for transgender rights and social inclusion. They are an integral part of LGBTQ+ rights movements in Tamil Nadu, focusing on legal rights, healthcare access, and education.
- ❖ **CHALLENGES AND COMMUNITY EFFORTS:** Despite being active in advocacy, Thirunangais face social ostracism and limited employment opportunities, often relying on activism and support networks within their communities for empowerment.

VIII. THEORIES OF THIRD GENDER BY VARIOUS AUTHORS¹³-

Theories surrounding the Third Gender encompass various frameworks that seek to understand and articulate the existence, identity, and experiences of non-binary and transgender individuals. These theories draw from diverse disciplines, including sociology, psychology, gender studies, and anthropology. Below are some key theories and concepts related to the Third Gender, along with their authors and the years of publication or prominence:

1. GENDER BINARY THEORY

- ❖ **AUTHOR:** Judith Butler

- ❖ **YEAR:** 1990 (prominent in her work *Gender Trouble*)

- ❖ **OVERVIEW:** Judith Butler's Gender Binary Theory critiques the rigid classification of gender into two distinct categories—male and female. In *Gender Trouble*, Butler argues that gender is performative; it is constructed through repeated behaviors and societal norms rather than being an inherent trait. This theory lays the groundwork for understanding non-binary and transgender identities, suggesting that they exist outside the traditional binary framework.

2. SOCIAL CONSTRUCTIONISM

- ❖ **AUTHOR:** Peter L. Berger and Thomas Luckmann

- ❖ **YEAR:** 1966 (In *The Social Construction Of Reality*)

- ❖ **OVERVIEW:** Berger and Luckmann's theory posits that reality, including gender identity, is socially constructed through human interactions. This perspective emphasizes that societal norms and cultural contexts shape our understanding of gender, allowing for the recognition of Third Gender identities as legitimate social constructs influenced by cultural and historical factors.

3. QUEER THEORY

- ❖ **AUTHORS:** Various, with foundational contributions from Judith Butler and Eve Kosofsky Sedgwick

- ❖ **YEAR:** 1990s

- ❖ **OVERVIEW:** Queer Theory emerged in the 1990s as a critical framework that challenges the fixed categories of gender and sexuality. It emphasizes fluidity and the performative aspects of identity. The works of Butler and Sedgwick argue for the recognition of diverse gender identities, including Third Gender identities, as valid expressions of human experience, disrupting the traditional binary classifications.

4. TWO-SPIRIT THEORY

- ❖ **AUTHORS:** Various Indigenous scholars, notably Walter L. Williams

- ❖ **YEAR:** 1990 (in *Two-Spirit People: American Indian Lesbian Women and Gay Men*)

- ❖ **OVERVIEW:** Two-Spirit Theory originates from Indigenous North American cultures, where Two-Spirit individuals

embody both masculine and feminine traits and hold unique cultural roles. Walter L. Williams discusses how Two-Spirit identities challenge Western gender binaries and highlight the diversity of gender expressions across cultures, including the acknowledgment of Third Gender identities within Indigenous frameworks.

5. INTERSECTIONALITY¹⁴

❖ **AUTHOR:** Kimberlé Crenshaw

❖ **YEAR:** 1989 (in *Demarginalizing the Intersection of Race and Sex*)

❖ **OVERVIEW:** Intersectionality is a theoretical framework that examines how various social identities (such as race, class, gender, and sexuality) intersect and contribute to unique experiences of discrimination and privilege. Crenshaw's work emphasizes the importance of considering how different aspects of identity shape the experiences of Third Gender individuals, particularly regarding race, class, and social status.

6. TRANSGENDER THEORY

❖ **AUTHORS:** Various, with significant contributions from Leslie Feinberg

❖ **YEAR:** 1993 (in *Stone Butch Blues*)

❖ **OVERVIEW:** Transgender Theory focuses on the experiences and rights of transgender individuals. Leslie Feinberg's *Stone Butch Blues* presents a narrative that highlights the struggles and complexities of transgender identities, advocating for recognition and acceptance. This theory emphasizes the fluidity of gender and the need for societal change to accommodate diverse gender expressions.

7. HETERONORMATIVITY AND THE THIRD GENDER¹⁵

❖ **AUTHOR:** Michael Warner

❖ **YEAR:** 1999 (in *The Trouble with Normal*)

❖ **OVERVIEW:** Warner discusses heteronormativity as a societal norm that privileges heterosexual relationships and binary gender roles. This theory critiques how Third Gender identities are marginalized within a heteronormative framework and calls for the recognition of diverse gender expressions as legitimate and valuable.

8. EMBODIMENT THEORY

- ❖ **AUTHORS:** Various, notably Susan Bordo
- ❖ **YEAR:** 1993 (in *Unbearable Weight: Feminism, Western Culture, and the Body*)
- ❖ **OVERVIEW:** Embodiment Theory examines how bodies are socially and culturally constructed, emphasizing the lived experiences of individuals. Bordo's work discusses how societal perceptions of the body influence gender identity, including Third Gender experiences, and highlights the importance of recognizing the physical and lived realities of diverse gender identities.

9. POSTCOLONIAL FEMINISM

- ❖ **AUTHOR:** Chandra Talpade Mohanty
- ❖ **YEAR:** 1984 (in *Under Western Eyes: Feminist Scholarship and Colonial Discourses*)
- ❖ **OVERVIEW:** Postcolonial Feminism critiques Western feminist frameworks for their universalizing tendencies and highlights the importance of local contexts in understanding gender identities. Mohanty's work emphasizes how colonial histories shape gender roles and identities, including Third Gender experiences, particularly in non-Western cultures.

IX. LIVING REALITIES AND THE CHALLENGES FACED BY THE TRANSGENDER COMMUNITY IN INDIA-16

Here are the major problems, living realities and challenges faced by the transgender community in India, presented in detailed points:

1. SOCIAL STIGMA AND DISCRIMINATION

- ❖ **WIDESPREAD STIGMA:** Transgender individuals face deep-rooted social stigma, often being viewed as "different" or "deviant." This stigma is pervasive, affecting family acceptance, social interactions, and general treatment in society.
- ❖ **ISOLATION AND REJECTION:** Many transgender people are ostracized by their families, communities, and society at large, leading to social isolation and marginalization. This often forces them into living with other transgender individuals in community-based settings.

- ❖ **PUBLIC HARASSMENT:** Verbal abuse, mockery, and harassment are common in public spaces, affecting transgender individuals' sense of safety and self-worth.

2. LACK OF LEGAL IMPLEMENTATION AND RIGHTS PROTECTION

- ❖ **IDENTITY DOCUMENTATION ISSUES:** Although legal provisions exist, obtaining identity documents that align with their gender identity remains challenging. This affects access to services like banking, housing, and healthcare.
- ❖ **INEFFECTIVE POLICY ENFORCEMENT:** Despite the *Transgender Persons (Protection of Rights) Act, 2019*, many transgender individuals still struggle to experience the rights guaranteed to them on paper, due to poor enforcement and a lack of supportive infrastructure.

3. LIMITED ACCESS TO HEALTHCARE¹⁷

- ❖ **HEALTHCARE DISCRIMINATION:** Many transgender individuals face discrimination from healthcare providers, who may refuse treatment or lack sensitivity toward transgender health needs.
- ❖ **LACK OF SPECIALIZED CARE:** Gender-affirming healthcare, mental health services, and hormone treatments are limited, and many healthcare providers are not trained in transgender health issues, causing a lack of suitable medical care.
- ❖ **HIGH COST OF GENDER-AFFIRMING PROCEDURES:** The expenses for surgeries and hormone therapies are often prohibitive, and these procedures are rarely covered by health insurance policies in India.

4. EDUCATIONAL BARRIERS

- ❖ **SCHOOL DROPOUT RATES:** Due to bullying, discrimination, and lack of acceptance, many transgender individuals drop out of school at a young age, limiting their future opportunities.
- ❖ **LACK OF INCLUSIVE CURRICULA:** Educational curricula often ignore transgender identities and issues, resulting in a

lack of understanding and acceptance among students and teachers alike.

- ❖ **LIMITED SUPPORT IN EDUCATIONAL INSTITUTIONS:** There is minimal support for transgender students in terms of counselling, mentorship, or scholarships. Educational institutions also rarely have provisions for transgender restrooms or inclusive policies.

5. EMPLOYMENT CHALLENGES¹⁸

- ❖ **HIGH UNEMPLOYMENT RATES:** Due to discrimination, lack of qualifications (from high dropout rates), and social stigma, transgender individuals have limited access to formal employment, leading to high unemployment rates.
- ❖ **WORKPLACE DISCRIMINATION:** Those who do secure employment often face discrimination, exclusion, and harassment from colleagues, creating a hostile work environment.
- ❖ **RELIANCE ON INFORMAL EMPLOYMENT:** Due to lack of opportunities in the formal sector, many transgender people are forced to rely on informal employment, including roles as traditional performers, in begging, or in sex work, which lack security and stability.

6. ECONOMIC MARGINALIZATION AND POVERTY¹⁹

- ❖ **LIMITED FINANCIAL INDEPENDENCE:** Due to low employment opportunities and lack of family support, many transgender individuals struggle with economic independence, leading to a cycle of poverty.
- ❖ **EXCLUSION FROM SOCIAL WELFARE PROGRAMS:** Although some welfare schemes exist, bureaucratic barriers and lack of awareness prevent many transgender individuals from accessing social security benefits, housing schemes, and other welfare programs.
- ❖ **DEPENDENCE ON COMMUNITY SUPPORT:** Due to societal rejection, transgender individuals often rely on their own community for support, which can be limiting, especially for those in economically disadvantaged situations.

7. LEGAL CHALLENGES AND RIGHTS VIOLATIONS

- ❖ **LACK OF LEGAL REPRESENTATION AND KNOWLEDGE:** Many transgender people lack awareness of their legal rights and access to legal support, making it difficult to fight discrimination or harassment legally.
- ❖ **INADEQUATE PROTECTION FROM VIOLENCE:** Transgender individuals frequently face violence and exploitation, but legal protections are often inaccessible or inadequately enforced.
- ❖ **ISSUES WITH THE 2019 TRANSGENDER PERSONS ACT:** The Act has been critiqued for being paternalistic and failing to provide sufficient autonomy, such as requiring screening committees for gender identification, which many argue is an invasion of privacy.

8. PHYSICAL AND MENTAL HEALTH ISSUES

- ❖ **MENTAL HEALTH STRUGGLES:** Transgender individuals face high rates of mental health issues, including depression, anxiety, and suicidal tendencies, often due to social rejection and discrimination.
- ❖ **LIMITED ACCESS TO MENTAL HEALTH SUPPORT:** Due to lack of financial resources, discrimination, and insufficient mental health services for transgender-specific needs, many individuals do not receive adequate mental health care.
- ❖ **HIGHER RATES OF SUBSTANCE ABUSE:** Due to marginalization and lack of support, some transgender people may turn to substance abuse as a coping mechanism, which can further worsen their economic and physical health.

9. HOUSING AND HOMELESSNESS²⁰

- ❖ **HOUSING DISCRIMINATION:** Many transgender individuals face discrimination when trying to rent or buy property, resulting in housing instability and homelessness.
- ❖ **FORCED TO LIVE IN MARGINALIZED AREAS:** Due to poverty and discrimination, transgender people often reside in slums or impoverished areas, where basic amenities and safety are lacking.

- ❖ **SHELTERS AND GOVERNMENT HOUSING:** While some shelters and welfare programs exist, there are not enough transgender-friendly shelters, and access to government housing schemes remains limited due to procedural barriers.

10. LACK OF POLITICAL REPRESENTATION AND ADVOCACY²¹

- ❖ **UNDERREPRESENTATION IN POLITICS:** Transgender individuals are largely underrepresented in political roles, which limits their influence in policymaking and in advocating for their rights.
- ❖ **LACK OF INCLUSIVE POLICIES:** Due to limited political representation, policies often fail to address the community's specific needs. Although some state governments have included transgender welfare measures, comprehensive national-level policies remain sparse.
- ❖ **SOCIAL AND POLITICAL EXCLUSION:** Transgender individuals often feel excluded from mainstream LGBTQ+ rights movements, which can prioritize issues faced by cisgender members, leading to fragmented advocacy efforts.

11. GENDER-BASED VIOLENCE AND SAFETY CONCERNS

- ❖ **HIGH RATES OF VIOLENCE:** Transgender individuals face high rates of physical, emotional, and sexual violence, both within their homes and in public spaces. Many lack legal recourse or community support in these situations.
- ❖ **HARASSMENT IN PUBLIC SPACES:** Due to lack of gender-neutral facilities and social acceptance, transgender people often experience harassment in public areas, making it unsafe to access services like public transportation, washrooms, and other communal spaces.
- ❖ **POLICE HARASSMENT AND ABUSE:** Transgender individuals often face police harassment rather than protection, leading to distrust in law enforcement and reluctance to report crimes.

12. LACK OF AWARENESS AND SENSITIZATION IN SOCIETY²²

- ❖ **STEREOTYPING AND MISREPRESENTATION:** Transgender people are often stereotyped or misunderstood,

with harmful portrayals in media and a lack of awareness among the general public, which perpetuates biases.

- ❖ **LIMITED EDUCATIONAL AWARENESS PROGRAMS:** Few schools or workplaces have transgender sensitization programs, leading to misinformation and lack of understanding of transgender identities.
- ❖ **RELUCTANCE TO EMBRACE SOCIAL INCLUSION:** Many people in society remain unaware of the challenges transgender individuals face and are unwilling to adapt policies or social norms to accommodate transgender inclusivity.

X. CRITICAL ANALYSIS OF JUDGEMENTS AND LAWS RELATED TO THIRD GENDER IN INDIA

The following cases represent landmark rulings in India's legal and socio-cultural landscape, especially regarding the recognition, rights, and dignity of sexual and gender minorities, including the third-gender community.

1. NAZ FOUNDATION V. GOVT. OF NCT OF DELHI²³

- ❖ **CASE OVERVIEW:** This case challenged Section 377 of the Indian Penal Code (IPC), a colonial-era law that criminalized "carnal intercourse against the order of nature." The *Naz Foundation* argued that the section discriminated against LGBTQ+ individuals and violated their fundamental rights to equality, privacy, and freedom of expression.
- ❖ **JUDGMENT:** The Delhi High Court decriminalized consensual homosexual acts among adults, recognizing the dignity and autonomy of LGBTQ+ individuals. It was a historic win, as it marked the first step towards legal recognition of sexual minorities in India.
- ❖ **IMPACT ON THE THIRD GENDER:** Although primarily focused on decriminalizing homosexuality, this case indirectly set the foundation for later legal recognitions of gender minorities. By challenging heteronormative standards in law, *Naz Foundation* helped pave the way for broader discussions on sexual and gender rights. However, the Supreme Court overturned this judgment in 2013 in *Suresh Kumar Koushal v. Naz Foundation*, reinstating Section 377 until it was revisited in 2018 in *Navtej Singh Johar*.

2. NALSA V. UNION OF INDIA²⁴

- ❖ **CASE OVERVIEW:** The National Legal Services Authority (NALSA) filed this case to address the rights and social inclusion of transgender people. The Supreme Court was asked to consider whether the Indian Constitution protects the rights of transgender individuals to self-identify their gender, irrespective of biological characteristics.
- ❖ **JUDGMENT:** In a progressive ruling, the Supreme Court recognized transgender people as a “third gender” and acknowledged their right to self-identify. It directed the government to provide reservations in education and public employment for transgender individuals and emphasized the need for inclusive social welfare schemes.
- ❖ **CRITICAL ANALYSIS:** The NALSA judgment was a watershed moment for third-gender rights in India. It legally validated the identity of transgender individuals and emphasized the importance of dignity, equality, and autonomy. However, there have been significant challenges in implementing the directives. Many transgender individuals still face obstacles in accessing education, healthcare, and employment due to systemic discrimination and insufficient government efforts in implementing the ruling. Additionally, the requirement for certain medical procedures for legal gender recognition under the subsequent Transgender Persons (Protection of Rights) Act, 2019, has been criticized for not fully aligning with NALSA’s emphasis on self-identification.

3. NAVTEJ SINGH JOHAR V. UNION OF INDIA²⁵

- ❖ **CASE OVERVIEW:** In this case, LGBTQ+ activists challenged the constitutional validity of Section 377, which continued to criminalize consensual homosexual acts even after the partial relief in *Naz Foundation*. The petitioners argued that the law infringed upon their fundamental rights to privacy, equality, and freedom.
- ❖ **JUDGMENT:** The Supreme Court unanimously decriminalized consensual same-sex relationships, affirming that Section 377 violated the rights to dignity and privacy of LGBTQ+ individuals. The judgment explicitly recognized the sexual

rights of LGBTQ+ people as fundamental rights and underscored the importance of inclusivity and acceptance in a democratic society.

- ❖ Primarily addressed sexual orientation, it contributed to a more inclusive legal framework for gender minorities as well.
- ❖ By reinforcing the fundamental rights to dignity, privacy, and non-discrimination, it supported the broader struggle of third-gender individuals against societal prejudice and legal exclusion.
- ❖ The *Navtej* judgment, alongside *NALSA*, provides a constitutional basis for challenging future discriminatory practices and regulations that affect third-gender individuals.

SUMMARY AND ANALYSIS²⁶

The combined impact of these rulings has been instrumental in advancing the rights of the third-gender community:

- ❖ **LEGAL RECOGNITION AND RIGHTS:** The *NALSA* judgment established a formal recognition of third-gender identity and addressed their rights to self-identify, while *Naz Foundation* and *Navtej* expanded the discourse on dignity and privacy, indirectly benefiting gender minorities.
- ❖ **IMPLEMENTATION CHALLENGES:** Despite progressive judgments, implementation remains weak. Transgender individuals continue to face systemic barriers in education, healthcare, employment, and civil rights.
- ❖ **CULTURAL IMPACT:** These cases have helped shift public and institutional attitudes towards greater acceptance, though social stigma persists.

Overall, while these rulings have created a legal foundation for third-gender rights, the need for more robust policies, better implementation, and societal awareness remains essential for achieving full equality.

XI. RECENT DEVELOPMENTS IN THE ARENA OF THIRD GENDER RIGHTS-27

THE TRANSGENDER PERSONS (PROTECTION OF RIGHTS) ACT, 2019-

The **Transgender Persons (Protection of Rights) Act, 2019** was enacted in India to ensure the protection, welfare, and rights of transgender persons, following the Supreme Court's *NALSA v. Union of India* judgment (2014) that recognized transgender people as a "third gender." The Act seeks to prevent discrimination and foster social inclusion, but it has received mixed feedback, especially regarding certain aspects related to self-identification and implementation. Here's a detailed breakdown of its key sections:

1. DEFINITIONS (SECTION 2)

- ❖ The Act defines a "transgender person" as someone whose gender does not match the sex assigned at birth, including trans-men, trans-women, intersex persons, genderqueer individuals, and persons with socio-cultural identities such as hijras.

2. PROHIBITION AGAINST DISCRIMINATION (SECTION 3)

- ❖ **SECTION 3** prohibits discrimination against transgender persons in a range of areas, including education, employment, healthcare, public spaces, and access to government facilities. This section underscores the importance of equality and non-discrimination for transgender individuals.

3. RIGHT TO SELF-PERCEIVED IDENTITY (SECTION 4)

- ❖ **SECTION 4** recognizes the right of a transgender person to be identified based on their "self-perceived gender identity." This means transgender individuals can claim their identity without undergoing medical procedures.

4. CERTIFICATE OF IDENTITY (SECTIONS 5-7)

- ❖ **SECTION 5:** For legal recognition, transgender persons must apply for a certificate of identity from the District Magistrate (DM).
- ❖ **SECTION 6:** The DM will issue a certificate of identity stating that the applicant is recognized as a transgender person, and

this certificate will confer rights and entitlements under the Act.

- ❖ **SECTION 7:** For those wishing to change their gender to male or female, a certificate requires proof of surgery, which must be verified before the DM issues a revised certificate. This section has been criticized for requiring medical procedures for full gender recognition, viewed by many as a violation of self-identification rights.

5. WELFARE MEASURES AND RIGHTS (SECTIONS 8-13)

- ❖ **SECTION 8:** Mandates central and state governments to take welfare measures in education, employment, and healthcare for transgender persons, focusing on social and economic support.
- ❖ **SECTION 9:** Requires the government to formulate schemes and programs to provide equal opportunity in education, vocational training, and healthcare.
- ❖ **SECTION 10:** Provides for the establishment of welfare boards for transgender persons at the central and state levels.
- ❖ **SECTION 11:** Government facilities, including public institutions, must be inclusive and accessible to transgender persons.
- ❖ **SECTION 12:** Ensures equal opportunity in employment, stating that government establishments must not discriminate against transgender individuals in matters of recruitment, promotion, and employment conditions.
- ❖ **SECTION 13:** Directs the government to establish exclusive rehabilitation centers for transgender persons, especially those in need of rescue or in vulnerable situations.

6. NATIONAL COUNCIL FOR TRANSGENDER PERSONS²⁸ (SECTIONS 16-17)

- ❖ **SECTION 16:** Establishes the National Council for Transgender Persons to advise the central government on policies and ensure the monitoring of transgender rights.
- ❖ **SECTION 17:** Outlines the composition of the council, which includes representatives from government departments, state commissions, and members of the transgender community.

- ❖ The council aims to evaluate the policies and programs designed for transgender persons and offer suggestions for their welfare.

7. OFFENSES AND PENALTIES (SECTIONS 18)

- ❖ **SECTION 18** specifies penalties for offenses against transgender persons, such as physical or sexual abuse, denial of rights, or forced labor. The penalties range from six months to two years of imprisonment, along with fines.
- ❖ However, critics argue that the penalties are not stringent enough, especially for severe offenses like physical and sexual violence.

8. MISCELLANEOUS PROVISIONS (SECTIONS 19-23)

- ❖ These sections cover procedural aspects and protections under the Act, including safeguards to prevent misuse of the Act and responsibilities of authorities to report and monitor compliance.

XII. CRITICAL ANALYSIS OF THE TRANSGENDER PERSONS (PROTECTION OF RIGHTS) ACT, 2019

CRITICISM AND IMPLEMENTATION ISSUES

While the Act represents a step forward in recognizing transgender rights, it has drawn criticism on several fronts:

- ❖ **CERTIFICATE REQUIREMENT:** Many in the transgender community feel that the requirement for a certificate of identity from a District Magistrate contradicts the Supreme Court's emphasis on self-identification, especially for those who identify outside the binary framework.
- ❖ **LIMITED EMPLOYMENT AND EDUCATION GUARANTEES:** Although the Act mandates welfare schemes, these have been inconsistently implemented across states, and many transgender persons still face barriers to accessing employment and educational opportunities.
- ❖ **WEAK PENALTIES:** The penalties for discrimination and violence are seen as inadequate, with activists arguing that they do not reflect the severity of abuse often faced by transgender individuals.

Overall, the *Transgender Persons (Protection of Rights) Act, 2019* remains a pivotal legal tool but calls for robust reforms, including clearer provisions for self-identification and stronger enforcement mechanisms, to achieve meaningful inclusion for transgender people in India.

XIII. REFORMS, SOLUTIONS AND MEASURES TO UPLIFT THE THIRD GENDER COMMUNITY-30

To promote the upliftment of the third-gender community in India, a multi-faceted approach involving legal reforms, social awareness, economic empowerment, and healthcare support is essential. Below are key solutions and measures that can help advance the rights and well-being of third-gender individuals.

1. POLICY REFORMS AND LEGAL PROTECTIONS

- ❖ **STRENGTHEN ANTI-DISCRIMINATION LAWS:** Amend the *Transgender Persons (Protection of Rights) Act, 2019* to ensure stricter penalties for discrimination and abuse, and enhance protections against violence.
- ❖ **STREAMLINE GENDER RECOGNITION PROCESS:** Simplify the process for obtaining gender identity documents without invasive medical requirements, supporting self-identification as affirmed in the *NALSA* judgment (2014).
- ❖ **RESERVATION POLICIES:** Implement reservation policies in educational institutions and government jobs, similar to those for other marginalized groups, to improve access to opportunities for transgender individuals.

2. EDUCATIONAL INCLUSION

- ❖ **SENSITIZATION PROGRAMS:** Conduct awareness and sensitivity programs in schools, colleges, and workplaces to promote understanding and reduce stigma against transgender people. Teachers, students, and employees should receive training on inclusivity.
- ❖ **SCHOLARSHIPS AND FINANCIAL ASSISTANCE:** Offer dedicated scholarships and financial assistance for third-gender students, encouraging them to pursue higher education without financial or social barriers.

- ❖ **CURRICULUM REFORM:** Integrate transgender history, rights, and contributions into the school curriculum to foster acceptance and understanding from a young age.

3. ECONOMIC EMPOWERMENT AND EMPLOYMENT OPPORTUNITIES³¹

- ❖ **INCLUSIVE HIRING PRACTICES:** Encourage private and public sector employers to adopt inclusive hiring practices for transgender individuals, supported by government incentives for businesses that prioritize diversity.
- ❖ **SKILL DEVELOPMENT PROGRAMS:** Design specialized skill development programs tailored to the needs of transgender individuals, in fields like digital marketing, fashion, and hospitality, ensuring employability.
- ❖ **MICRO-FINANCE SUPPORT:** Offer micro-loans and grants to support transgender entrepreneurs and small business owners, enabling financial independence and reducing reliance on stigmatized or informal work.

4. HEALTHCARE ACCESS AND SUPPORT

- ❖ **GENDER-AFFIRMING HEALTHCARE:** Ensure that affordable, accessible, and respectful gender-affirming healthcare services, including hormone therapy and surgery, are available without discrimination or delay.
- ❖ **MENTAL HEALTH SERVICES:** Provide accessible mental health services, including counseling and support groups tailored to the needs of the transgender community, addressing issues like discrimination, identity, and trauma.
- ❖ **HIV/AIDS AND SEXUAL HEALTH SUPPORT:** Strengthen programs targeting HIV/AIDS prevention and treatment among transgender individuals, who are at higher risk due to socio-economic vulnerabilities.

5. AWARENESS AND COMMUNITY SUPPORT³²

- ❖ **AWARENESS CAMPAIGNS:** Launch nationwide campaigns to promote acceptance of third-gender identities, led by government bodies, NGOs, and community leaders, aiming to normalize their presence and contributions to society.

- ❖ **SUPPORT NETWORKS AND HELPLINES:** Establish support networks, helplines, and safe spaces where transgender people can find assistance, connect with their community, and report discrimination or abuse.
- ❖ **PROMOTE POSITIVE REPRESENTATION IN MEDIA:** Encourage media platforms to showcase the lives, achievements, and struggles of transgender individuals accurately, fostering empathy and reducing stereotypes.

6. IMPLEMENTATION OF WELFARE MEASURES³³

- ❖ **DEDICATED WELFARE BOARDS:** Establish transgender welfare boards in each state to monitor and implement welfare schemes, coordinate healthcare services, and provide consistent support for third-gender persons.
- ❖ **HOUSING ASSISTANCE PROGRAMS:** Implement housing schemes to provide safe and affordable living spaces, especially for those who may be estranged from their families or in vulnerable situations.
- ❖ **SOCIAL SECURITY AND PENSION SCHEMES:** Extend social security, pension, and insurance schemes to cover transgender individuals, providing economic security and addressing old-age vulnerabilities.

7. COMMUNITY LEADERSHIP AND ADVOCACY³⁴

- ❖ **SUPPORT FOR TRANSGENDER NGOS AND ACTIVISTS:** Strengthen partnerships with transgender-led NGOs and advocacy groups to ensure that policies and programs align with the actual needs of the community.
- ❖ **REPRESENTATION IN GOVERNMENT AND POLICY-MAKING:** Ensure the inclusion of third-gender representatives in policy-making bodies to advocate for their own interests, making decisions that reflect the lived experiences of transgender individuals.

8. MONITORING AND ACCOUNTABILITY³⁵

- ❖ **REGULAR MONITORING:** Establish an oversight committee to monitor the effectiveness of transgender welfare policies and report on their implementation, ensuring accountability.

- ❖ **DATA COLLECTION AND RESEARCH:** Conduct research and gather statistics on the socio-economic status of transgender individuals to assess the impact of policies and improve program targeting.

These measures, if implemented effectively, can create a more inclusive environment for third-gender individuals in India, promoting equality, dignity, and opportunities across all sectors of society. Comprehensive policy enforcement, community engagement, and social transformation are essential to fully support and empower the third-gender community in India.

XIV. CONCLUSION

In conclusion, “Navigating the Labyrinth: A Critical Examination of the Socio-Legal Dimensions and Living Realities of the Third Gender in India” underscores the complex, multi-layered challenges that third-gender individuals face, despite incremental legal advances. Ground-breaking judicial decisions, such as *NALSA v. Union of India* (2014) and *Navtej Singh Johar v. Union of India* (2018), alongside legislative efforts like the *Transgender Persons (Protection of Rights) Act, 2019*, have laid a legal foundation affirming the rights of transgender and third-gender persons. These rulings emphasize equality, self-identity, and freedom from discrimination. However, implementation remains inconsistent, and the legal strides often fail to fully protect this community in daily life.

Persistent issues such as discrimination in healthcare, employment, and education reflect deeply ingrained social stigmas. Despite legal recognition, third-gender individuals frequently encounter socio-economic barriers that limit their opportunities and relegate them to marginalized occupations.

Housing insecurity, mental health concerns, and restricted access to gender-affirming healthcare exacerbate their vulnerabilities. The social fabric remains largely unyielding, necessitating efforts beyond legal recognition to foster true societal acceptance.

A comprehensive, empathetic approach is essential. This includes reinforcing policy implementation, providing sensitization programs to reduce prejudice, and establishing reliable support systems. Targeted initiatives—such as inclusive hiring, skill development, and healthcare reform—can empower third-gender individuals and enable them to participate fully in society.

Only through coordinated efforts among the government, civil society, and the public can India move beyond symbolic acknowledgment to substantive equality. By addressing both legal and social dimensions, the nation can ensure that third-gender individuals live with dignity, safety, and genuine inclusion in all aspects of public life.

E. EXPERIENCE

Making this Research Paper helped me a lot in developing a required aptitude and behaviour in the in the field of Legal research. It has helped me in building great confidence and cleared my innumerable in the topics which I have to learn in my further course.

This Research Paper has also helped me in learning the various skills required in the court and also helped me in forming the behaviour in the court. For excelling in our professional lives, training plays an integral and art.

This very Research Paper has really helped me to realize the practicality of my subjects so that I can apply them in my professional career.

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Vedic Values to Visionary Leadership: The Role of Indian Ethos in Ethical Governance

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Abstract

In the context of global business, where ethical challenges have become increasingly prominent, there is a growing demand for principled leadership and governance. Indian ethos, deeply rooted in Vedic philosophy, offers valuable insights into creating a leadership model that balances ethical behavior with organizational success. This paper explores how Vedic values such as Dharma (duty), Karma (action), Satya (truth), and Ahimsa (non-violence) provide the foundation for visionary leadership and ethical governance. Drawing on ancient scriptures like the Bhagavad Gita, Upanishads, and Arthashastra, the study examines the relevance of these principles in modern business practices. The paper reviews previous research on Indian management thought, highlighting how these values shape corporate governance, ethical decision-making, and stakeholder trust. It also explores the integration of these values into contemporary leadership frameworks, suggesting practical approaches for organizations to incorporate Vedic principles into their leadership models. The paper concludes by proposing a holistic framework for ethical governance that encourages long-term sustainability, values-driven practices, and socially responsible leadership. By bridging ancient wisdom with modern leadership paradigms, this study emphasizes the importance of ethical principles in navigating the complexities of the modern business world.

Keywords: Indian ethos, Vedic values, ethical governance, visionary leadership, Dharma, Karma, business ethics

1. Introduction

“The real power of leadership comes not from authority, but from the ability to inspire others with vision, integrity, and the willingness to serve.” — **Swami Vivekananda**

Ethical crises in modern corporations have spurred interest in leadership approaches grounded in integrity and values. Cases such as the Enron scandal, Satyam’s accounting fraud, and ongoing ESG challenges highlight the urgent need for a principled approach to governance. While Western models of ethics emphasize utilitarian and rights-based theories, Indian ethos, derived from ancient scriptures such as the Vedas, Upanishads, Bhagavad Gita, and Manusmriti, offer a timeless framework for moral conduct and leadership. Scholars like Sharma (2001) and Chatterjee (1998) emphasized that Indian management thought offers a holistic approach to leadership that balances material goals with spiritual grounding.

The Indian philosophical landscape presents a unique view of leadership that is not only result-oriented but also deeply rooted in internal character and self-awareness. It argues for leadership based on self-mastery, righteous conduct, and service to others. This paper examines the convergence of Vedic values with the tenets of ethical governance and explores their relevance in shaping visionary leadership in today’s organizations. In doing so, it contributes to the discourse on integrating traditional philosophies into contemporary leadership models.

2. Conceptual Framework: Indian Ethos and Vedic Foundations

Indian ethos refers to the values, beliefs, and ethical codes embedded in India’s spiritual and philosophical heritage. Central to this ethos are concepts like:

- ❖ **Dharma:** Righteous duty or moral responsibility
- ❖ **Karma:** The law of cause and effect, emphasizing accountability
- ❖ **Satya:** Truthfulness and integrity
- ❖ **Ahimsa:** Non-violence and compassion

These principles are rooted in Vedic literature and have guided Indian society and leadership models for millennia. According to Tripathi (2014), these principles provide a cultural foundation for managerial behavior in Indian organizations. Muniapan and Dass

(2008) highlight the relevance of these values in shaping ethical corporate practices.

The Bhagavad Gita, in particular, outlines a spiritual foundation for action and leadership, encouraging detachment from results (Nishkama Karma) and the pursuit of excellence through righteous means. Kautilya's Arthashastra, while pragmatic and strategic, also reinforces the significance of ethical governance and the ruler's responsibility toward societal welfare.

Traditional Indian leadership models view the organization not merely as an economic entity but as a socio-spiritual organism. Leaders are considered trustees (Yukl, 2012) who manage resources not for personal gain but for the collective good. Concepts such as Lokasangraha (welfare of the world) and Yagna spirit (sacrifice for a noble cause) encapsulate the broader moral obligations of leadership in Indian ethos.

Together, these texts and values provide a robust conceptual framework for ethical leadership in modern organizations.

3. Literature Review

A growing body of literature supports the integration of Indian philosophical values into contemporary management and leadership practices. Sharma (2001) provides a comparative analysis between Western and Eastern leadership models, suggesting that Indian ethos offers a unique path that integrates self-realization, ethical duty, and organizational commitment. He argues that Vedic insights enable a more balanced approach to leadership, particularly in turbulent ethical climates.

Chatterjee (1998) explores the deep connection between Indian philosophical traditions and management thought. His work highlights the interpretive flexibility of texts like the Bhagavad Gita, where concepts of duty (Dharma) and detached action (Nishkama Karma) are contextualized in real-life leadership dilemmas. According to him, the Indian ethos encourages a purpose-driven leadership model that harmonizes personal and collective objectives.

Muniapan and Dass (2008) examine the application of the Vedas and other Indian scriptures in corporate governance frameworks. Their study illustrates how these ancient texts can serve as ethical compasses, fostering a culture of transparency, accountability, and value-based

decision-making. They advocate the relevance of these principles for both individual leaders and institutional frameworks.

Further, Radhakrishnan (1999) provides a philosophical basis for understanding Indian ethics by elaborating on metaphysical and moral values in classical Indian thought. His insights into Dharma and Moksha (liberation) offer a long-term perspective on ethical fulfillment, which can guide organizational mission-setting and policy formation.

Vivekananda (2009) adds a more spiritual dimension, underscoring the value of selfless service, inner strength, and moral clarity in leadership. He advocates the idea that leadership should be grounded in service (Seva) and guided by universal values rather than individual ambition.

Yukl (2012), although working within a Western paradigm, presents transformational leadership as a model that aligns closely with Indian visionary leadership. The emphasis on ethical behavior, inspiration, intellectual stimulation, and individualized consideration finds echoes in the leadership styles portrayed in Indian scriptures.

Tripathi (2014) builds on this foundation by arguing that Indian cultural values are not only relevant but essential in managing diverse and ethically complex organizations. His empirical work with Indian firms shows how values such as Dharma, Satya, and Ahimsa shape managerial behavior and promote long-term stakeholder trust.

Recent research has also explored the application of Indian ethos in global business contexts. For instance, Pande and Basak (2018) identify the role of Vedic principles in building resilient and compassionate leadership in multinational corporations. Additionally, Sundaram and Black (2019) note how Indian family businesses integrate Dharmic values into long-term governance strategies, contributing to sustainable performance.

Together, these studies demonstrate a growing scholarly consensus that Indian ethos—far from being merely symbolic—can be operationalized in the domain of ethical governance and visionary leadership.

4. Vedic Values in Ethical Leadership

4.1 Dharma as Ethical Compass

Dharma provides a guiding principle for decision-making. Leaders who follow Dharma strive for fairness, justice, and the greater good,

avoiding narrow self-interest. This aligns with contemporary leadership theories emphasizing stakeholder-centric approaches (Yukl, 2012). Sharma (2001) notes that Dharma integrates personal and organizational responsibilities into a coherent ethical system.

4.2 Karma and Accountability

The principle of Karma instills a deep sense of responsibility in leadership. Leaders mindful of Karma are likely to pursue ethical actions, understanding that consequences are inevitably linked to intent and behavior. Muniapan and Dass (2008) argue that Karma enhances ethical awareness in decision-making, encouraging long-term thinking.

4.3 Satya and Organizational Transparency

Truth (Satya) is vital for trust-building. Transparent communication, honesty in reporting, and ethical disclosures are modern reflections of this Vedic tenet. Tripathi (2014) and Chatterjee (1998) both emphasize that Satya creates a culture of integrity, which is foundational to stakeholder trust.

4.4 Ahimsa and Compassionate Leadership

Ahimsa fosters empathy and care, essential for humane and inclusive leadership. In corporate terms, it translates into stakeholder welfare, ethical HR practices, and sustainable development. Sharma (2001) relates Ahimsa to corporate social responsibility and ethical treatment of employees and the environment.

5. Visionary Leadership: Characteristics and Indian Perspective

Visionary leadership is characterized by foresight, inspiration, values-based decision-making, and a long-term orientation. Indian scriptures highlight such traits in figures like Lord Rama, Lord Krishna, and Chanakya, who exemplified strategic wisdom balanced with ethical grounding. Goyandka (2014) interprets the Bhagavad Gita's lessons as advocating ethical leadership through detachment, duty, and excellence.

The Bhagavad Gita, for example, emphasizes equanimity, duty without attachment to results, and leading by example (Yogah karmasu kaushalam – excellence in action is yoga) (Goyandka, 2014). These themes parallel transformational leadership and ethical stewardship as explored by Yukl (2012).

6. Ethical Governance through Indian Ethos

Ethical governance entails the alignment of organizational objectives with societal and environmental responsibilities. Vedic values contribute to this by:

Promoting self-regulation over external control (Sharma, 2001), reducing the need for punitive compliance systems

Encouraging value-based policy frameworks that reflect principles such as Satya and Dharma, fostering consistency in ethical practices (Muniapan & Dass, 2008)

Embedding spiritual intelligence in leadership, which improves empathy, self-awareness, and purpose-driven management (Vivekananda, 2009)

Nurturing inclusive decision-making processes that reflect Ahimsa and compassion, helping balance diverse stakeholder interests (Tripathi, 2014)

In addition, Indian ethos supports decentralized and participatory governance models, wherein leaders act as facilitators and enablers rather than controllers. The notion of Samatva (equality) and Karuna (compassion) enhance democratic governance and stakeholder participation. Ethical governance rooted in Vedic values transcends legal compliance and fosters moral legitimacy.

Such governance models resonate with the growing trend toward ethical capitalism and conscious leadership. The Vedic paradigm offers not only a moral compass but also a practical guide to sustainable governance.

7. Integrating Indian Ethos in Modern Organizations

For Indian ethos to influence contemporary governance, organizations must actively integrate these values into their leadership and operational models. This can be achieved through:

Incorporating ethics training rooted in Indian philosophy into onboarding and leadership development programs (Chatterjee, 1998)

Promoting servant leadership models based on Dharma and compassion, encouraging leaders to serve rather than control (Yukl, 2012; Sharma, 2001)

Establishing codes of conduct inspired by Satya and Dharma, emphasizing transparency, fairness, and accountability

Aligning corporate social responsibility (CSR) initiatives with the principle of Ahimsa, ensuring business practices consider environmental and social impacts (Tripathi, 2014)

Companies like the Tata Group have exemplified these practices through ethical leadership, social responsibility, and stakeholder-centric governance. Infosys, Wipro, and Mahindra have also embraced values-based leadership inspired by Indian philosophical traditions.

Furthermore, Indian ethos can be embedded into organizational culture through rituals, symbols, and storytelling. Celebrating ethical role models, integrating Vedic sayings into corporate communication, and recognizing acts of moral courage can reinforce cultural alignment.

8. Challenges and the Way Forward

Adapting ancient values to modern contexts is not without challenges. Misinterpretation, superficial adoption, or cultural misalignment can hinder effectiveness. Sharma (2001) warns against the tokenistic use of Indian values without genuine internalization. Moreover, globalization introduces diverse cultural expectations, necessitating careful contextualization of Indian ethos.

However, these challenges can be addressed through:

- ❖ Developing cross-cultural ethical models that draw from Indian and global philosophies
- ❖ Encouraging research and documentation on Indian ethos in organizational behavior
- ❖ Creating leadership frameworks that blend traditional wisdom with modern strategies

Additionally, academic institutions and corporate think tanks can play a pivotal role in developing leadership curricula rooted in Indian philosophy. Public policy reforms encouraging value-based leadership in public administration can also help mainstream Indian ethos into national governance.

With contextual sensitivity and genuine commitment, Indian ethos can profoundly enrich global leadership models, offering a competitive and ethical advantage in a values-driven world.

9. Conclusion

Indian ethos, grounded in Vedic wisdom, offers a holistic framework for ethical governance and visionary leadership. By internalizing principles such as Dharma, Karma, Satya, and Ahimsa, leaders can cultivate a governance culture that is ethical, sustainable, and deeply humanistic. This integration not only elevates organizational integrity but also contributes to societal harmony.

As global leadership evolves to prioritize ethics and responsibility, the Indian philosophical tradition stands as a rich and practical resource for guiding organizations toward long-term success and human-centered governance. Future leadership paradigms must look beyond transactional metrics and embrace the timeless spiritual values that Indian ethos so profoundly embodies.

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“Enhancing Employee Wellness: Ayurveda-Based Dietary Recommendations for Optimal Health”

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ABSTRACT

This research enlightens the significance of Ayurveda in promoting holistic well-being through traditional dietary practices, individualized nutrition, and mindful eating habits. The study showcases the potential of Ayurvedic concepts merging with modern medicines to revolutionize healthcare. The research delves into ideas such as Prakriti and Dosha, demonstrating their significance in contemporary health and nutrition programs. Furthermore, it highlights the importance of traditional knowledge systems in promoting food security and addressing global health issues. In conclusion, the results indicate Ayurveda's capability to enhance comprehensive wellness and its incorporation into modern healthcare systems.

Keywords: Ayurveda, Prakriti, dosha equilibrium, holistic healing, workplace well-being.

INTRODUCTION

Ayurveda, often known as the “Science of Life”, is an ancient system of medicine that was originated in India more than 5000 years ago. The terminology is derived from the Sanskrit words “Ayur” meaning life, and “Veda” meaning knowledge. Ayurveda is to be known as the one of the oldest healthcare systems in the world and has been thoroughly practiced throughout history. Ayurveda views towards a holistic approach to health and well-being, focusing the balance between mind, body, and spirit. In accordance with Ayurveda,

five elements make up the universe- vayu (air), jala (water), akash (space), teja (fire) and Prithvi (earth). It is believed that these elements form three doshas, or the type of energy which circulates within the body. Each dosha is responsible for particular physiological functions. Ayurvedic treatments lay emphasis on restoring balance through personalized diet, herbal remedies, yoga, meditation and lifestyle modifications. Ayurveda aims to address the root cause of ailments and promote long-term wellness. In today's time, Ayurveda extends beyond disease treatment to preventive healthcare, stress management, and overall, well – being. The integration of Ayurveda into daily life enhances immunity, improves digestion, reduce stress, and fosters a sense of harmony between the body and mind.

OBJECTIVES

1. To study ayurveda with respect to employee wellness and work life balance
2. To suggest a work model by ayurveda to enhance long-term employee engagement and well-being.

LITERATURE REVIEW

Foundations of Ayurveda

Ayurvedic and Its Vedic Origins

Ayurveda, known as the “science of life,” is a branch of Vedas and is considered an **Upaveda** of the **Atharva Veda**. It is an ancient stream of knowledge that has been passed down through generations since time immemorial, running parallel to Vedic literature. Its origin is believed to be from the creator, Brahman, even before the creation of the universe, making it eternal, as there is no known time when it did not exist. In Ayurveda, food is regarded as influential not only on the body but also on the mind. By understanding how to prepare food best suited to our unique constitution, we can harness nutrition as a powerful tool for healing. Food is fundamental to a healthy life, yet when consumed improperly, it can become the root for cause various diseases. Therefore, gaining proper knowledge about food and its significance is essential for all individuals to maximize its benefits (Mishra A. , 2019).

Philosophical Foundations of Yoga and Ayurveda

The two ancient Indian traditions—yoga and ayurveda—lay down and emphasize holistic well-being. Given the central role of work in people’s lives, workplace well-being is crucial. The discussion over the well-being through these traditions focuses on three key objectives. Firstly, it examines modern perspectives on health, well-being and workplace flourishing. Secondly, it explains the shared philosophy of Yoga and Ayurveda, covering **gunas, doshas, vital essences, and the panchakosha** to present an integrated view of well-being. Lastly, it discusses the practical implications of these philosophies in workplace well-being and management, highlighting their relevance in fostering a balanced and productive work environment (Dagar, Well-being at workplace: A Perspective from Traditions of Yoga and Ayurveda, 2021).

Ayurvedic Perspective on Body, Mind, and Spirit

Good health is widely recognized as essential for human development. In Ayurveda, it is achieved through the balance of key physiological elements, including dosha (bodily humors), agni (digestive fire), dhatu (seven body tissues: lymph, blood, muscle, fat, bone, bone marrow, and reproductive tissues), and mala (waste products like feces & urine). Furthermore, Ayurveda emphasizes maintaining physical, mental, and spiritual well-being as a fundamental part of good health, defining it as the state where the body, senses, and psyche function in their nature state. Ayurveda underscores that all bodily and sensory needs must be balanced to prevent illness and sustain well-being (Mishra L. C., 2018).

Research Methodology

Research on enhancing employee wellness through Ayurveda-based dietary recommendations is both qualitative and descriptive as it explores individual experience, perceptions, and health outcomes in a natural, holistic context without using numerical data. Furthermore, it focuses on understanding how and why Ayurvedic diets impact wellness, instead of testing hypotheses or determining direct causal links. A systematic literature review is conducted to gather, evaluate and synthesize existing research on the topic in a structured way, ensuring comprehensive and evidence – based foundations for the research.

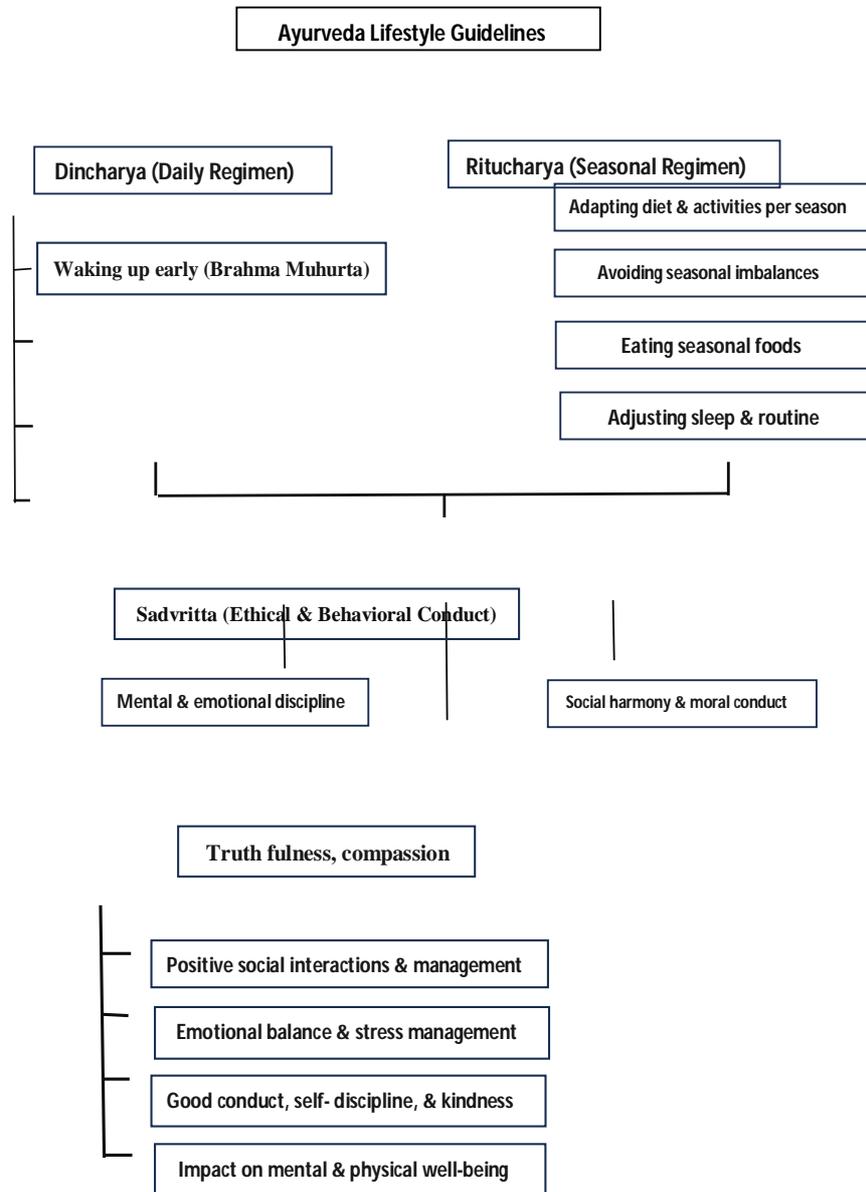
Ayurveda's Holistic Approach to Health

The Holistic Approach of Ayurveda to Health and Healing

Ayurveda is renowned as the “oldest medical system known to man” and the most comprehensive spiritual teaching in the world. It is grounded in the principle of maintain balance between the interconnected body and mind. Ayurveda helps individual understand the benefits of knowing their body and mind, fostering a deep connection with nature. It offers remedies for age-related ailments like memory loss, diabetic wounds, and conditions for which modern medicine lacks effective treatments. While modern therapies may offer temporary relief of symptom management, they often fail to provide long-term sustainable solutions. In contrast Ayurveda provides comprehensive treatments that target the root causes of such ailments rather than merely alleviating symptoms. Ayurvedic herbs, diet, lifestyle Adjusting sleep & routine Mindful eating & balanced meals Yoga, exercise, meditation Eating seasonal foods Hygiene & self-care (bathing) Avoiding seasonal imbalances Adapting diet & activities per season modifications, and therapies such as Panchakarma (detoxification) are tailored to restore internal balance, improve circulation, enhance immune function, and rejuvenate the body at a cellular level, ensuring holistic healing that extends far beyond mere symptoms suppression (K.M.Gothandham, 2020).

Adapting to Nature's Rhythms: Ayurvedic Regimens for Balance

Ayurveda provides a well-structured framework for healthy lifestyle through various guidelines such as **Dincharya** (daily regimen) includes practices like waking up early, yoga, and proper hygiene. **Ratricharya** (night regimen) emphasizes activities that promote restful sleep and relaxation. **Ritucharya** (seasonal regimen) guide individuals on how to adapt their diet and lifestyle according to seasonal change to maintain health. **Adhara Vidhi** (dietary guidelines) provides instruction on mindful eating, food combinations, and meal timings. **Sadvriita** (ethical and behavioral conduct) promotes mental and emotional well-being. These principles collectively create a balanced and disciplined way of living that strengthens immunity, enhances digestion, regulates metabolism, and promotes overall well-being (Deshmukh, 2023).



Ayurveda role in healthcare

Ayurveda, a medical system based in India more than 5,000 years ago, is oriented towards maximizing good health through a holistic approach that integrates the mind, body, behavior, and environment. As a system promoting health and disease prevention, treatments are

tailored on an individual's constitution. Consciousness, key to well-being is nurtured through the practice of meditation. Seasonal eating and lifestyle advice, coupled with the consumption of spices, herbs, and Rasayanas, facilitate rejuvenation and prolongevity. Panchakarma, a set of purification procedures, helps detoxify the body. While western medicine predominates in the treatment of acute conditions, Ayurveda has been found to be successful in the treatment of chronic disorders, utilizing a holistic system that may become integral to world health (Singh, 2020).

Ayurveda in Modern Lifestyles

Yoga and Ayurveda for workplace well-being

Yoga and Ayurveda, India's traditional systems, teach holistic and multi-dimensional well-being. With the prime position given to work in the lives of individuals and its immense time and energy consumption, workplace well-being is paramount. This disclosure purports to reach three main outcomes. Firstly, it examines health, well-being, and flourishing in modern-day contexts, laying emphasis on workplace well-being. Secondly, it describes the common philosophy of Yoga and Ayurveda, ranging from basic principles like gunas, doshas, vital essences, and panchakosha to the formation of a cohesive understanding of health and wellness. Lastly, it investigates how these philosophies, well-being principles, and practices can be adapted in the workplace and management (Dagar, 2020).

Integrating Ayurveda in corporate culture for mindfulness and growth

Business success is driven by people, but growth can be constrained by conflict, a lack of mindfulness, and an exclusive focus on profit. When incorporated in business curricula, Ayurveda can promote mindfulness, conflict resolution, and profitability. This study combined theory-based and applied research to create a methodology for using Ayurveda in business settings. According to research companies can use Ayurvedic typologies, or doshas to (i) increase mindfulness (ii) encourages self-organized conflict resolution and (iii) improve profitability while implementing traditional Eastern practices. Participants in the approach take a dosha quiz to determine their typology, discover their strengths, and create balanced teams to improve teamwork and organizational success (K.Joyee, 2022).

Ayurveda for Adolescent well-being in Schools

In today's rapidly world, every aspect of life, from technology to education and agriculture to food habits, is undergoing significant change impacting adolescents. As they spend two- third of the day in school, are among the most affected by these shifts, particularly in diet and lifestyle. Schools must adopt comprehensive health approach to address these challenges. Ayurveda, the ancient Indian system of medicine emphasizes holistic well-being through balanced nutrition and lifestyle practices. With the increasing prevalence of metabolic disorders like obesity, anxiety, and fatigue among adolescents, integrating Ayurvedic principles into school health programs can foster long-term wellness and resilience. Embracing this holistic approach can help to create a healthier future generation by promoting balanced nutrition, mindful living, and disease prevention (Gupta, 2020).

Embracing Ayurveda for Stress Management in Education

The research delves into the dynamics of knowledge, perception, and preparedness in embracing Ayurveda as s stress management strategy among education professionals. As the stress is a prevalent issue within the industry, there is increasing interest in adoption holistic means such as Ayurveda. Based on extensive survey and statistical analysis, this research investigates significant determinants of acceptance or rejection of stress management based on Ayurveda. The results seek to offer beneficial knowledge for educators, policymakers, and medical professionals, closing the gap between conventional healing practices and contemporary stress management, ultimately improving well-being and work satisfaction within educational environments (Kumari, 2024).

Power of Prakriti: Enhancing work and well – being

The concept of the three gunas- Satva, Rajas, and Tamas - explains how the world and individuals are influenced by different qualities. Ayurveda integrates these gunas along with prakriti (individual constitution) to design a lifestyle for maintaining health. At birth, an individual's prakriti is determined by the predominance of trigunas, panchamahabhutas (earth, water, fire, air, sky), and tridoshas (vata, kapha, pitta), generally remaining constant unless reshaped through yogic practices and meditation. Understanding a person's prakriti provides insights into their preferences, work style, and comfort zones,

enabling organizations to assign suitable roles. Aligning work responsibilities with an individual's natural disposition not only enhance productivity but also fosters a sense of fulfilment, reducing stress and improving work- life balance. Integrating Ayurveda with management science can create a harmonious work environment, ensuring both individual well-being and organizational growth (Rao, 2019).

Ayurvedic Nutrition and Dietary Science

Ayurvedic Insights on Healthy Eating Practices

The globalization of dietary habits has led to the rise in metabolic syndromes, not only due to food choices but also in the eating behaviors. While modern research is more focused towards nutrition, less attention is being given to food intake practices. Ayurveda provides a detailed guidelines on meal timing, portion size, eating pace, dining environment, and post-meal activities. This review systematically examines these principles alongside contemporary research, highlighting how factors like consumption rate, mindful eating, and dining habits impact health. Integrating wisdom with modern findings can help optimize dietary practices for better health outcomes (Hajira).

Ayurvedic Perspective on Food and Dosha Balance

According to Ayurveda, all matter in the universe comprising the human body, is composed of five basic elements (**Pancha Mahabhootas**): **Prithvi** (Earth), **Aap** (Water), **Teja** (Fire), **Vayu** (Air), and **Akasha** (Ether). The body's **Tridoshas** – Vata, Pitta and Kapha – are also derived from these elements. Every food item being consumed as an effect on the body, either aggravating, pacifying, or balancing the doshas. In order to maintain overall health and **dosha equilibrium**, Ayurveda prescribes specific dietary guidelines. Proper meal planning and mindful eating help sustain the body's harmony, ensuring optimal health and longevity (Mishra P. K.,2023).



Aharavidhividhan: The key to Balanced Living

Ayurveda's Prayojana is aimed to safeguard the health of the healthy and cure diseases, recognizing that various factors influence well-being and susceptibility to illness. According to the Acharyas, the **Tri-upstambha** (three sub-pillars) of **Ahara** (diet), **Nidra** (sleep), and **Brahmacharya** (self-discipline) support the body, with Ahara being the most crucial for sustaining life. Proper nutrition is essential for good health, but its benefits can only be realized by following appropriate dietary practices. Acharya Charak's **Aharavidhividhan** (dietary recommendations) provides scientifically backed guidelines to prevent disease caused due to poor eating habits. Key aspects like timing, location, quantity and mode of food intake have a significant impact on overall well-being. When followed correctly, Ahara supports health body development, while improper consumption can lead to various major health issues. Thus, Aharavidhividhan is essential for both preventing diseases and addressing their root causes (Nigam, 2023).

Prakriti-Based Diets in Ayurveda

Prakriti, a fundamental concept in Ayurveda, represents an individual's unique constitution determined by the relative dominance of the three doshas: **Vata, Pitta, and Kapha**. The equilibrium or imbalance of these doshas influence one's physical, mental and emotional well-being. Ayurvedic dietary practices, particularly those based on prakriti, are designed to maintain or restore their balance, thereby promoting overall health and preventing diseases. The relevance of prakriti-based diets in modern healthcare is evident in their potential to improve digestion, support mental health, and

manage chronic disease. The increasing interest in personalized nutrition aligns closely with Ayurvedic principles, highlighting the potential for integrating these ancient practices into modern medicine (Hossain, 2024).

Ayurvedic Gastronomy for Holistic Wellness

In today's fast-paced era, driven by technological advancements and the rapid flow of information, human being is increasingly impacted. One of the key factors contributing to health disorders is inappropriate food practices, which have become an inseparable part of modern life. Ayurveda, an ancient system of holistic wellness, offers valuable gastronomic principles to mitigate these challenges. Ayurvedic food practices centered on different factors such as choice of ingredients selection, cooking techniques, dedicated time for mindful eating, dietary habits, and addressing specific food-related concerns. By integrating these time-tested principles into daily life, individuals can cultivate better health, enhance digestion, and achieve overall well-being in harmony with nature (Srivastav, 2025).

Enhancing well-being through Aharavidhidhan

Ahara, the fundamental necessity of all living beings, holds great significance in Ayurveda for both causation and treatment of diseases. Aharavidhidhan outline dietary guidelines, emphasizing food intake that is warm and consumed in appropriate quantity. However, in the modern era, dietary rules are often neglected due to busy lifestyles, leading to impaired digestion and a rise of lifestyle disorders. Proper digestion depends not only on the type of food but also on the method of consumption. Classical texts provide insights into what, when, and how to eat, emphasizing mindful eating practices. Irregular food habits, untimely meals, and unhealthy dietary choices contribute to various ailments, further affecting productivity and overall well-being. In today's fast-paced work culture, maintain a work-life balance is essential, and a disciplined dietary routine plays a crucial role in sustaining energy levels and mental clarity. Adhering to Aharavidhidhan can support both physical health and professional efficiency through Pathya Sevana (Wholesome diet) and Nidana Parivarjana (avoidance of causative factors), fostering a balanced and health lifestyle (VS, 2020).

Modern Health challenges and Ayurveda’s role

Type 2 Diabetes: A Growing Global Concern

Type 2 diabetes is a major non-communicable disease with the rising global prevalence, influenced by genetics, environment, lifestyle, and diet. Poorly managed diabetes can lead to complications, but food here plays a crucial role in prevention and management. Modern dietetics takes a reductionist approach meaning analyzing food based on its macro and micro nutrients content while overlooking individual needs. Ayurveda offers a holistic dietary approach, considering factors like **Prakriti** (body composition), **Dosha** (body humors), **Agni** (digestive power), **Desa** (habitat), **Kala** (age and season), and **Sathmya** (compatibility). A personalized diet based on these principles can help prevent metabolic diseases, including diabetes (Edavalath, 2018).

Ayurveda healing for migraine management

Migraine is a chronic disease disorder that affects overall well-being, and Ayurveda offers a holistic approach to its management. It focuses on balancing the body’s doshas through herbal formulations, external therapies, and panchakarma procedures. Ayurvedic treatments aim to address the root cause rather than just the symptoms, promoting long-term relief. Many of the studies suggest that Ayurveda can be effective in reducing migraine frequency and intensity with minimal side effects. Integrating Ayurveda into migraine management may provide a natural and sustainable alternative for relief (Soman, 2022).

Ayurvedic vs Health-conscious Approaches to Health in Hungary

This research investigates variations in perceptions of health among people adhering to an ayurvedic lifestyle and those with a general health aware attitude. While Ayurveda is concerned with a comprehensive perspective, European medicine is centered on physical well-being. Among 1,000 Hungarians surveyed and two focus group discussions, it was found that while 83.2% recognize health as an integration of physical, psychological, mental, and social aspects, there is a discrepancy between awareness and behaviour. Ayurveda-oriented respondents reported more knowledge, including spirituality, and more initiative in health behavior. Based on the findings, the promotion of Ayurveda could make improvements in preventive healthcare and general well-being among Hungarians (Sara, 2021).

Ayurveda's Global Reach and Technological Advancements

AI Revolutionizing Ayurvedic Science

The integration of **Artificial Intelligence** into Ayurvedic Science has garnered significant attention in the recent years, revolutionizing traditional healthcare practices. The findings of some researchers revealed how AI is transforming Ayurveda by enhancing diagnostic accuracy, treatment recommendations, and drug discovery. With the growing demand for **personalized healthcare solutions**, AI-driven technologies empower Ayurvedic practitioners to develop tailored treatment plans based on an individual's constitution and imbalances. By analysing vast datasets, AI can identify patterns and correlations that conventional methods often overlook, resulting in more precise diagnoses and improved therapeutic outcomes (Singla, 2024).

AI Advancements in Ayurvedic Drug Discovery and Treatment

Some of the research examined various AI applications in **Ayurvedic drug discovery, treatment recommendations, disease diagnosis, and prognosis prediction**. Some findings revealed that AI-driven drug discovery significantly accelerated the identification of potential herbal compounds, achieving a **30% higher success rate** than traditional screening methods. Furthermore, AI-powered treatment recommendations system improved efficacy by **25%**, as they factored in not just symptoms but also patient-specific attributes such as constitution and lifestyle. Moreover, AI-based disease diagnosis models demonstrated a **20% increase in accuracy**, allowing for quicker and more reliable identification of diseases, which in turn facilitates early invention and effective disease management (Singla,2024).

The Global Rise of Ayurveda

Global demand for Ayurveda, the traditional medicine has surged, prompting nations to develop integrated system that ensure safe, respectful, affordable and effective access. Ayurveda, the holistic science of medicine, has been practiced for centuries and is gaining popularity of the scientific and medical communities. Its emphasis is on physical, mental and spiritual well- being by maintaining harmony between body, mind, consciousness, and the universe. Ayurveda highlights concept of "**Loka-Purusha Samyasiddhant,**" stating that the elements present in the universe also exist within individuals. It pays attention to disease prevention and health promotion through

sustainable practices, fostering harmony between humans and nature (Manoj, 2022).

WHO’s Role in Globalizing Ayurveda

The World Health Organization (WHO) prioritizes global health and the integration of traditional medicine with modern healthcare. In India WHO, is enthusiastically encouraging Ayurveda with emphasis on standardization, safety, and efficacy of herbal products. Some key initiatives are Appraisal Project Work (APW), Direct Financial Cooperation (DFC) and partnership with AYUSH and research councils for institutionalizing Ayurveda as evidence- based medicine. WHO also supports pharmacovigilance programs, rational-use guidelines, and consumer education for Ayurvedic medicines. Further exploration and alignment with biomedical sciences can enhance Ayurveda’s global recognition as a validated medical system (Chaudhary, 2021).

Nutrition Security and Large- Scale Production

Traditional foods serve as a rich source of nutraceuticals, offering essential fiber, proteins, vitamins, minerals, and antioxidants that play a crucial role in preventing chronic disease and promoting overall health. These foods serve as potential sources of a balanced diet, contributing to nutritional security and encouraging the exploration of underutilized foods for large-scale production and food security. Food manufactures worldwide develop products tailored to population needs, directly influencing public health. Integrating traditional foods with traditional knowledge systems highlights their significance in ensuring food and nutritional security, particularly in rural areas. Fortification with traditional foods offers a practical solution to addressing nutritional challenges, while various approaches to enhancing nutrition security continue to evolve (Bisht, 2023).

Companies Incorporating Ayurvedic Principles

Procter & Gamble (P&G)

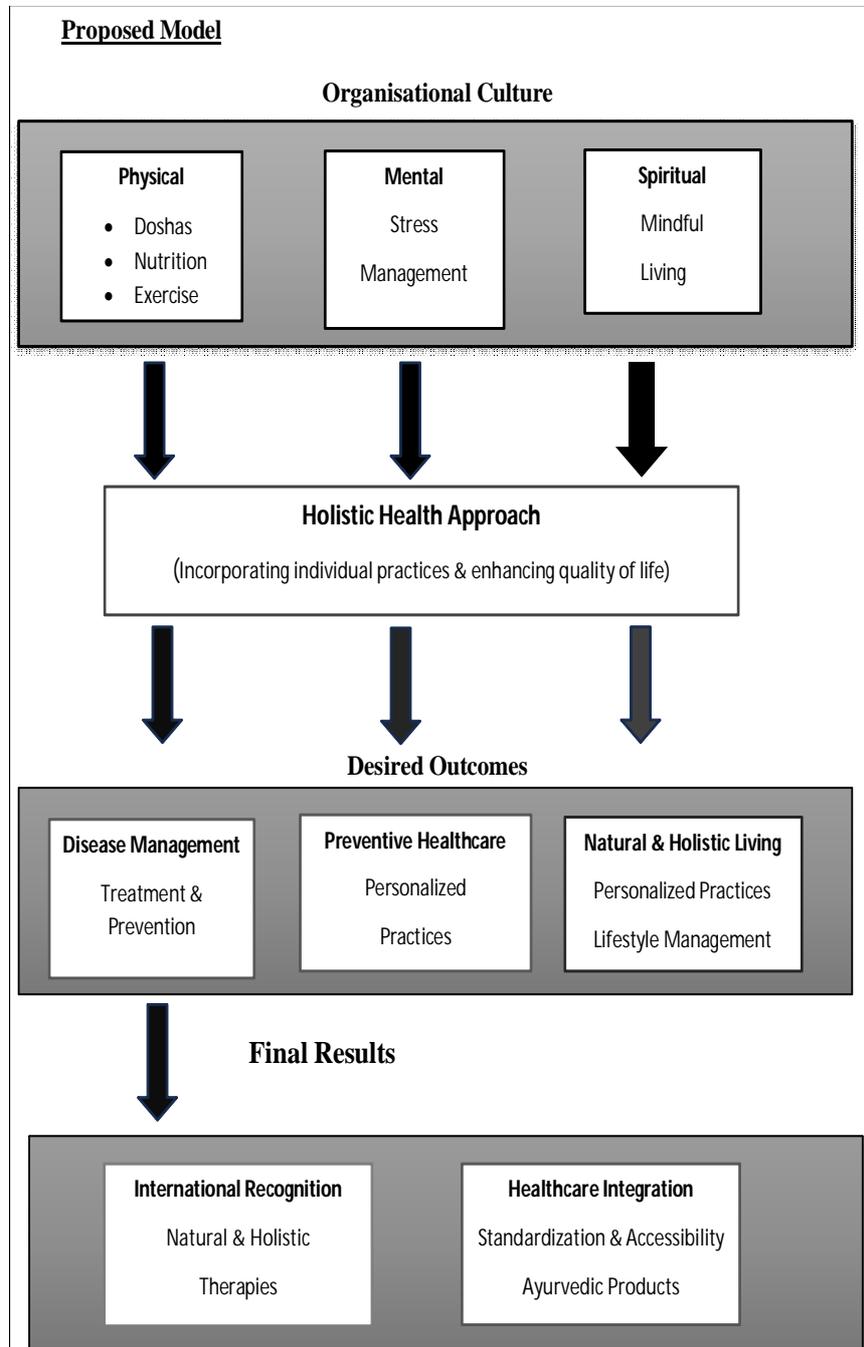
P&G incorporates, Ayurvedic principles primarily through the use of natural, plant-based ingredients and a focus on holistic wellness. Their brands, such as Herbal essences, includes Ayurvedic herbs like aloe vera, ginger, and neem, and are known for their healing effects in Ayurveda. These ingredients are chosen to promote hair and scalp health, aligning with Ayurveda’s focus on balance and harmony. P&G also focuses on sustainability, responsibly sourcing ingredients to

create products that resonate with Ayurvedic values of living in harmony with nature. By promoting products that supports daily wellness routines, P&G aligns with Ayurveda's principles of overall well-being, seeking to balance mind, body, and spirit

while providing products that nourish both inside and out. This strategy reflects their dedication to fulfilling the growing number of consumers demand for natural, effective personal care solutions inspired by ancient wisdom.

PepsiCo

The company incorporates Ayurvedic principles into its products through brands like SABRA, particularly in their health-focused offerings. For an instance, they use turmeric, a key ingredient in Ayurveda known for its anti-inflammatory and antioxidant properties. Turmeric is highly regarded in Ayurvedic medicine for its potential to promote overall wellness, alleviate inflammation, and strengthen the immune system. By incorporating these ingredients, PepsiCo responds to the increasing consumer demand for natural, functional foods that provide health benefits, while tapping into ancient wisdom of Ayurveda to enhance the nutritional profile of their products.



This Ayurveda framework demonstrates a holistic health approach that integrates the physical, mental, and spiritual aspects of well-being. It begins with three core pillars: Physical health- involving balancing doshas, proper nutrition, and exercise; Mental health- focusing on stress management techniques; and spiritual well-being, achieved through mindful living. Together these components create the basis for a holistic health approach that seeks to implement personalized practices to enhance overall life quality.

On the basis of this foundation, the model expands into three key applications: Disease Management – through both treatment and prevention; Preventive Healthcare - that utilizes customized practices to avoid illness; Natural and holistic living- which encourages a lifestyle that aligns with nature and personalized wellness routine. These facets further enhance the global significance of Ayurveda, as its natural and holistic therapies gain increasing international acknowledgement. Moreover, the model highlights, the integration of healthcare, concentrating on the standardization, accessibility, and worldwide distribution of Ayurvedic products. Collectively, the model encapsulates Ayurveda's comprehensive vision of sustainable and personalized health care.

CONCLUSION

As modern workplace increasingly focusing on employee well-being, incorporating Ayurveda- based wellness practices provides a meaningful and time-tested solutions. Based on holistic philosophy, Ayurveda focuses on balance among body, mind, and spirit – making it relevant for today's high – stress work environments. With help of personalized dietary recommendations that corresponds with individual doshas, seasonal needs, and natural rhythms, employee can experience enhanced digestion, sustained energy, and mental acuity. This not only enhances overall health but also fosters a more productive, resilient and effective workforce. By embracing Ayurveda, organizations can promote a sustainable employee wellness model that nurtures both individual energy as well as organizational success.

At the centre of Ayurveda's philosophy are dietary suggestions based on individual's doshas which guides what, when, and how to consume food for inner equilibrium. By aligning with seasonal needs and natural rhythms. Ayurveda encourages the consumption of fresh, easily digestible foods that support digestion, immunity and mental

acuity. When integrated into employee wellness programs, the preventive and personalized approach of Ayurveda fosters a sense of care and engagement. This results in fewer absenteeism, higher morale, and improved productivity. At last, embracing Ayurvedic principles empower organizations to build a healthier, more resilient, and purpose – driven workforce.

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The Impact of Effective Problem-Solving Strategies on Process Optimization in Organizations: An Exploratory Report

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Abstract

This paper explores how effective problem-solving strategies contribute to enhancing process optimization and operational efficiency within organizations, drawing on real-world examples and best practices to illuminate the pathways organizations may adopt. Specifically, a case study exemplifies how a structured approach to problem solving can lead to enhanced throughput and reduced operational costs, underscoring the potential of Lean methodologies to optimize processes in industrial settings. Moreover, integrating technology and data analytics into problem-solution frameworks amplifies the effectiveness of these strategies. Finally, the case studies highlight the necessity of adopting structured methodologies, fostering a culture of continuous improvement and dynamic feedback loops, and involving employees at all levels in the problem solving process, ensuring that organizations not only measure their operational performance but also enhance it systematically. These practices not only bolster operational efficiency but also contribute to sustained improvements in service quality and customer satisfaction, underpinning the vital role of effective problem solving strategies in contemporary organizational contexts.

Keyword: *Process optimization, problem solving, data analytics, Solution framework*

Introduction

In an increasingly competitive and dynamic global landscape, organizations are challenged to enhance their operational efficiency

and process optimization to achieve sustained success. Effective problem-solving strategies play a crucial role in this endeavor, acting as a backbone for identifying inefficiencies and implementing solutions that deliver tangible improvements. The interplay between problem-solving capabilities and operational excellence cannot be overstated, as organizations that cultivate robust problem-solving frameworks are better equipped to navigate complexity and change. This paper seeks to explore how effective problem-solving strategies contribute to enhancing process optimization and operational efficiency, drawing on real-world examples and best practices to illuminate the pathways organizations may adopt. At its core, process optimization refers to the systematic refinement of organizational processes to achieve greater efficiency, quality, and speed. Operational efficiency, in tandem, can be defined as the capacity of an organization to deliver high-quality products or services while minimizing resources, time, and costs. These constructs are intrinsically linked, as streamlined processes often lead to improved operational performance. However, optimizing processes and enhancing operational efficiency can be a formidable challenge, particularly in organizations characterized by complex operations and interdependencies.

To address this, organizations must leverage effective problem-solving strategies that not only identify the root causes of inefficiencies but also facilitate innovative solutions. Research has indicated that organizations that adopt a structured approach to problem-solving demonstrate greater adaptability and responsiveness to emergent challenges (Basadur, Gelade, & Basadur, 2014). Those capable of swiftly diagnosing issues and developing actionable interventions are more likely to succeed in a rapidly evolving business environment. Furthermore, the implementation of best practices in problem-solving fosters a culture of continuous improvement, empowering employees at all levels to contribute to efficiency initiatives. Understanding the mechanics of effective problem-solving strategies necessitates consideration of varied methodologies that organizations can employ. For instance, the DMAIC (Define, Measure, Analyze, Improve, Control) framework, widely adopted within the Six Sigma methodology, offers a structured approach that organizations have successfully implemented to enhance operational performance. By clarifying objectives, measuring current performance metrics, and analyzing data to identify areas for improvement, organizations can pinpoint specific interventions that lead to optimized processes. A

notable example is that of General Electric, which utilized Six Sigma principles to reduce defects in manufacturing processes, resulting in significant cost savings and improved customer satisfaction.

Moreover, integrating technology and data analytics into problem-solving frameworks amplifies the effectiveness of these strategies. Organizations increasingly harness big data and predictive analytics to uncover insights that inform decision-making and optimize processes. Firms such as Amazon exemplify how leveraging data enables precise inventory management and supply chain optimization, translating to operational efficiencies that enhance customer service and reduce operational costs.. The ensuing sections will delve deeper into specific strategies, real-world case studies, and best practices to elucidate how organizations can implement effective problem-solving approaches to achieve their operational goals., The theoretical foundation of effective problem-solving strategies within organizations is crucial for understanding how these approaches can catalyze process optimization and enhance operational efficiency. Building on the seminal work of Van Aken and Berends (2018), this section will explore various established frameworks that guide organizations in their problem-solving endeavors, with a particular emphasis on Lean and Six Sigma methodologies. These frameworks not only provide structured methodologies for diagnosing and rectifying inefficiencies but also foster a culture of continuous improvement that is essential for sustaining operational excellence.

Literature review

Lean methodology focuses on the elimination of waste while maximizing value to the customer. This philosophy encourages organizations to critically evaluate their processes through value stream mapping, which helps identify non-value-adding activities that hinder efficiency. As Gambi et al. (2015) assert, "Organizations that embrace Lean principles develop a proactive approach to problem solving, which inherently results in reduced lead times and improved product quality." The importance of integrating Lean practices is underscored by empirical evidence, indicating that firms implementing Lean techniques observe significant enhancements in operational metrics, such as inventory turnover and labor productivity.

In contrast, Six Sigma emphasizes the reduction of process variability and defects via a data-driven approach. It leverages a

rigorous problem-solving methodology known as DMAIC (Define, Measure, Analyze, Improve, and Control), enabling organizations to systematically identify root causes of discrepancies within their operations. Garza-Reyes (2015) articulates that “the application of Six Sigma not only mitigates defects but also establishes a culture of data literacy and informed decision-making, which is pivotal for continuous performance enhancement.” This dual focus on both qualitative and quantitative factors positions Six Sigma as a complementary strategy to Lean, offering a holistic approach to operational improvement. Moreover, the interplay between organizational culture and the adoption of quality improvement techniques cannot be understated. A culture that promotes open communication, team collaboration, and employee empowerment will likely yield superior results when integrating Lean and Six Sigma strategies. As depicted by organizational behavior theories, a supportive culture facilitates knowledge sharing and experimentation, which are integral to effective problem-solving endeavors. The alignment of quality techniques with organizational values fosters an environment where employees feel engaged and motivated to seek innovative solutions.

Real-world manifestations of these theoretical concepts are prevalent across various industries. Notably, Toyota’s implementation of Lean principles has been a benchmark for operational excellence in automotive manufacturing. The organization has cultivated a culture characterized by continuous improvement (Kaizen) and problem-solving at all levels of operations. This has led to significant reductions in production costs and an unparalleled reputation for quality. Similarly, General Electric (GE) has adopted the Six Sigma methodology to improve its operational processes. The company’s commitment to data-driven decision-making has allowed it to revolutionize its product lines and operational capabilities, resulting in billions of dollars in savings and enhanced product reliability. GE’s experience illustrates the transformative potential inherent in effectively applying problem-solving strategies, as noted by Gambi et al. (2015), who emphasize that successful implementations require a firm commitment to cultivating a systemic approach to quality improvement at all organizational levels.

The theoretical frameworks of Lean and Six Sigma provide the necessary scaffolding for organizations seeking to enhance operational efficiency through effective problem-solving strategies. A robust

understanding of these methods, coupled with a committed organizational culture, creates an environment ripe for continuous improvement and sustained operational excellence. The implementation of effective problem-solving strategies is paramount for enhancing process optimization and operational efficiency within organizations. Best practices in this domain often leverage methodologies such as Lean and Kaizen, which aim to streamline operations by identifying waste and fostering continuous improvement. Lean principles focus on maximizing value by reducing non-value-added activities, while Kaizen emphasizes iterative, incremental changes that involve all employees in the improvement process. A notable case study that elucidates the practical application of these methodologies is found in the work of Kumar, Dhingra, and Singh (2018), which explores a manufacturing firm in India that adopted Lean-Kaizen strategies to address production inefficiencies.

In this case, the organization implemented a structured problem-solving approach, beginning with a thorough analysis of existing processes. Utilizing tools such as Value Stream Mapping (VSM), the team identified bottlenecks and wasteful practices within their production line. By engaging frontline employees in brainstorming sessions, the firm not only generated a pool of ideas for improvement but also fostered a culture of ownership and accountability among staff. The results were compelling; following the implementation of lean techniques, the organization reported a 30% reduction in lead time and a 25% increase in overall productivity. These quantifiable outcomes underscore the efficacy of applying systematic problem-solving methodologies to operational challenges. Moreover, the role of adaptive leadership cannot be overstated when discussing the successful implementation of these strategies. Leaders who adopt an adaptive approach are better equipped to navigate the complexities inherent in organizational settings. Nelson and Squires (2017) contend that adaptive leaders possess the ability to respond dynamically to unforeseen challenges, fostering a supportive environment that encourages innovation. In the context of the aforementioned case study, the leadership team prioritized open communication and supported employee feedback loops, which were crucial for driving engagement and buy-in during the Lean-Kaizen initiatives. By facilitating workshops and training programs, leaders effectively equipped their workforce with the necessary skills and knowledge to contribute to the optimization efforts.

Best practices for sustaining these problem-solving strategies further include the integration of performance metrics and benchmarks within the organizational framework. Establishing Key Performance Indicators (KPIs) allows organizations to continually monitor the effectiveness of implemented strategies and make necessary adjustments in real-time. Furthermore, the continuous nature of the Kaizen philosophy reinforces the importance of incremental improvements, which positions the organization to respond proactively to changing market conditions or internal challenges. Ultimately, the symbiotic relationship between effective problem-solving methodologies and adaptive leadership illustrates a robust framework for enhancing process optimization and operational efficiency. Organizations willing to invest in these strategies can expect not only improved productivity metrics but also a stronger culture of innovation and adaptability. The case study from India serves as a compelling example of how these principles can manifest in tangible benefits, providing a blueprint for other organizations aiming to enhance their operational efficiencies. Numerous organizations across various sectors have effectively implemented problem-solving strategies to enhance operational efficiency and process optimization, demonstrating the tangible benefits of structured methodologies. One notable example is the application of Lean process improvement within behavioral health care settings. According to Steinfeld et al. (2015), the integration of Lean principles in this sector has yielded compelling evidence-based practices, subsequently transforming the delivery of mental health services. By employing techniques designed to minimize waste and streamline processes, behavioral health organizations have achieved significant reductions in patient wait times and resource utilization, thereby improving overall care quality. These enhancements not only meet regulatory compliance but also lead to higher patient satisfaction rates, demonstrating the profound impact that effective problem-solving strategies can have on operational outcomes.

Implications

In the realm of manufacturing, Lean methods have similarly revolutionized performance metrics. Research conducted by Belekoukias, Garza-Reyes, and Kumar (2014) illustrates the fruitful application of Lean principles in manufacturing environments, where organizations have adopted systematic problem-solving approaches such as the Plan-Do-Check-Act (PDCA) cycle and Value Stream

Mapping (VSM). These strategies are instrumental in identifying bottlenecks and inefficiencies within production lines. For instance, a major automobile manufacturer implemented Lean techniques and reported a reduction in lead time by up to 50%, alongside notable improvements in product quality and workforce engagement. This case exemplifies how a structured approach to problem-solving can lead to enhanced throughput and reduced operational costs, underscoring the potential of Lean methodologies to optimize processes in industrial settings.

The implementation of the Six Sigma framework provides further evidence of the capabilities of problem-solving strategies in refining operational efficiency. General Electric (GE), well-regarded for its operational excellence, has integrated Six Sigma principles extensively across its business units. This initiative emphasizes data-driven decision-making and continuous improvement through rigorous quality control and statistical analysis. The deployment of Six Sigma has led to a reported savings of over \$12 billion for GE, enhancing both product reliability and customer satisfaction. This approach reiterates the importance of empirical analysis in problem-solving, showcasing a robust link between methodological rigor and operational success. Additionally, the healthcare sector exemplifies the positive outcomes of adopting methodologies that prioritize problem-solving. The Virginia Mason Medical Center in Seattle adopted Lean practices, inspired by the Toyota Production System, to optimize care delivery. This transformation led to significant reductions in patient wait times and an increase in staff productivity. By fostering a culture of continuous improvement, staff members are empowered to identify problems and innovate solutions, thereby cultivating an environment conducive to operational excellence. The Virginia Mason experience reflects the importance of engaging frontline employees in the problem-solving process, ensuring that insights from those most intimately involved in workflows contribute to overarching organizational success.

Methodology

Statistical Process Control (SPC) is a methodology utilized to monitor and control a process through statistical means, ensuring that it operates at its full potential. By employing control charts and process capability analysis, organizations can identify variations that may

negatively impact quality and efficiency. According to Azizi (2015), the implementation of SPC is crucial in industries such as manufacturing, where maintaining product quality while optimizing processes is paramount. For example, in the automotive manufacturing sector, companies like Toyota have successfully utilized SPC to minimize variations in their production lines, leading to a significant reduction in defects and increased output consistency. This tactical use of SPC exemplifies how effective problem-solving strategies can lead to superior process optimization, underscoring its importance within organizations.

Overall Equipment Efficiency (OEE) is another critical metric in evaluating operational performance. OEE provides a comprehensive framework that considers availability, performance, and quality to assess how effectively a manufacturing operation is utilized. Montgomery (2020) highlights that OEE serves as a vital tool for identifying the percentage of manufacturing time that is truly productive. In the context of a real-world application, companies such as General Electric (GE) have adopted OEE as a key performance indicator to benchmark operational efficiency across their global facilities. By meticulously tracking OEE metrics, GE has been able to identify bottlenecks and inefficiencies in their production processes, subsequently implementing targeted problem-solving .

Reflection

The significance of continuous improvement in the evaluation of problem-solving strategies cannot be overstated. Continuous improvement frameworks, such as the Plan-Do-Check-Act (PDCA) cycle, serve as a foundation for organizations to iterate their processes based on empirical data collected through SPC and OEE metrics. Oakland (2014) posits that this iterative feedback loop allows organizations to not only measure the effectiveness of their current strategies but also pivot and adapt to emerging challenges in real-time. By embedding a culture of continuous improvement, organizations foster an environment where employees are encouraged to identify opportunities for enhancement, thereby sustaining operational excellence. Moreover, the incorporation of feedback loops is instrumental in maintaining the efficacy of implemented problem-solving strategies. Dombrowski and Mielke (2014) emphasize that, within a feedback loop system, data gathered must be analyzed and acted upon to drive subsequent improvements. For instance, a

manufacturing firm might initially implement a quality control strategy based on SPC findings; however, without continuous monitoring and adaptation through feedback, the strategy may become obsolete as processes evolve. Hence, the establishment of robust measurement and assessment techniques is essential to ensure that problem-solving initiatives remain relevant and impactful over time.

Conclusion

In summary, metrics such as Statistical Process Control and Overall Equipment Efficiency are integral to evaluating the success of problem-solving strategies in process optimization and operational efficiency. These metrics facilitate a culture of continuous improvement and dynamic feedback loops, ensuring that organizations not only measure their operational performance but also enhance it systematically; The analysis of effective problem-solving strategies reveals substantial insights into their capacity to fundamentally enhance process optimization and operational efficiency within organizations. By systematically employing structured methodologies such as Lean Six Sigma, Design Thinking, and the PDCA (Plan-Do-Check-Act) cycle, organizations can identify inefficiencies and implement targeted solutions that drive measurable improvements. Looking ahead, the future landscape for problem-solving frameworks appears promising yet filled with complexities due to rapid technological advancements and evolving market dynamics. Areas for further research may include the integration of artificial intelligence and machine learning into traditional problem-solving methodologies, thereby enhancing decision-making capabilities and responsiveness in real-time scenarios. As organizations navigate challenges such as workforce diversity, globalization, and the increasing pace of change, adaptable problem-solving strategies will be paramount. The exploration of cognitive tools that augment human problem-solving abilities represents a critical avenue for both scholarship and practical application.

In conclusion, the continued evolution of problem-solving frameworks is not merely a response to emerging challenges but a vital necessity for organizations striving for sustainability and competitiveness. Emphasizing continuous learning and flexibility within problem-solving approaches will be key to unlocking potential efficiencies and fostering a culture of innovation that propels organizations forward into an increasingly complex future.

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Exploring Influencer Marketing and Brand Communities: A Bibliometric Perspective on Consumer Behavior

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Abstract

This research paper conducts a bibliometric analysis of scholarly literature on influencer marketing and advertising, as well as building brand communities and consumer engagement. We used bibliomatrix R package to examine the 410 studies to identify research trends for influencer marketing, and advertising or building brand communities and consumer. Through systematic analysis of research articles, conference papers, and relevant publications, key trends, influential authors, and the evolutionary trajectory of these topics are identified. The analysis uncovers prominent research streams, such as the effectiveness of influencer campaigns, the role of authenticity and trust in influencer-consumer relationships, and the impact of influencer-generated content on consumer behaviour. Practical implementation of the insights is also explored, guiding researchers and practitioners towards areas for further investigation and application. This comprehensive analysis contributes to the existing knowledge by offering an overview of the research landscape, facilitating understanding, and informing marketing practitioners on best practices in influencer marketing and brand community building. The study serves as a foundation for future research, enabling exploration of new areas and driving innovation in these dynamic fields.

Keywords: *Influencer marketing, Advertising, building brand communities, consumer, bibliometric analysis.*

Introduction

This research paper conducts a bibliometric analysis of scholarly literature on influencer marketing and advertising, as well as building brand communities and consumer engagement. By utilizing the “biblioshiny” tool under the Bibliometrics R package, we examine 410 studies to identify research trends and implications for these topics. Through a systematic analysis of research articles, conference papers, and relevant publications, we uncover key trends such as the effectiveness of influencer campaigns, the role of authenticity and trust in influencer-consumer relationships, and the impact of influencer-generated content on consumer behavior. The analysis not only provides an overview of the research landscape but also offers practical insights for researchers and practitioners, guiding them towards areas for further investigation and application. By understanding the intellectual structure and co-occurrence networks within the literature, this comprehensive analysis contributes to the existing knowledge and sets the foundation for future research and innovation in the dynamic fields of influencer marketing and brand community building.

Review of literature

A study by (Gupta & Stephens, 2019) found that influencer marketing can significantly impact brand loyalty, engagement, and trust, which are essential factors in building brand communities. The study highlights the importance of selecting the right influencers, creating authentic and engaging content, and measuring the impact of influencer campaigns to build effective brand communities.

Another study by (Iyengar & Han, 2020) examined the role of influencer marketing in creating brand communities on Instagram. The study found that influencers play a vital role in creating a sense of community and belonging among their followers, which can be leveraged by brands to build their own communities. The study suggests that influencer marketing can be effective in building brand communities if brands focus on authenticity, transparency, and long-term relationships with influencers.

A review by (De Veirman et al., 2017) examined the relationship between influencer marketing and brand communities. The study found that influencer marketing can enhance consumers’ perception of a brand’s social identity and increase engagement among consumers. The study also highlights the importance of building trust

and authenticity in influencer marketing campaigns to build strong and long-lasting brand communities.

A study by (Lee et al., 2019) examined the impact of influencer marketing on consumer behaviour in the fashion industry. The study found that influencer marketing can significantly influence consumer decision-making and brand loyalty. The study also suggests that influencer marketing can be effective in building brand communities by creating a sense of shared identity and community among consumers.

David Lichtenthal ISBM Report 3-2004 reported the brief history about outdoor advertising. The fifteenth century saw the separation of the producer from the consumer. Production for mass consumption rapidly increased over the next couple of centuries.

Kotler(2003) Advertising is “any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor” In simple words advertising is a paid and mediated form of communication from an identifiable source, designed to persuade the receiver to take some actions now or in the future. In pure sense, advertising is a business term used to refer to any paid announcement offering ideas, goods or services through various mediums including print, radio, television, cinema, outdoor displays and on the Internet.

Henderson & Landau(1980) One of the earliest mediums of mass communication was the stela of ancient Egypt [Association of National Advertisers, 1952] . Hewn from basalt, these stelai or tablets were about five feet high, two and one-half feet wide, and eleven inches thick. Displayed prominently in town centers and other areas of high traffic, these stelais are the earliest form of mass advertising known to man. Some stelai carried messages that promised a Selective exposure and attention are likely salient in the outdoor arena reward for locating a lost slave.

Bibliometric analysis is an approach that uses a set of quantitative methods to measure, track, and analyze scholarly literature (Roemer & Borchardt, 2015). It identifies the publications by authors, the most prominent journals, as well as the methodologies used and the conclusions obtained (Durán Sánchez et al., 2014).

Metadata gives an overview of any field of research (Milian et al., 2019). Bibliometric methods involve a large volume of bibliographic

material and have been used for the analysis of different topics (Blanco-Mesa et al., 2017), Journals (Martínez-López et al., 2018), Countries (Mas-Tur et al., 2019) and others.

The scientific literature contains important bibliometric analyses such as that by Huang et al. (2016), who performed a retrospective bibliometric analysis of articles about rehabilitation medicine using VR technology. The conclusion was that VR technology was one of the most popular technological advances. The results found a rapid growth in the production of articles in recent years.

Scheme of the study

The scheme of this study involves a systematic exploration of the scholarly literature on influencer marketing and advertising, as well as building brand communities and consumer engagement, using bibliometric analysis. The study begins by collecting a comprehensive dataset of 410 research articles, conference papers, and relevant publications in the field. The “biblioshiny” tool from the Bibliometrics R package is then utilized to analyze this dataset, providing valuable insights into various aspects of the literature.

The analysis starts with descriptive statistics, which offer useful information about the dataset, such as the number of articles, authors, and co-authorship patterns. It also reveals the average citation per document, indicating the impact of the research in the field. Next, the study examines the main research themes, countries, and key journals through the application of science mapping techniques, including co-occurrence and co-citation analysis. This analysis helps identify the central topics and their relationships, as well as the geographical distribution of research contributions.

Furthermore, the study delves into the analysis of keywords, both author-provided and generated through keyword plus analysis. This analysis provides insights into the most frequent and relevant keywords associated with influencer marketing and brand community building, revealing important concepts and trends within the field.

Research Questions

RQ1: What is the publication and citation trend in the current literature on influencer marketing, advertising, building brand communities, and consumer engagement?

RQ2: What are the core words used in the most influential journals in the field of influencer marketing, advertising, building brand communities, and consumer engagement?

RQ3: What are the most authentic academic publications in the field of influencer marketing, advertising, building brand communities, and consumer engagement?

RQ4: What are the most frequent keywords used in the literature on influencer marketing, advertising, building brand communities, and consumer engagement?

RQ5: Which indicators influence co-occurrence networks in the current literature on influencer marketing, advertising, building brand communities, and consumer engagement?

The procedure for Bibliometric analysis

We follow five research steps defined by Zupic and Èater (2015) as the procedure for bibliometric analysis. Figure 1 represents the five steps to investigate bibliometric analysis.

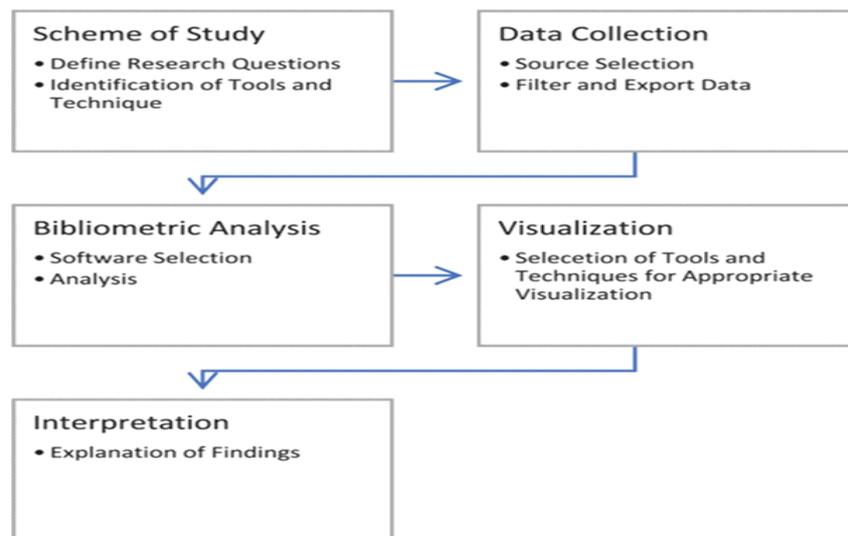


Fig.1. Bibliometric analysis procedure

Research Objectives and analytical study:

The research objectives of this paper are to conduct a bibliometric analysis of scholarly literature on influencer marketing and advertising, as well as building brand communities and consumer engagement,

and to explore its implications for future research and marketing practices. The analytical techniques employed include the use of the “biblioshiny” tool from the Bibliometrics R package, which facilitates bibliometric and scientometric analysis, including the examination of intellectual, social, and conceptual structures, authorship patterns, document analysis, and source impact. Additionally, co-occurrence and co-citation analysis, along with keyword analysis, are utilized to identify research themes, influential authors and institutions, and the knowledge structure of the current literature. These analytical techniques provide a comprehensive understanding of the research landscape, informing researchers and practitioners about the trends, gaps, and opportunities in influencer marketing and brand community building.

Selection of Database:

We rely on two segments to compose the bibliometric data for current research. During the first segment, we select the research articles from Web of Science (WOS), as it provides the most comprehensive scientific results. Next, we form the search query to select literature and apply various filters so that optimal results match our research objectives. The final search query consists of ‘TITLE-ABS-KEY (“Influence marketing” AND “Advertising” OR “Building brand communities” AND “Consumers”’ The final search outcomes consist of 410 research articles. We limit our search query to find the English language to perform bibliometric analysis;

Bibliometric Analysis and Visualisation:

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2000:2023
Sources (Journals, Books, etc)	167
Documents	410
Annual Growth Rate %	14.82
Document Average Age	4.58
Average citations per doc	38.49
References	1
DOCUMENT CONTENTS	
Keywords Plus (ID)	937
Author's Keywords (DE)	1325
AUTHORS	
Authors	1064
Authors of single-authored docs	53
AUTHORS COLLABORATION	
Single-authored docs	56
Co-Authors per Doc	2.9
International co-authorships %	32.2
DOCUMENT TYPES	
article	368
article; early access	24
article; proceedings paper	3
editorial material	1
review	14

Table. 1 Descriptive Statistics

We use “biblioshiny,” under the Bibliometrics R package to perform the bibliometric analysis, which is designed to provide means for bibliometric and scientometric analysis using the categories of intellectual structure, social structure, conceptual structure, authors, documents, and sources. Biblioshiny allows obtaining multiple results through graphs and tables, which offers distinct features than other bibliometric software. Table 1 provides descriptive statistics, which consists of useful information to understand before moving on with the rest of the analysis. We have finalized 410 research articles authored by 1064 researchers, where 56 publications are single-authored, which indicates a higher degree of research collaboration. Documents per co-author are 2.9, which means statistically co-author has published

more than two research paper. The average citation per document is 38.49.

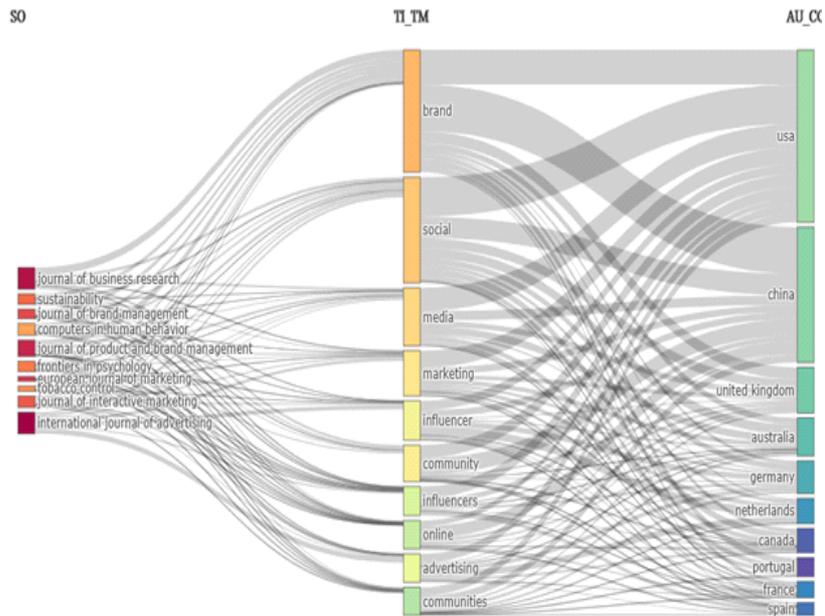


Fig 2 three -fold analysis

To further the analysis, we examine the main research themes, countries, and key journals Figure 2 presents the three-fold analysis of brand, social, media, and marketing with key research themes in the middle, countries on the right, and research journals on the left side. The figure indicates that brand, social, media, marketing, community and influencer are the main research direction, with most of the contribution coming from China, the USA, China, the UK Australia and Germany.

Core Words

Next, we analyse the most frequent keywords in the literature, where Table no. provides a statistical overview of keywords plus, author keywords, abstracts, and title. In all four keywords analysis, "IMPACT" and "Consumers" are the most common keywords. Meanwhile, "word of mouth", "Social media, trusts are also shown in all categories, these keywords are related to influencer marketing as it explains trends for influencer marketing, and advertising or building brand communities and consumer. Additionally, the terms in titles

and abstracts are too generic and are less likely to contribute towards main research themes.

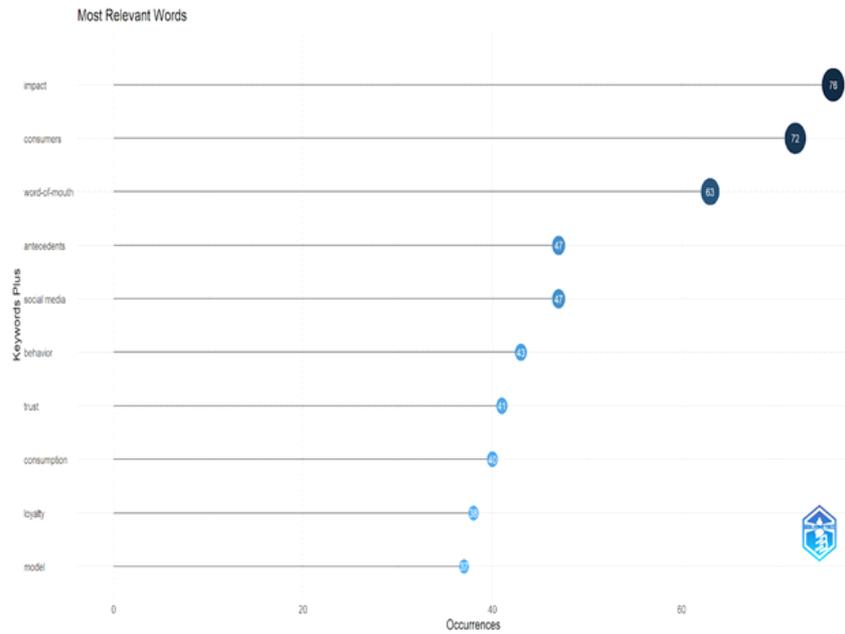


Fig. -3 Most relevant words

Word Cloud



Fig. 4 Word Cloud

Figure 4 shows the word cloud, where a larger size indicates higher frequency. Word of mouth, antecedents, consumers, impact are the most frequent keywords in the sampled studies. The keywords of engagement, commitment, identification, loyalty, Social influence have also led to a strong research contribution in the literature as the focus is to evaluate how influencer marketing and social media platforms have become essential instruments for facilitating interactive and interesting connection between brands and their target audience. In summary all the keywords address that influencer marketing can significantly impact brand loyalty, engagement, and trust, which are essential factors in building brand communities.

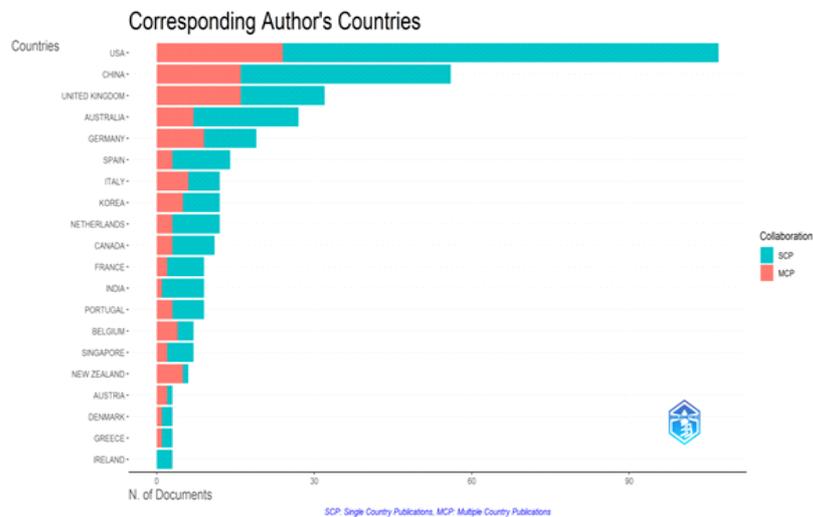


Fig.5 Cocurrence Network

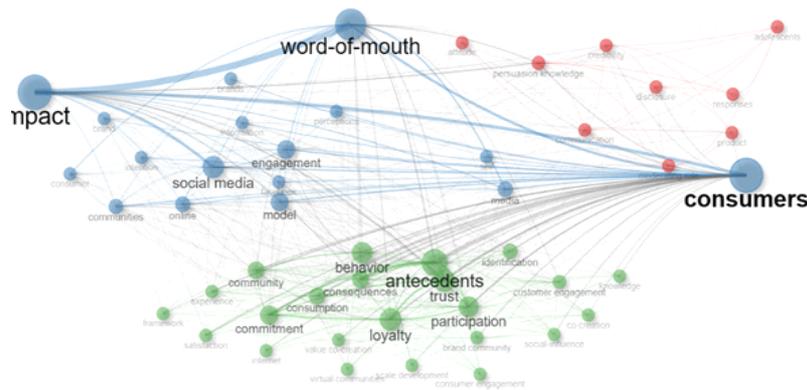


Fig. 6 provides detailed information regarding the top 20 countries by dividing statistical information into single-authored publications (SCP) and multi-authored publications (MCP). USA is ranked first with more than 90 publications, where more than 30 publications are multi-authored papers. The China, the UK, Australia, Germany and Spain are ranked 2nd, 3rd, 4th, and 5th & 6th research papers. Italy, Korea, Netherland has same numbers of document

Research questions main findings

The research question addressed in this study on influencer marketing, advertising, and building brand communities is to examine the current state of the literature and its implications through a bibliometric analysis. The main findings of the study reveal important insights into the research trends and themes in this field. The analysis of 410 research articles authored by 1064 researchers highlights the prevalence of keywords such as "brand," "social," "media," "marketing," "community," and "influencer." The most frequent keywords indicate a focus on the impact of influencer marketing on brand loyalty, engagement, and trust, with a particular emphasis on word-of-mouth, social media, and consumer behavior. Furthermore, the study identifies China, the USA, the UK, Australia, and Germany as the key countries contributing to the research in this area. These findings provide a comprehensive understanding of the current research landscape and offer valuable insights for future research directions and implications for practitioners in the field of influencer marketing and building brand communities.

Future research direction

First, further investigation could be conducted to explore the effectiveness of different types of influencers and their impact on consumer behavior. This could include examining the role of micro-influencers, nano-influencers, and macro-influencers, as well as studying the influence of various social media platforms on consumer engagement and brand loyalty.

Second, there is a need to delve deeper into the role of authenticity and trust in influencer-consumer relationships. Future research could focus on understanding how authenticity is perceived by consumers and how it affects their attitudes and behaviors towards influencers and the brands they promote. Additionally, exploring the factors that contribute to building trust between influencers and consumers would

provide valuable insights for developing effective influencer marketing strategies.

Third, investigating the long-term effects of influencer-generated content on consumer behavior and brand communities would be beneficial. Understanding the sustainability and durability of the impact created by influencer campaigns can help marketers design more effective and enduring strategies.

Furthermore, exploring the integration of influencer marketing with other marketing strategies, such as content marketing and social media advertising, would be worth exploring. Investigating how influencer marketing can be synergistically combined with other approaches to enhance brand visibility, engagement, and loyalty could lead to valuable insights for marketers.

Lastly, the study of the ethical implications and regulations surrounding influencer marketing deserves attention. Future research could examine the ethical challenges and considerations associated with influencer marketing practices and the effectiveness of existing regulations in ensuring transparency and fairness.

Overall, these research directions would contribute to the advancement of knowledge in influencer marketing, advertising, and building brand communities, and provide practical insights for marketers to navigate these evolving fields effectively.

Conclusion

In conclusion, this research paper on influencer marketing and advertising, as well as building brand communities and consumer engagement, has provided a valuable bibliometric analysis and its implications for future research in the field. The analysis has shed light on important research trends, identified influential authors, institutions, and countries, and highlighted key themes and keywords in the literature.

The findings of the analysis suggest that influencer marketing, brand communities, social media, and consumer engagement are significant research areas. The study has also revealed that China, the USA, the UK, Australia, and Germany are the leading contributors to the literature in these fields.

The analysis of keywords and word cloud demonstrates the importance of factors such as word of mouth, social media, trust, engagement, commitment, and loyalty in the context of influencer marketing and building brand communities. These findings indicate that influencer marketing can have a significant impact on brand loyalty, engagement, and trust, which are crucial for developing strong brand communities.

Furthermore, the research paper has provided insights into research collaboration and the intellectual structure of the literature, helping to identify areas where further investigation is needed. It has also highlighted the limitations in the existing literature and suggested under-researched topics that warrant further exploration.

The implications of this research are significant for both academia and practitioners in the field of influencer marketing and brand community building. The findings can guide future research efforts, inform strategic decision-making in marketing campaigns, and contribute to the development of effective strategies for engaging consumers and building brand communities.

Overall, this research paper contributes to the understanding of influencer marketing, advertising, and building brand communities by providing a comprehensive analysis of the existing literature and identifying avenues for future research. It encourages researchers to explore new research directions, conduct sectoral analyses, and employ meta-analysis techniques to enhance the quality and breadth of research in this field.

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Role of Indian Knowledge System in Inculcating Ethical Values During Higher Education

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Abstract

The Indian Knowledge System (IKS) plays a vital role in inculcating ethical values during higher education by providing a comprehensive philosophical, cultural, and moral framework that guides students in their personal, academic, and professional lives. Rooted in ancient Indian texts and traditions, IKS integrates core ethical principles such as Dharma (righteousness and duty), Karma (the law of cause and effect), and Ahimsa (non-violence), fostering a robust moral foundation that shapes individual and societal conduct. Incorporating IKS in higher education promotes holistic student development by blending traditional wisdom with modern scientific thought, encouraging critical thinking, empathy, and social responsibility.

The study explores how Indian mythology, epics, and scriptures contribute to ethical education, emphasizing concepts like Dharma as a moral compass for academic integrity and social duty. It highlights the role of Indian philosophies such as Vedanta and Yoga Sutras in ethical reflection and behavior, advocating for self-inquiry, truthfulness, and non-violence. The principle of Karma reinforces accountability and encourages selfless service (Karma Yoga), motivating students to act responsibly and contribute to societal welfare.

Furthermore, IKS underpins ethical research and innovation by stressing intellectual honesty, transparency, and socially responsible practices. The

integration of IKS into higher education not only preserves India's rich intellectual heritage but also addresses contemporary challenges through sustainable and value-based approaches. This holistic ethical framework nurtures responsible citizens and future leaders, promoting social harmony, sustainable development, and a compassionate society.

The study uses descriptive analysis based on secondary data from various scholarly sources, illustrating the relevance of Indian ethical values in modern higher education contexts and advocating for their systematic incorporation to enhance both academic excellence and moral development.

Key words: Indian Knowledge System (IKS), Dharma, Ahimsa, Vedanta, Yoga Sutras, higher education.

Introduction

The Indian Knowledge System (IKS) continues to play a significant role in inculcating ethical values during higher education, providing students with a philosophical, cultural, and moral framework that guides them in their personal, academic, and professional lives. Indian traditions, scriptures, and philosophies offer a rich source of wisdom that helps students develop a deeper understanding of ethical conduct, responsibility, and social service, all of which are essential during the critical years of higher education.

The Indian Knowledge System (IKS) encompasses a rich and diverse body of philosophies, practices, and wisdom that has evolved over thousands of years within the Indian subcontinent. Rooted in ancient texts and traditions, IKS integrates ethical principles such as Dharma (righteousness), Karma (the law of cause and effect), and Ahimsa (non-violence), which collectively form a robust moral framework guiding individual and societal conduct.

Incorporating the Indian Knowledge System into higher education offers a unique opportunity to preserve India's intellectual heritage while fostering the holistic development of students. This integration goes beyond the mere transmission of information, emphasizing the cultivation of ethical values, critical thinking, empathy, and a sense of responsibility. By drawing from traditional wisdom and blending it with modern scientific thought, IKS encourages interdisciplinary learning and addresses contemporary challenges with a balanced, value-based approach.

The ethical foundations of IKS—rooted in compassion, truthfulness, integrity, and respect for all beings—are essential for nurturing responsible citizens and future leaders. Through reflective practices such as meditation, self-inquiry, and the study of classical texts, higher education institutions can instill these enduring values, promoting not only academic excellence but also social harmony and sustainable development. Thus, the Indian Knowledge System plays a pivotal role in shaping the ethical landscape of higher education, contributing to the creation of a more just, peaceful, and compassionate society. Here's how the Indian Knowledge System influences the inculcation of ethical values in higher education:

Objectives of the study

- ❖ To study role of Indian mythology in Higher education
- ❖ To study the role of ethical values from Indian Epics and Scriptures

Literature Review

Khan and Sharma (2024), Khan and Sharma (2024) explore the Indian Knowledge System (IKS), tracing its origins to ancient texts like the Vedas and Upanishads. They emphasize integrating IKS into modern education through digital tools and specialized teacher training. The article discusses setting up training centers, promoting innovation via hackathons and competitions, and encouraging global collaboration through institutions like the Indian Council of Historical Research. Initial funding will support IKS centers in higher education, with public engagement driven by outreach programs and youth-oriented skill development. The authors see IKS as a way to address current social issues, preserve cultural heritage, and boost employment and tourism opportunities.

Bhusry, and Ranjan (2011), discussed the growing importance of knowledge management (KM) in Indian higher educational institutions (HEIs) due to increased competition and performance pressures. It highlights the need for IT-based KM initiatives as a strategic asset to enhance institutional effectiveness. The authors analyze various functional domains within HEIs where KM can be implemented and identify the benefits of such interventions. They propose a conceptual framework aimed at efficiently capturing, structuring, disseminating, and utilizing organizational knowledge to support institutional goals.

The study concludes that implementing this framework can significantly improve decision-making and action-taking by transforming organizational knowledge into practical outcomes.

Dhamdhare (2015), highlights that higher educational institutes generate vast knowledge, but much of it remains unorganized or inaccessible, often becoming “grey literature” that is underutilized. The study emphasizes the need for systematic knowledge management (KM) practices to capture, store, and disseminate institutional knowledge for societal benefit and institutional growth. Proper KM can prevent duplication of efforts and enhance the utility and sharing of academic outputs. The research also explores tools, techniques, and strategies for effective KM, including data capture, analysis, categorization, and addressing copyright issues in knowledge sharing.

Selvaraj et al. (2021), examined the rapid shift to online education in India during the COVID-19 pandemic, highlighting its impact on both teachers and students. It found that while online classes enabled continuity of education, both groups faced significant challenges adapting to new technologies and digital platforms. Key issues included limited digital literacy, connectivity problems, and decreased engagement compared to traditional classroom settings. Overall, the study underscores the need for better preparation and support to make online education more effective in future crises.

Priya, S. E., & Vivek, N. (2015), analyze how the Mahabharata illustrates key management concepts such as strategic planning, leadership, teamwork, and ethical decision-making. The study highlights lessons like the importance of decentralized leadership, effective communication, and using SWOT analysis to understand strengths and weaknesses. It emphasizes the value of quality over quantity, women’s participation in decision-making, and proactive risk management. These insights from the epic are shown to be highly relevant and applicable to contemporary management practices.

Mahadevan, B., Bhat, V. R., & NAGENDRA, P. R. (2022), the book introduces the foundational concepts, epistemology, and ontology of the Indian Knowledge System (IKS), highlighting India’s rich civilizational heritage in diverse fields such as science, engineering, arts, and public administration. It aims to bridge the gap in higher education by integrating IKS into engineering and science curricula, as mandated by recent educational policies. The authors balance

traditional and mainstream knowledge, making the content accessible and engaging for students from various disciplines, including liberal arts, medicine, and management.

Rajpurohit (2020), explores how the Mahabharata offers timeless leadership lessons relevant to modern management. The paper highlights Shri Krishna's exemplary leadership, emphasizing strategic guidance, emotional intelligence, and leading from behind, which enabled the Pandavas' victory despite being outnumbered. In contrast, King Dhritarashtra's ineffective and indecisive leadership is presented as a cautionary example of what leaders should avoid. The study concludes that analyzing these characters provides valuable insights for today's business leaders on both effective and poor leadership practices.

Gupta and Singh (2019), compare the strategies and lessons of the Mahabharata and Ramayana, highlighting that both epics deeply influence Indian culture and teach values of dharma, duty, and morality. The Ramayana emphasizes ideal behavior and virtue through a cohesive, optimistic narrative, while the Mahabharata explores complex ethical dilemmas and societal issues with a more realistic and nuanced approach. The study notes that the Ramayana focuses on individual heroism and planned learning, whereas the Mahabharata centers on societal dynamics and experiential learning through real-life challenges. Ultimately, both epics provide timeless guidance but differ in narrative style, tone, and the nature of their moral lessons.

Vyas and Joshi (2019), argue that the Indian Knowledge System (IKS), rooted in holistic and interconnected philosophies, offers sustainable solutions to global environmental challenges. The study highlights how traditional Indian ecological practices, health systems like Ayurveda and Yoga, and ethical frameworks can complement modern global policies on sustainability, health, and education. The authors emphasize the need for integrating IKS into contemporary frameworks to promote balance, well-being, and ethical governance worldwide. They also note challenges such as the dominance of Western knowledge systems and the need for respectful cross-cultural dialogue to ensure meaningful integration of IKS.

Zuber and Singh (2020), examine how Indian philosophical traditions, especially the Indian Knowledge System (IKS), provide holistic and sustainable ethical frameworks for decision-making in a

globalized world. They highlight the relevance of concepts like interconnectedness, balance, and well-being, rooted in Indian philosophy, for addressing modern global challenges in health, education, and environmental sustainability. The study argues that integrating IKS into contemporary global practices can promote more ethical, inclusive, and harmonious solutions. But it also highlights issues that need to be resolved for integration to be successful, like cultural prejudices and the predominance of Western knowledge systems.

Data and Methodology

The IKS is contemplated as one of the biggest sources of knowledge and motivation in the modern times as well around the globe. Various aspects of IKS have been encouraged and welcomed by citizens all around the globe. It provides an aid to people in finding their purpose of life and provides a path in the direction to attain that purpose. With this objective, this study is an attempt to find role of Indian mythology in Higher education and role of values from Indian Epics and scriptures. This study is descriptive in nature and secondary data has been used in the study. The secondary data has been collected through published sources.

Analysis and Interpretation

This section deals with analysis and interpretation of the study.

Meaning of Dharma

A key idea in many Indian religions, dharma has many different connotations, such as obligation, morality, truth, and the universe's inherent order. In essence, it alludes to the natural rule that upholds people, society, and the universe. A key idea in many Indian religions, dharma has many different connotations, such as obligation, morality, truth, and the universe's inherent order. In essence, it alludes to the natural rule that upholds people, society, and the universe. Dharma is not simply about religious observance, but also about fulfilling one's responsibilities and living in accordance with one's nature and the universal laws of existence.

The Concept of Dharma in Academic and Professional Life

- ❖ **Dharma (Duty and Righteousness):** The concept of Dharma, which emphasizes performing one's duties with righteousness, plays a crucial role in guiding students in higher education.

This goes beyond individual development to include responsibility, academic integrity, and interpersonal respect. Dharma encourages students to uphold moral standards in their work and study by serving as a moral compass for them as they negotiate their obligations as scholars, learners, and future professionals.

- ❖ **Balancing Knowledge and Duty:** Students are urged to understand in the context of higher education that information must benefit society as a whole in addition to being used for personal benefit. Students are reminded by the teachings of the Bhagavad Gita and other ancient writings that their knowledge should be used for the benefit of society, whether through teaching, study, or invention. Students are urged to understand in the context of higher education that information must benefit society as a whole in addition to being used for personal benefit. Students are reminded by the teachings of the Bhagavad Gita and other ancient writings that their knowledge should be used for the benefit of society, whether through teaching, study, or invention.

Meaning of Morals

Morals are the accepted norms of conduct that allow individuals to coexist peacefully in communities. Moral refers to what is deemed appropriate and correct by society. The majority of people behave decently and according to social norms. Morals are the accepted norms of conduct that allow individuals to coexist peacefully in communities. Moral refers to what is deemed appropriate and correct by society. The majority of people behave decently and according to social norms.

Ethical Decision-Making and Moral Clarity through Philosophy (Bhagavad Gita)

- ❖ **Vedanta and Ethical Reflection:** Indian philosophies, particularly Vedanta, emphasize self-inquiry (Atma-Vichara) and ethical reflection. These teachings encourage students in higher education to constantly assess their actions, decisions, and motivations. Students are encouraged to make moral decisions based on clarity and wisdom rather than convenience or self-interest by the Upanishads and Bhagavad Gita, which help them see the deeper moral consequences of their choices.

- ❖ **Yoga Sutras and Ethical Living:** The Yoga Sutras by Patanjali provide ethical guidelines (Yamas and Niyamas), which include values like Ahimsa (non-violence), Satya (truthfulness), Asteya (non-stealing), and Brahmacharya (moderation). These principles can be directly applied by higher education students to foster ethical behavior in academic practices, such as avoiding plagiarism, being honest in research, and maintaining respectful relationships with peers and faculty.

Meaning of Karma

Karma, at its core, means action and its consequences, a principle of cause and effect. In the context of Hinduism and Buddhism, it's the idea that our actions, both physical and mental, have repercussions that influence our future lives. Good actions lead to optimistic outcomes, while unconstructive actions result in unconstructive consequences.

Karma and Accountability in Higher Education

- ❖ **The Law of Karma:** The principle of Karma, which emphasizes the cause-and-effect relationship of actions, encourages students to understand the consequences of their decisions. In the context of higher education, this means taking responsibility for their actions, understanding the impact of their choices on others, and making decisions that reflect moral responsibility and integrity. Students are more likely to act morally and make constructive contributions to their social and scholastic surroundings when they internalize the idea of karma.
- ❖ **Selfless Service (Karma Yoga):** The idea of Karma Yoga (selfless action) is especially relevant in higher education, where students can practice ethics by dedicating themselves to their academic endeavors, contributing to community projects, and using their knowledge to help others. This encourages students to focus on service to society, which is a core value of Indian traditions.

Meaning of Ethics

Ethics is concerned with what is good for individuals and society and is also described as moral philosophy. The term is derived from the Greek word "ethos" which means custom, habit, character or disposition.

Role of Ethics in Research and Innovation

- ❖ **Ethical Research and Intellectual Integrity:** The Indian Knowledge System offers a strong moral basis for intellectual integrity in the field of higher education, particularly in research. The teachings from ancient texts and philosophical traditions emphasize the importance of truthfulness, honesty, and transparency. Higher education students, particularly in fields like science, humanities, and social studies, are reminded of their responsibility to conduct research ethically, avoiding plagiarism, and ensuring that their work contributes positively to human knowledge.
- ❖ **Sustainable and Socially Responsible Innovation:** Indian knowledge systems also emphasize sustainable living and ethical innovation. The concept of Satyagraha, inspired by Mahatma Gandhi, motivates students to track truth-driven innovation that is both ethically sound and socially accountable. Ethical considerations in technology, business, medicine, and other fields are deeply rooted in Indian philosophies, which encourage students to develop innovations that are not only profitable but also beneficial to society.

Meaning of JeevanVidya

JeevanVidya, which translates to “Science of Life,” is a philosophy and way of life emphasizing harmonious coexistence, understanding human nature, and achieving a fulfilling life. The goal is to integrate people with their surroundings, the natural world, and society in order to promote a paradigm shift in human awareness. JeevanVidya promotes a paradigm shift in which people are viewed as creators of their own lives.

Holistic Development and Ethical Conduct

- ❖ **Holistic Education (JeevanVidya):** The Indian Knowledge System promotes JeevanVidya (life knowledge) or holistic education, which integrates ethical values with intellectual development. In higher education, this approach encourages students to view education as a means of personal and societal transformation, not just a tool for acquiring technical skills. Along with academic success, students are urged to cultivate moral and spiritual ideals, which encourages moral behavior in all facets of life.

- ❖ **Mindfulness and Self-Awareness:** Indian customs include yoga and meditation, which aid students in becoming more self-aware and emotionally intelligent. These practices enable students to regulate their emotions, act with empathy, and make decisions that align with ethical values. By practicing mindfulness, students in higher education are better equipped to deal with ethical dilemmas, avoid unethical behavior, and foster healthy relationships.

Meaning of Seva

“Seva” translates to selfless service in Sanskrit. It’s a concept deeply rooted in Hinduism and Sikhism, emphasizing the act of serving others without expecting any personal gain, reward, or recognition. This service can be directed towards individuals, communities, or even humanity as a whole.

The Role of Community, Respect, and Service

- ❖ **Service to Society (Seva):** One of the core ethical values in Indian philosophy is Seva (selfless service), which emphasizes the importance of contributing to society. In higher education, students are encouraged to participate in community service, social outreach, and volunteer programs. This helps students not only develop empathy but also gain a sense of moral responsibility toward the less privileged and the marginalized sections of society.
- ❖ **Respect for Teachers and Peers:** Respect for peers and Gurus (teachers) is a fundamental principle in the Indian educational system. Teachers and students are said to have a holy relationship that is founded on respect and education. Students gain excellent interpersonal ethics and communication skills that are critical in both academic and professional contexts by learning to respect their teachers and peers.

Meaning of Values

Values are the beliefs of a social group. These are often very strongly held beliefs and they are often for something or against it. It’s no surprise that the word values comes from a word that means “to be worth something”: People often view their values as so precious that they’d be willing to fight for them.

Inculcating Values from Indian Epics and Scriptures

- ❖ **Ramayana and Mahabharata:** The Ramayana and Mahabharata are filled with ethical teachings that guide individuals toward righteous conduct. In higher education, these epics provide students with complex moral dilemmas and ethical choices, helping them navigate the intricacies of life and understand the consequences of actions. For example, Yudhishtira's commitment to truth and Lord Rama's adherence to righteousness offer valuable lessons on integrity, courage, and justice.
- ❖ **Bhagavad Gita:** The Bhagavad Gita is often considered a manual for ethical living, providing profound insights on how to live a life of purpose, selfless action, and moral clarity. In higher education, students can find guidance on making ethical choices in academic, social, and personal contexts, understanding that their actions should align with a sense of duty and righteousness.

Meaning of interdisciplinary approach

In order to answer a problem or subject, an interdisciplinary approach combines methods, viewpoints, and knowledge from two or more academic disciplines. It involves combining various disciplines to develop creative solutions and obtain a more comprehensive understanding. This method is essential for addressing complicated problems that are too big for one discipline to handle on its own.

Interdisciplinary Approach and Ethical Values

- ❖ **Integrating Ethics across Disciplines:** The Indian Knowledge System encourages an interdisciplinary approach to education, where ethics is integrated into every field of study, whether in literature, science, philosophy, or business. By examining the ethical implications of their chosen fields, students are better equipped to address complex social, environmental, and ethical issues in their future careers.

Conclusion

The IKS provides a profound ethical foundation for students during higher education. Through teachings from sacred texts, philosophical traditions, and cultural practices, it fosters a sense of

responsibility, integrity, and ethical consciousness. Students are better prepared to handle the moral dilemmas they will encounter in their personal, professional, and academic life when they engage with ideals like Dharma, Karma, Ahimsa, and Seva. The integration of these values with academic and intellectual pursuits leads to holistic development, preparing students not just as scholars, but as ethical individuals committed to contributing positively to society.

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Adoption and Usage of Chatgpt for Academic Purpose by Gen Z Students

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Abstract

This study investigates the adoption and perceived academic impact of ChatGPT among Generation Z students in India pursuing higher education. As artificial intelligence tools become increasingly embedded in educational contexts, understanding their usage patterns, effectiveness, and student perceptions is critical. A descriptive research design was employed, with data collected from 97 respondents via a self-administered questionnaire. Descriptive statistics and one-way ANOVA tests were used to analyze demographic correlations and the perceived usefulness of ChatGPT. Results show that ChatGPT is widely adopted, particularly among undergraduates aged 18–24, with notable usage in Management and Engineering fields. While 78% of respondents reported academic improvement, statistical analysis revealed no significant differences in perception across age groups or education levels. Despite concerns about over-reliance, critical thinking, and ethics, most students find ChatGPT beneficial and foresee its growing importance in education. This study contributes to the ongoing discourse on responsible AI integration in academia and highlights the need for balanced implementation strategies that foster both innovation and academic integrity.

Keywords: ChatGPT, Artificial Intelligence in Education, Student Perception, Academic Performance, Higher Education, Educational Technology

Introduction

ChatGPT is a language model(chatbot) created by OpenAI that allows humans to interact with a computer naturally. A chatbot is an operation used to conduct a discussion through the exchange of textbook dispatches or textbook- to- speech between a mortal and a computer/ machine. These are computer programs that can hold a discussion with a stoner in natural language, understand their intent, and respond grounded on predefined rules and data. Designed to convincingly pretend the way a human would bear as a discussion mate, chatbot operations generally bear constant tuning and testing. While working they're tone- educating and perfecting. For numerous experimenters and for high education itself, it is important to see how high- academy scholars(in their final times of high academy) and university scholars perceive the idea of using similar chatbots in their studies. This composition is an examination of the relinquishment of AI by the scholars – how they're using it, how constantly, what type of questions they ask it, to what degree they understand the answers, and how they apply them in their class assignments. This composition is the result of an analysis of a questionnaire given among 102 Bulgarian scholars. It presents the questions, their answers, and some studies about the results. While the check was anonymous, the repliers are scholars, the authors, are tutoring and thus we have first-hand compliances about their problem- working chops and their allowed patterns. It's egregious that this type of AI is then to stay, and it's over to the universities how they will be suitable to borrow and use it.

Review of Literature

Artificial Intelligence (AI) significantly enhances organizational efficiency by making management processes more agile and accurate (Palos-Sánchez, Velicia-Martin, & Mariño-Romero, 2022). Within the educational context, AI facilitates data collection and interpretation, supporting the development of strategic plans for institutional effectiveness (Mariño-Romero, Palos-Sánchez, & Velicia-Martin, 2022).

One of the most discussed AI tools in recent years is ChatGPT— a highly sophisticated chatbot built on OpenAI's Generative Pre-trained Transformer (GPT) technology. It is capable of performing a wide range of text-based tasks, from answering simple queries to generating essays and assisting with productivity-related

communication (Lund & Wang, 2023; Tlili et al., 2023). By leveraging vast datasets and advanced neural architecture, ChatGPT can interpret user inputs and generate responses in near-human language (Hasbi, Pradana, & Utami, 2022).

Given the growing interest in ChatGPT's applications, especially in education, this study aims to explore the emerging themes within this field. The work of Rojas-Sánchez et al. (2022), who used bibliometric analysis to study technological developments in education, serves as a foundation and inspiration for adopting a similar methodological approach in this paper.

According to Pradana, Elisa, and Syarifuddin (2023), bibliometric analysis is a powerful tool to quantify and trace scholarly publications. It identifies prolific authors, major journals, applied methodologies, and key findings. As Susanty et al. (2022) suggest, this method can provide structured summaries of literature across various disciplines. Similarly, Wardhana et al. (2022) emphasize that metadata analysis enables the synthesis of large volumes of bibliographic information. Bibliometric studies, therefore, play a crucial role in mapping research trends, assessing journal impact, and analyzing scholarly output by geography or theme (Palos-Sánchez et al., 2022).

AI, in a broader sense, refers to the development of machines capable of performing tasks that typically require human cognition (McCarthy et al., as cited in Ngo, 2023). It merges techniques from computational science, statistics, information theory, and mathematical modeling to create intelligent systems. AI applications span diverse domains, including robotics, expert systems, pattern recognition, and machine learning. It simulates human thought and behavior using computational techniques (Ngo, 2023).

One significant application of AI in education is through chatbot technologies. These intelligent agents interact with users by understanding questions and providing contextually appropriate responses. Modern chatbots are increasingly capable of recognizing social and emotional cues, enhancing human-computer interaction. The performance of a chatbot is heavily influenced by the size and accuracy of its underlying databases. Natural Language Processing (NLP) enables these systems to process and interpret human language effectively. Historically, systems like ELIZA, PARRY, and ALICE paved the way for advanced assistants like Siri, Cortana, and Google

Assistant, which offer more natural and complex interactions with users (Ngo, 2023).

Recent studies have assessed ChatGPT's performance in specialized domains. For example, Frieder et al. (as cited in Ngo, 2023) evaluated its mathematical reasoning capabilities using the GHOSTS dataset—a collection of natural language math problems curated by mathematicians. Results showed that while ChatGPT often understood problem statements, its solutions were frequently inaccurate and below the level expected from an average mathematics student. In the medical education context, Kung et al. (as cited in Ngo, 2023) tested ChatGPT on the US Medical Licensing Examination (USMLE), comprising Step 1, Step 2CK, and Step 3. Despite lacking targeted training, ChatGPT's performance was close to the minimum passing standard on all components. Similarly, Gilson et al. found that ChatGPT could be a supportive tool in medical education, given its capacity to comprehend and respond to exam-level questions.

Objectives of the Study

- ❖ To determine the use of ChatGPT by students in education.
- ❖ To analyze the adoption of ChatGPT among students of different age group respondents.
- ❖ To analyse the difference in opinion of students at different education levels with regard to improvements in the academic performance after using Chatgpt.

Research Methodology

In this empirical study descriptive research design is used. It enables researchers to precisely and methodically describe a population, circumstance, or phenomenon. As the name suggests, descriptive research describes the characteristics of the group, situation, or phenomenon being studied without manipulating variables or testing hypotheses. All the Gen Z students pursuing higher education in India is the population of the study. However the researcher has selected 97 respondents through non-probability sampling as a sample. For the purpose of this study, data is collected through primary source by a self designed questionnaire constructed through Google forms. The questionnaire consisting of 20 questions, out of which 7 were related to the demographic characteristics of the respondents and the remaining questions, framed on Likert scale,

were related to the adoption and usage of the Chatgpt for the academic purpose. The reliability of the scale is checked through pilot study on 30 respondents and the value of α is found to be 0.07. The data is analysed through MS-Excel tool and the results are summarized.

Results and Interpretation

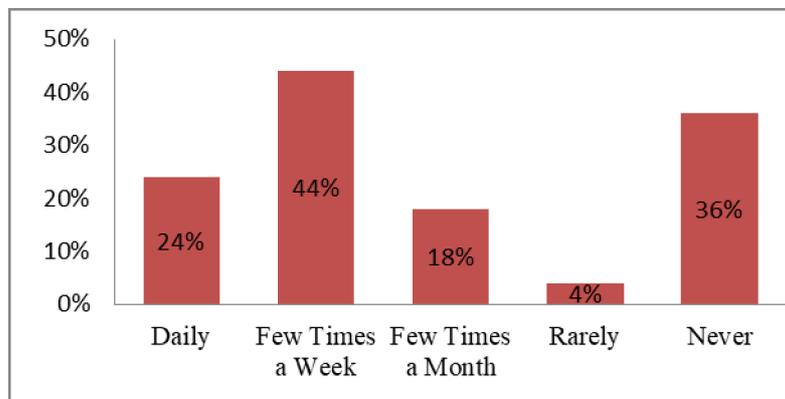
Table 1: Descriptive Statistics

Category	Frequency	Percentage
Age		
Less than 18	21	21.6%
18-24	36	37.1%
25-34	26	26.8%
More than 34	14	14.4%
Gender		
Male	48	49.4%
Female	40	41.2%
Prefer not say	1	0.1%
Level of Education		
High School	23	23.7%
Undergraduate	43	44.3%
Post Graduate	31	31.9%
Other	0	0%
Field of study		
Engineering/Technology	18	18.5%
Arts/Humanities	10	10.3%
Science	4	4.12%
Management	57	58.7%
Other	8	8.2%

The data shows that the majority of respondents (37.1%) are aged 18-24, followed by 25-34-year-olds (26.8%), indicating that young adults dominate ChatGPT usage. Only 21.6% are under 18, and a small proportion (14.4%) are aged 34 and above, suggesting lower adoption among older age groups. Gender distribution shows 49.4% male and 41.2% female participants, with 0.1% preferring not to disclose, reflecting inclusivity and diverse representation. Most

respondents (44.3%) are undergraduates, suggesting they are primary users in educational settings, followed by postgraduates (31.9%) and high school students (23.7%). In terms of academic disciplines, 58.7% study Management, followed by Engineering/Technology (18.5%), Arts/Humanities (10.3%), Science (4.12%), and other fields (8.2%), indicating varying adoption across study areas.

Figure 1: Frequency of Usage of Chatgpt



The study shows 44% of students use ChatGPT a few times a week, while 24% use it daily, indicating high engagement. 18% use it a few times a month, while 10% rarely use it and only a small percentage never use it, demonstrating broad adoption.

To find out the difference of opinions of age group students with regard to the benefits of Chatgpt, one factor ANOVA technique is applied in MS-Excel by taking age as independent variable and the usefulness of Chatgpt as dependent variable.

The null hypothesis in this regard is formulated as:

H0: There is no difference in the perception of different age group students with regard to usefulness of Chatgpt for academic purpose.

H1: There is a difference in the perception of different age group respondents with regard to usefulness of Chatgpt for academic purpose.

The results are summarized in table 2 and table 3.

Table2: Summary				
Groups	Count	Sum	Average	Variance
Less than 18	21	45	2.142857	0.628571429
18 - 24 Yrs	36	74	2.055556	0.911111111
25 - 34 Yrs	26	64	2.461538	1.218461538
More than 34 Yrs	14	34	2.428571	1.956043956

Table 3: ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	3.195964	3	1.065321	0.987289233	0.402348	2.702509077
Within Groups	100.3504	93	1.079037			
Total	103.5464	96				

On the basis of p value reflected in table 3 ($p > 0.05$), the null hypothesis is accepted and it can be inferred as the different age group students perceive Chatgpt very useful for academic purpose.

To find out the difference in the opinions of students with different educational background with respect to the improvement they have perceived in their academic performance after using Chatgpt, single factor ANOVA technique is applied in MS-Excel by selecting level of education as independent variable and perceived improvement with Chatgpt as dependent variable and results are displayed in table 4 and 5. The Null hypothesis in this regard is formulated as

H₀: There is no difference in the perception of students of different education level with regard to perceived improvement after using Chatgpt.

H₁: There is a difference in the perception of students of different education level with regard to perceived improvement after using Chatgpt.

Table 4: SUMMARY				
Groups	Count	Sum	Average	Variance
High School	23	48	2.086957	1.083004
UG	43	79	1.837209	0.520487
PG	21	41	1.952381	0.847619

Table 5: ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.947274	2	0.473637	0.635156	0.532378	3.105157
Within Groups	62.63893	84	0.745702			
Total	63.58621	86				

On the basis of p value ($p > 0.05$),

Interpretation:

The pie chart represents the improvement in academic using ChatGPT of 50 respondents in a study on the use of ChatGPT by students in education. Here's the interpretation in this context:

The data reveals that 32% of students noticed significant academic improvement with ChatGPT, while 46% experienced slight improvement. 14% saw no noticeable change, and only 8% reported a decline. This suggests ChatGPT positively impacts student performance, with minimal negative effects

- ❖ ChatGPT is widely used among undergraduates and is particularly popular in Business/Management and Engineering/Technology fields.
- ❖ Young adults (18-24) dominate its usage, with lower adoption among older age groups and high school students.
- ❖ ChatGPT is frequently used for research, studying, and project ideas, showing its broad academic applications.
- ❖ Most students find it helpful, with over 75% reporting academic improvement after using it.
- ❖ Concerns remain, particularly about over-reliance on AI, lack of critical thinking, and ethical issues like plagiarism.
- ❖ Students are optimistic about ChatGPT's future, with many believing it will become essential in education.

- ❖ A majority support its integration into the curriculum, though some remain neutral or skeptical.
- ❖ Two-thirds of students recommend ChatGPT for academic purposes, reinforcing its perceived value despite existing challenges.

Conclusion

- ❖ The study on the use of ChatGPT in education reveals that AI-driven tools are becoming increasingly integrated into students' academic routines. The findings suggest that ChatGPT is primarily used by undergraduates, with Business/Management and Engineering/Technology students being the most frequent users. The tool is widely adopted for research assistance, studying for exams, and generating project ideas, demonstrating its versatility in education.
- ❖ A majority of students (74%) find ChatGPT helpful, with 78% reporting academic improvement. However, concerns remain regarding over-reliance on AI, lack of critical thinking, and ethical issues such as plagiarism. Despite these challenges, students express optimism about AI's role in education, with 48% believing ChatGPT will become an essential learning tool.
- ❖ The study highlights the need for responsible AI integration in education. Institutions should focus on balancing AI-driven learning with critical thinking development, ensuring students benefit from ChatGPT without compromising academic integrity. While AI cannot replace human educators, its role as a supplementary tool for personalized learning and efficiency is undeniable. As technology evolves, future research should explore ways to mitigate ChatGPT's limitations while maximizing its benefits for education.

Implications

- ❖ Although frequent users show a slightly higher academic improvement (mean = 2.37) compared to rare users (mean = 1.97), the difference is not statistically significant.
- ❖ This suggests that while ChatGPT may be useful, its impact on academic improvement varies among students.

- ❖ Future studies with a larger sample size or longitudinal tracking could provide more insights into the long-term effects of ChatGPT on academic performance.

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Holistic Approaches to Employee Engagement and Work-Life Balance with Special Reference of Bhagavad Gita

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Abstract

In the Bhagavad Gita, Lord Krishna highlights the importance of balancing one's duty (dharma) with personal well-being (swasthya). Work-life balance plays an intricate interconnection between employee engagement, and organizational effectiveness. This research attempts to integrate the empirical findings and use them to make a more profound appreciation of the complexity of relationships between these sets of constructs. This research draws from traditional Indian philosophy and attempts to reinterpret obstacles in contemporary workplaces through concepts such as Dharma (duty), Nishkama Karma (selfless action), ethical leadership, inner harmony, teamwork and so on, as importance of employee well-being is increasing in today's dynamic work environment. The findings highlight that work-life balance plays a crucial role in influencing and affecting employee engagement, job satisfaction, and employee retention as well as organizational performance. The study focuses on the importance of the well-being approach in the workplace that blends flexible work arrangements with an organizational culture of inclusiveness and concern for employees. These research findings have strong implications for a more systematic work environment, and organizations wishing to maximize employee engagement, work-life balance, and organizational performance (Anusuya Yadav, Work-life integration, job contentment, employee engagement

and its impact on organizational effectiveness: a systematic literature review, 12-2021).

Keywords: *Work-life balance, employee engagement, organizational performance, job satisfaction, employee retention*

Introduction

Employee engagement and work-life balance are part of a successful and positive work environment. In the view of the Bhagavad Gita, employee engagement and work-life balance align with the principles of Dharma (duty), Yoga (union), and Sattva (balance and harmony) (Basu, et al., 2024). This comprehensive strategy moves beyond the standard interaction plans, understanding that employees perform best when their physical, mental, and emotional health is nurtured. The Bhagavad Gita teaches that inner harmony, will result in efficiency outside. In Bhagavad Gita chapter 6, verse 5 – **One must elevate oneself through one's own mind and not degrade oneself.** Organizations that encourage a culture of flexibility, inclusion, and purposeful work provide environments where employees feel motivated and uplifted. By incorporating the wisdom of Bhagavad Gita, organizations can create an organizational environment that fosters well-being, encourages engagement, and provides long-term stability—resulting in greater retention, innovation, and overall organizational success. Employees who have the ability to manage a proper balance between their private and working life are more engaged, innovative, and efficient. Sustainable engagement practices—like holistic leadership, staff gratitude, and career development opportunities, these are not only result in business success but also in a healthy organizational culture. The Bhagavad Gita instructs that harmony within will result in efficiency outside (Suwida Nuamcharoen, 15 June 2021).

Objectives

1. To study work-life balance and employee performance with respect to Bhagavad Gita
2. To suggest a sustainable work model for long-term employee engagement.

LITERATURE REVIEW

While studying about employment, the concept of work life balance has been gaining popularity. This study links all the three

variables such as work life balance, employee engagement and principles mentioned in Bhagavad Gita — in a holistic way. Employee engagement and Work life balance are vital components of organisational culture which can affect the organisational efficiency both positively or negatively depending upon the degree to which they are supported by ethical leadership, effective communication, and flexible work environment etc. Work life balance means the ability of achieving the appropriate balance between their professional responsibilities and personal life. Poor work life balance results negatively on factors like employee health and well-being as well as affects organization's performance. On the other hand, Employee Engagement refers to the emotional commitment and involvement an employee has toward their organization and its goals. It reflects how invested an employee is in their work, how motivated they feel, and how aligned they are with the company's mission. The Bhagavad Gita provides a spiritual and ethical foundation for building a strong organisational culture. As per Bhagavad Gita work life balance aligns with the teachings of adaptability, duty, and inner harmony. Lord Krishna teaches that self - control in all aspects of life is essential for long-term well-being (Nor Siah Jaharuddin, 2019).

Research methodology

This study is qualitative in nature, as this study doesn't involve primary data collection and statistical analysis. It deals with interpretation, not measurement. It is descriptive type of research, as it aims to describe and explain existing concepts of work-life balance, employee engagement, and principles mentioned in the Bhagavad Gita in the context of workplace effectiveness. A systematic literature review has been conducted by studying research papers from various reputed journals, books, and the Bhagavad Gita.

Nishkama Karma: Engaging Employees Beyond Monetary Rewards

The Bhagavad Gita emphasizes that true motivation comes not just from external rewards (monetary incentives) but from inner fulfilment and purpose. Krishna teaches that performing one's duty with dedication and without attachment to results leads to long-term engagement and workplace satisfaction. Over the time the nature of corporate world and their management styles has been evolved with more understanding of workplace environment and technological developments. The work of engaging the employees has always been

a mystery for corporations and management, therefore always served as a newer challenge for them to make employees more productive. Not too long ago, a purely functional approach might have led the management to view employee satisfaction as it is primarily driven by the monetary incentives, later on it shifted the perspective to inclusion of fun at the workplace and creating it more satisfying and rewarding work experience for employees. Still the employee engagement is mysterious for many, despite of providing the range of dynamic academic cognition and management experiments. At last through the real life experiences and examples it is seen that employee engagement is the integral part of business success rather than standalone concept (Chowdhury, 2019).

Yoga of Balance: Impact of Work-Life Balance Strategies on Employee Engagement

The analysis revealed a strong positive correlation between WLB dimensions—such as work interference with personal life (WIPL), personal life interference with work (PLIW), and enhancement initiatives and EE measures. The Bhagavad Gita teaches the importance of balance and duty (Dharma) and emphasized on individuals to perform best when they maintain harmony between personal and professional life. Managers should prioritize WLB strategies to enhance productivity and organizational success. Flexible scheduling and family-friendly policies are the result of mitigation of work life interference through analysing the importance of managers to foster higher EE levels. To identify the WLB within organizations, initiatives and training programs should be implemented, while fostering open communication channels which will identify the area for improvement. Additionally, broader implications for improving WLB and Employment engagement in Nigerian workplaces (Nwibere, 2023-11-30).

Role of Work-Life Balance in Enhancing Employee Engagement among Millennial

To gain profits in the company and enhance the productivity, employee well-being is needed to be considered in the company. The teachings of the Gita emphasize the importance of fulfilling one's duty (Dharma) while maintaining a sense of balance in life. With the majority of employees belonging to the millennial generation, they leave their company when they have not felt yet attached to the company.

Employee engagement is one of the ways that can help in employee retention. Employee engagement which consists of vigour, dedication and absorption dimension plays a key role in employee retention and productivity along with the positive impact on the company. The objective is to find out the effects of work-life balance on employee engagement in millennial generation that can help in employee engagement. It was seen that work-life balance contributes 14.3% to employee engagement. Companies that prioritize employee's personal and professional well-being can positively influence their engagement levels, and ultimately benefiting the organizational success (Dwi Putri Larasati, March 2019).

Work-Life Balance and Work Engagement: HRD Insights and Implications

Employers increasingly attempt to create the right environment where employees experience the work-life balance. Improvements in employee work engagement are being seen at the organizational level. This raises an important question: how are work-life balance and work engagement interconnected? Similarly, human resource development (HRD) practitioners seek to support employees in maintaining a healthy work-life balance while helping organizations to achieve their goals. The Bhagavad Gita provides eternal guidance on balance and the principle of duty (Dharma), which states that one must do his/her duty with complete commitment but without attachment to the results. The analysis highlights key former, intervening factors, and influencers that influence this relationship. Additionally, we provide insights into HRD scholarship, addressing the ongoing debate on the causal direction between work-life balance and work engagement (Jacob Wood, May 25, 2020).

Work-Life Balance, Corporate Ethos & Employee Engagement

The Bhagavad Gita emphasizes the importance of Duty and Responsibility (Dharma). By evaluating, it discovers core mechanisms through which these factors influence engagement, with a particular emphasis on divine organizational support. The findings strongly indicate that work-life harmony and corporate culture which play a crucial role in shaping employee engagement. It offers valuable insights for organizational head and human resources practitioners, highlighting strategies to foster a thriving workplace that enhances

employee well-being and drives organizational success (Dr. Akhilesh Gaur, 2, March-April 2024).

Decoding Work-Life Balance: Impact on Engagement and Retention

In a study of over 16,000 Australian staff members, their satisfaction with balancing work and self-commitments was studied. This research tested the hypothesis that work-life balance plays a key role in employee engagement and retention within the broader context of organizational climate. The Bhagavad Gita teaches that one should perform their duties with dedication, without attachment to results (Chapter 2, Verse 47). Additionally, we explored how individual and organizational factors influence work-life balance, contributing to the development of theories integrating work with other aspects of life. Findings revealed that, among 28 organizational climate factors, work-life balance had the negligible relationship with employee engagement and retention. The implications for organizations, suggesting that work-life balance strategies may be more effectively positioned as part of corporate social responsibility and wellness initiatives rather than as opportunities for professional growth and retention (Louise P Parkes, 02 February 2015).

Work-Life Integration and Employee Engagement: A Path to Organizational Effectiveness

The connection between work-life integration, job satisfaction, and employee engagement are aligning with the Bhagavad Gita's teaching on Duty and Responsibility (Dharma) (Chapter 2, Verse 47). It explores the extent to which work-life balance (WLB) policies influence employee engagement, seen through the shreds of evidence. The findings of the study aim to provide a comprehensive perspective on the relationship between work-life integration, job engagement, and organizational effectiveness. Furthermore, it proposes a theoretical framework to examine institutional efficiency in the context of work-life coordination and employee well-being (Anusuya Yadav, Work-life integration, job contentment, employee engagement and its impact on organizational effectiveness: a systematic literature review, 24 June 2022).

Engaging Millennials: Impact of Work-Life Balance & Leadership

The primary concern is to effectively retain the millennial employees who are set to shape the future workforce, which resonate

with the Bhagavad Gita's principle of Ethical Leadership (Chapter 3, Verse 21). The Gita instructs that leaders must lead by example, motivating others through upholding moral standards and emotional intelligence. This study delves into the impact of work-life balance, charismatic leadership, and emotional quotient on employee involvement with a specific focus on millennial workers. By data analysis, it indicates that while work-life balance and charismatic leadership have a partial influence on employee involvement, emotional quotient does not show a significant impact. These findings highlight that employee engagement is shaped by multiple factors, including work-life balance, charismatic leadership, and emotional quotient (Setiadi, 2024).

Impact of Organizational Culture and Work-Life Balance on Employee Engagement

Examining the nature of the relationships among Perception of Organizational Culture(POC), Work-Life Balance(WLB), and Employee Engagement(EE), which aligns with the Bhagavad Gita's principle of Duty and Responsibility (Dharma) and the moderating role of WLB on these relationships. The objective is to determine the relationship between POC and WLB; determine the relationship between WLB and EE; establish the relationship between POC and EE, and lastly assess the role of WLB as Conciliators in the relationship between POC and EE. The Pearson's correlation analysis revealed that POC was negatively significantly related to both WLB and EE, while WLB was positively significantly correlated to EE. Also, WLB mediated the relationship between POC and EE since the effect of POC on EE undermined when controlling for WLB, which indicates the presence of mediation. The study recommends that organizations should build strong organizational values, beliefs, and practices in supporting employee engagement, which is a long-term and constant process that is important for workplace efficiency (Aakhirudin, Setiawan, Wening, & Sujoko, 2024).

Work-Life Balance and Engagement Across Europe: The Role of Welfare Regimes

The relationship between work-life balance and work engagement in European welfare states, in this multilevel regression analysis identified a strong positive correlation between work-life balance and work engagement. Work-life balance also differs across countries,

and these differences are partially accounted for by welfare regimes. This principle of Bhagavad Gita aligns with the belief that work-life balance policies must put employee health and well-being first, and not merely from a measurable output such as productivity. The evidence underlines that employees' well-being in the workplace, similar to occupational stress, is constructed in socio-economic settings, thereby asserting the necessity for work-life policies that can enhance worker motivation and mental health (Janina M Björk-Fant, 3 June 2023).

Enhancing Employee Engagement Through Holistic Well-Being Initiatives

The Bhagavad Gita's principle of Balance (Chapter 6, Verse 5), which encourages individuals to elevate themselves through self-discipline, balancing physical, mental, and spiritual well-being applies here. Gaining sustainable competitive advantage in an ever-changing business landscape is strongly connected with highly engaged workers, and overall well-being is a prime motivator of engagement. Employers can support the third Sustainable Development Goal (SDG) of "Good Health & Well-Being" through effective well-being programs (S. Rajashekar, 04 March 2023).

Work-Life Benefits and Organizational Commitment: Examining Job Satisfaction as a Mediator

The investigation of employee engagement by probing the integration between organizational commitment and work-life benefits understanding by employees, with employment happiness acting as a mediator. This research aligns with the Bhagavad Gita's principle of Detachment from the Fruits of Actions. The result shows that the perceived work-life benefits have a significant effect on organizational commitment with job satisfaction acting as a mediator. Nonetheless, dependence on self-reported data is a shortcoming, and future study can include supervisors' insight and assistance to ascertain more in-depth information (Mukul Tiwari, 4 December 2024).

Integrating Work and Life: A Modern Approach to Balance

The concept of integrating work and life aligns with the Bhagavad Gita's principle of Balance and Harmony. In current times, human resource practitioners, organizations, employers, and other players have been initiating efforts in order to ensure work-life balance. Yet, whereas the classical school of thought prescribes keeping professional

and domestic spheres distinct, contemporary workplace culture and professional expectations usually run contrary to this proposition. The growing fusion of work and personal life is also precipitated by technology and devices like smartphones, tablets, and laptops. With the limited time and, it is unrealistic to maintain these areas in pure isolation. Rather than these, the blending of work and non-work activities can enable individuals to effectively handle time and energy. For this integration to be take place, there is the need of autonomy in selecting work times, place, and volume. Accepting the proper flexible work arrangement can assist in establishing equilibrium between work and individual life (Kumar, 24 May 2019).

Impact of Organizational Justice and Work-Life Balance on Turnover Intention

Managers and leaders are challenged by ensuring an organization's competitiveness and survival, most especially with respect to employees as human resource capital. The Gita's principle suggests that leaders should create a work environment where justice and balance are prioritized, helping employees focus on their duties without feeling the burden of negative consequences, such as turnover intentions. Turnover intentions occur as a result of employees feeling injustice or imbalance between work and life, resulting in unfulfilled needs. The findings show that employee engagement is not a mediator of relationship between organizational justice, work-life balance, and turnover intention. Although both predictor variables have a direct positive and significant effect on turnover intention, when mediated through employee engagement, their indirect effect is negative. The research affirms that organizational justice fulfilment and the promotion of work-life balance affect turnover intention with employee engagement acting as the mediator (Mulang, 2022).

Work-Life Balance, Well-Being, and Engagement

Shanghai's rapidly expanding start-up scene, driven by sustained growth and innovation, calls for a revision of traditional work-life habits in order to make employee performance sustainable. This study aligns with the Bhagavad Gita's principle of Self-Realization and Balance (Chapter 6, Verse 5), which emphasizes the importance of balancing inner well-being and external duties. This study examines the effect of work-life balance on employee performance, while examining the mediating roles of well-being and engagement. The

findings highlight a strong positive link between work-life balance and employee performance, influenced by well-being and engagement. These results stress the need for a collaborative environment with balanced work-life policies to reduce stress and enhance mental well-being. This research offers valuable insights, urging a move to healthier, more engaged workforces for long-term success and competitive advantage (Sun, 2025).

Beyond Traditional Work-Life Balance: A Broader Perspective on Work, Life, and Employment

The work on work-life balance has drawn on compressed conceptualization of both “work” and “life,” and not responded to changing life conditions, employment arrangements, and employment relations. The Bhagavad Gita’s principle of “Detachment with Commitment” aligns with the author’s call for a more expansive and flexible approach to work-life integration. Historically, “life” has been seen to involve caring for dependent children, whereas “work” has been conceived within the traditional pattern of full-time, permanent work with a single employer. Consequently, existing theories and research provide only a narrow view of workers varied work-life needs and experiences. This study calls for a conceptualization of work and life that is more expansive, with the integration of varied social groups, differing life contexts, and new employment arrangements to more accurately reflect present circumstances (Clare Kelliher, 25 September 2018).

Navigating Work-Life Balance: Organizational Challenges, Research, and Solutions

The Gita’s principle reflects the importance of aligning personal responsibilities with professional duties to create a healthy work environment. The increasing challenge for organizations to balance the work-life needs of employees with productivity and profitability. Work-life initiatives not only enhance employee well-being but also operational performance. There is an emerging interest in how firms can deliver social support through supervisors and organizational culture to mitigate personal-professional conflict. Work-life balance initiatives are also well known outside the academic community, such as in highly rated workplaces with flexible work arrangements. The definition and meaning of work-life balance are still vague. It outlines obstacles to successful implementation of work life balance, and

discusses the role of work-life initiatives in creating a psychologically healthy work environment (Barber, 2016).

A Comparative Analysis of Work-Life Balance: Eastern vs. Western Perspectives

The study discusses contrasts in Eastern and Western worldviews on work-life balance (WLB) with respect to corporate policies, government legislation, and cultural norms. This research aligns with the Bhagavad Gita's principle of "Karma Yoga" (Chapter 3, Verse 19). It observes that gender roles dominate the creation of WLB attitudes in Asian nations, and coping strategies remain individually focused. Conversely, US-based multinational firms value flexible working patterns, and Indian companies pay attention to workers' welfare initiatives. The data indicates that Western firms score higher in WLB because of their greater focus on such programs. Moreover, Western governments' policies tend to favour shorter work hours and longer parental leave over their Asian counterparts. In the Eastern context, where personal coping mechanisms are strong, the stress on personal responsibility is in accordance with the teachings of the Gita, and in Western cultures, the stress on work-life programs indicates a balance of professional responsibility and personal well-being. The report underscores how the cultural norms, business priorities, and legislative structures determine work-life balance in regions (Chandra, 07 Feb 2012).

Servant Leadership and Work Engagement: Exploring the Mediating Role of Work- Life Balance

Examining the link between servant leadership and work engagement with its three components: vigour, dedication, and absorption. The influence of leadership is widely researched, but how it happens and especially through servant leadership is poorly researched. Here the investigation is on, if work-life balance is a mediator that increases engagement by creating balance. The results strongly confirm that servant leadership improves work-life balance, which subsequently influences work engagement. The Gita emphasizes ethical leadership. It explains how servant leadership leads to work-life balance, which further increases work engagement. A servant leader, as the Gita describes, leads by example and inspires others through selfless service (Chapter 3, Verse 21). The research addresses HRM implications, and it is essential to incorporate work-life balance

strategies to enhance leadership effectiveness and employee engagement (Haar, Brougham, Roche, & Barney, 2016).

Workplace Challenges in Mumbai's Real Estate Sector, Indian Luxury Hotels, Banks

The interrelation between work-life balance and worker engagement is most important in the real estate business of Mumbai, where front-line sales teams have a central part to play in business success. It aligns with The Gita's teaching of self-motivation (Chapter 6, Verse 5) encourages individuals to find personal meaning and purpose in their work. With changing workplace dynamics and advances in technology, workers are confronted with increasing issues in balancing professional and personal demands. Social pressure, organizational culture, and changes brought about by AI influence job satisfaction and performance. A healthy work-life balance improves motivation, productivity, and overall organizational effectiveness. Developing a positive work environment is critical to maintaining employee engagement and long-term success in the real estate sector. (Prakash Lakhani, 2024)

Adaptability and continuous learning are Gita's teaching. Recognition of some of the indicators of WLB and recommends that hotels change their practices to respond to the needs of employees, fostering a culture of ongoing improvement and responsiveness to change. Front-office employees work-life balance (WLB) experiences in Indian luxury hotels uncover significant WLB indicators and contrast employee expectations with hotel practices. The findings identify four clusters of WLB indicators grounded in employees' lived experiences, indicating that hotels incorporate WLB practices into their talent management (TM) strategies. (Sunil Budhiraja, 23 September 2022)

The work-life balance and its effect on employee performance among commercial banks in Enugu State are analysed using workload pressure and role conflict as the central concerns. The work evaluates the influence of workload pressure on employee motivation and the role conflict's effect on employee performance in chosen banks. The Bhagavad Gita principle applies here is the teamwork and collaboration that teaches that each individual contributes to the collective goal (Chapter 3, Verse 5). These results emphasize the intricate interaction of workload and labour productivity, urging organizations to resolve role conflict suitably. For enhancing work-life balance, this study

recommends commercial banks institute flexible work schemes such as teleworking and variable work hours in order to enable their employees to conduct their work affairs and private concerns more effectively. (EKPECHI, 2023)

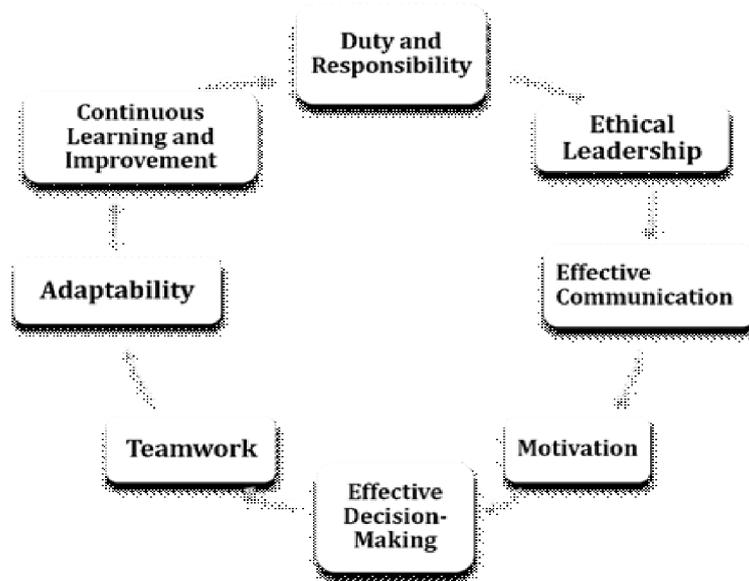


Figure 1 Bhagavad Gita Principles for Ethical and Holistic Management.

The Bhagavad Gita gives us eternal wisdom and is relevant even to holistic management when leaders are given the freedom to carry out their role with wholeness, balance, and fullness. It speaks of **Duty and responsibility (Dharma)**, that one's attention must be on

performing one's own role to the best of one's ability and not on any attachment to the outcome.

Prioritization of tasks should be done on the basis of what is good for the organization, and not for individual benefit. As the Gita itself says in chapter 2 of 31 verse, "You have a right to perform your prescribed duties, but you are not entitled to the fruits of your actions." Such an attitude will allow a manager to work with dedication and effectiveness as well as make ethical decisions with a balance of responsibility (Ankita Tripathi, 2024-12-31).

Yet another value conferred upon individuals by the Bhagavad Gita is **Ethical leadership**. It is the spirituality of motivating and

inspiring teams by setting examples using one's own actions and demonstrating the highest ethics and morality. As the Gita puts it in chapter 3 of 21 verse, "Whatever action a great man performs, common men follow." And so they burden the managers with the responsibility to lead by example and to make their decisions appear justifiable, transparent, and in the interest of the well-being of the organization and society at the end of the day. This generates trust and develops to some degree in professional behaviour of team members the virtue of acceptability in their working place (Nayak, 2018).

Effective communication is one of the fundamental principles of management in the Bhagavad Gita. It is not merely talking, but also hearing in wonder and with interest. This classic example of Krishna and Arjuna is precisely suitable for the mentorship relationship towards the junior with complete patience-in-a-nutshell clarity and reverence. They must be taught to listen attentively, provide feedback constructively, and be humble in communication in order to establish an open, collaborative work culture. Conscious and effective communication dissolves conflicts, fosters teamwork, and synchronizes the activities towards the realization of the organization's goals (Mehta, 7 december, 2015).

Motivation is actually the driving force that propels effectiveness and engagement, and the Bhagavad Gita eloquently talks about self-motivation. It invites people to discover meaning and purpose in their work, apart from being rewarded on the outside. An individual, as Krishna teaches in chapter 6 of 5 verse, "must elevate himself by his own mind." Here, employees need to develop personal identification with their work and their corporate objective. It is essential that leaders promote goal setting, self-control, and personal growth, all of which will motivate and encourage employees (Patel, 2024-06-30).

Practically **Effective Decision making** is another such field that has gone to its peak in terms of management, and the teachings of the Bhagavad Gita motivate sound and moralistic decision-making. Being confronted by the question of action versus passivity with reference to killing or not killing the Kauravas as vile as they were, Krishna ordered that right rather than fear or personal attachment must dictate his conduct (Mallik, 2024-09-09).

Another aspect in **Teamwork**, managers need to critically examine the situation, consult others, and make the decision that will impact the goodwill of the majority. Cultivating detachment to fruits of actions in chapter 2 of 14 verse, leaders can remain indifferent to success and failure and make their decisions in line with ethics and integrity of the organization. One of the overarching themes in the Bhagavad Gita text is being present, where man is presented with a path of action to keep his mind focused on what he does today and not worry about the past or even worry excessively about the future. The same principle commands authority even in the constantly demanding world of business: managers outstretched their necks with headwinds stiffly outlined before them—they must remain very concentrated against the backdrop of events unfolding in order to capture every opportunity and face obstacles with a cut-and-dried solution mentality. Another reason cited with respect to such crucial signs is teamwork, which in stills the value of people coming together, role clarity, and respect.

Thus, as in the Mahabharata war, Arjuna's success was decided by the adults over him and how well he could collaborate with them as a team, so would a great deal less flourish by identifying the special strengths of managing towards common goals. Therefore, leaders should cultivate their pull of cooperative environment, foster open communication and resolution of conflict in a peaceful manner to ensure team harmony in chapter 3 of verse 5 and chapter 4 of verse 13 (Shukla & Dwivedi, 2024).

Adaptability is what managers require today. The Bhagavad Gita instructs that change will be necessitated upon people, as with the changing seasons in chapter 2 of verse 14. So there will certainly be change, since changes are bound to happen in the world. Change always arrives, and each one must be ready to encounter it with enthusiasm and lead his or her team through it as well as attempt to find solutions to the problems that can be caused by it with adaptability. An individual can have worldly desires but, simultaneously, he must possess inner stability in his mind, which will help in solving the problems of life intelligently and confidently (Sharma A. , 2024).

Lastly, **Continuous learning and improvement** is a concept that has been well entrenched in the Bhagavad Gita. The scripture promotes an individual to self-reflection, enhancing his or her self, and ongoing

learning seasons in chapter 4 of verse 38. This must be a culture of ongoing development at the team organizations with managers spending on training, stimulating innovation, and establishing a culture where employees freely feel they can learn and enhance. Additional leadership excellence originates from mentorship and vulnerability to feedback seasons in chapter 4 of verse 34. These teachings enable managers to operate an ethical, resilient, and high-performance workplace. Instruction in the Bhagavad Gita enables such leaders in the harmonization of duty and detachment, cooperation, making moral choices, and continuous transformation so that they are able to meet the changing business world with wisdom and ethics. (Sharma P. K., 07-05-2023)

Organisational Culture



Fig 2 Proposed model

This model presents a structured approach to understanding how different factors contribute to workplace efficiency, productivity, and overall well-being by integrating three major components: Employee

Engagement, Work-Life Balance with the Principles mentioned in the Bhagavad Gita. Organisational culture consist of both employee engagement and work life balance. Employee engagement is driven by ethical leadership, adaptability, effective communication, and teamwork. Employees are valued and motivated by effective leadership, adaptability allows employees to stay flexible and respond in a dynamic work environment. Effective communication fosters clarity, transparency, and collaboration, and teamwork promotes a cooperative and supportive workplace culture. Work-life balance plays a crucial role in sustaining employee health and well-being by ensuring individuals can effectively manage their professional and personal responsibilities. Flexible work time, commitment, mental health and social responsibility contribute to a supportive work culture, reducing stress and improving overall morale.

The Bhagavad Gita introduces principles such as duty, ethical leadership, effective communication, effective decision making, motivation, adaptability, teamwork, and continuous learning, which are essential for both individual and organizational success. By incorporating Bhagavad Gita principles in organisational culture, this will provide desired outcomes such as increased workplace efficiency, improved productivity, and enhanced mental well-being. Overall, this will result in more systematic work environment and better employee performance. This holistic approach creates a balanced, motivated, and ethically driven workplace culture, ultimately benefiting both employees and the organization in the long term.

Conclusion

This research paper examined how work-life balance, employee engagement, and organizational effectiveness are closely connected, and how the teachings of the Bhagavad Gita support these ideas. The Gita's principles—like selfless action (Nishkam Karma), mental clarity (Stithaprajna), and doing one's duty (Dharma)—match well with modern concepts such as emotional intelligence, ethical leadership, and value-based decision-making. According to the proposed model, values like adaptability, effective communication, teamwork, and continuous learning and so on, are important for creating a healthy and productive work environment. The Gita also encourages these qualities, showing that its teachings are still very relevant today. Both the Gita and the research suggest that leaders should set good examples, support flexible work environments, and promote self-

motivation and personal growth. In conclusion, combining the wisdom of the Bhagavad Gita with today's organizational practices can help create a more balanced, ethical, and successful work culture. This approach leads to better leadership, happier employees, and overall improvement in workplace performance.

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Decoding Customer Expectations and Satisfaction on E-Commerce Platforms: A Cultural Integration of Indian Knowledge System with Myntra as a Case Study

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Abstract

The rapid evolution of e-commerce platforms in India has transformed consumer behavior, yet customer expectations and satisfaction remain complex and culturally nuanced phenomena. This study explores the intersection of modern digital shopping experiences and traditional Indian knowledge systems (IKS) to decode customer expectations and satisfaction on e-commerce platforms, with Myntra serving as the focal case study. By integrating values rooted in IKS—such as trust (Vishwas), personalized service (Seva), and community-centric engagement—into the analysis, the research offers a holistic understanding of customer perceptions. A mixed-method approach is adopted to assess how these culturally embedded values influence user satisfaction and shape repurchase intentions. The findings highlight the importance of culturally conscious strategies in enhancing customer experience and loyalty in India's diverse market. This study contributes to both academic literature and practical applications by advocating for an indigenized framework in e-commerce strategy, bridging traditional wisdom with digital innovation.

Keywords

Indian Knowledge System, Customer Satisfaction, E-Commerce, Consumer Behaviour, Myntra, Dharma, Santosha

Introduction

With the rapid expansion of digital technologies, e-commerce platforms have emerged as critical channels for interactions between brands and consumers. In the Indian context, the e-commerce industry is expected to surpass USD 200 billion by 2026, fueled by growing smartphone penetration, widespread internet access, and a rising consumer class (IBEF, 2023). Among the key players, Myntra—known for its stronghold in online fashion retail—offers a compelling case to examine shifting consumer expectations and satisfaction in the digital shopping experience.

Research in marketing and service management has long focused on customer satisfaction and expectations. Foundational theories such as the Expectation-Confirmation Theory (Oliver, 1980) and the SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1988) have shaped how service quality is understood and measured. In e-commerce settings, recent investigations (Sivakumar et al., 2020; Bhatti, 2022) have emphasized the growing relevance of factors like website usability, product assortment, timely delivery, and flexible return mechanisms in influencing customer satisfaction.

Despite these advances, there is a noticeable gap in literature when it comes to incorporating culturally embedded perspectives—especially those derived from indigenous knowledge systems—into the analysis of consumer behavior online. Although Hofstede’s cultural dimensions (Hofstede, 2001) have served as a widely adopted framework, they often lack the depth needed to understand the intricacies of Indian consumer values. In contrast, the Indian Knowledge System (IKS), rooted in time-honored texts like the *Vedas*, *Upanishads*, and *Arthashastra*, offers a culturally resonant framework. Concepts such as **vishwas** (trust), **atithi devo bhava** (hospitality toward customers), **sarve bhavantu sukhinah** (collective well-being), and **dharma** (ethical responsibility) continue to shape the Indian consumer mindset in profound, often subconscious ways (Ranganathan & Duraisamy, 2021; Sharma, 2023).

This research introduces a culturally grounded approach to understanding customer expectations and satisfaction on e-commerce platforms, using Myntra as a representative case. By weaving together modern service quality models with the ethical and philosophical underpinnings of IKS, this study seeks to present a more nuanced

view of digital consumer experiences. The findings aim to enrich existing theoretical frameworks and offer practical insights for e-commerce firms seeking to operate effectively in culturally diverse and value-driven markets like India.

Literature review

With the increasing integration of online purchasing into the daily routines of millions of Indian consumers, it has become imperative to examine the factors that influence consumer satisfaction and trust in e-commerce. Consumer behaviour in India, however, cannot be viewed through a purely transactional or universalist lens; rather, it is profoundly shaped by the country's extensive cultural heritage, indigenous epistemologies, and deeply rooted community values. The Indian Knowledge System (IKS), which encompasses a broad spectrum of traditional knowledge, ethical frameworks, and regionally embedded practices, continues to inform how individuals interact with digital technologies and make consumption-related decisions in the online environment. Over the years, researchers have investigated a range of variables influencing e-commerce behaviour in India, including emotional responses, cultural norms, service quality perceptions, and website interface design

The literature review examined various studies to provide comprehensive understanding of how technological affordances and the long-lasting effects of indigenous cultural values affect satisfaction and expectations in e-commerce.

S.no	Study Title	Authors & Year	Methodology	Key Findings	Relevance to Indian Knowledge System (IKS)
1	Individual Level Culture Effects on Multi-Perspective iTrust in B2C E-commerce	Sohaib & Kang (2016)	Survey in Australia; PLS	Cultural values affect trust in B2C e-commerce.	Highlights IKS's focus on individualized relational trust.
2	Cultural Influences on Online Shopping Behavior in India	Rao & Desai (2018)	Qualitative study; interviews	Cultural norms affect e-commerce behavior.	Aligns with IKS's emphasis on regional diversity and tradition.

3	A Study On Customer Satisfaction Towards Online Shopping In Kerala	Varghese (2019)	Descriptive survey in Kollam	Trust and ease of use drive satisfaction.	Reflects IKS's value on interpersonal trust and local context.
4	The Role of Trust in E-commerce: A Study of Indian Consumers	Gupta & Verma (2019)	Survey of 250 shoppers	Trust is critical to online purchases.	IKS considers trust foundational in commerce.
5	Measuring Service Quality Perceptions of Indian E-retailers	Chavadi et al. (2019)	SEM-based evaluative study	Process quality impacts satisfaction.	Reflects IKS's emphasis on dharma (duty) in service.
6	Factors impacting customer satisfaction: India online shopping	Tandon & Kiran (2019)	SEM; 500 Indian shoppers	Website quality, POD, social media influence satisfaction.	Emphasizes social trust and community influence.
7	A Study of Buying Behaviour in Nagaland	Roy & Goel (2020)	Descriptive; small sample	Convenience and trust affect satisfaction.	IKS values simplicity, accessibility, and familiarity.

8	How Culture Impacts Complaining : Germany vs India	Sengupta (2020)	Experimental; cross-cultural	Indian users seek cognitive control during recovery.	Aligns with IKS's emphasis on mindful communication .
9	Customer Satisfaction in E-commerce: Indian Context	Sharma & Singh (2020)	Survey of 300; regression	Website usability, service responsiveness key.	Reflects IKS's focus on holistic service experience.
10	E-commerce & Consumer Satisfaction: Indian Perspective	Kumar & Reddy (2020)	Descriptive study	Product quality and delivery are vital.	Reflects 'satya' (truth) and reliability in IKS.
11	Impact of Factors Affecting E-commerce Satisfaction	Francis et al. (2021)	Survey; SEM	Service quality, tech acceptance, trust are predictors.	Trust and ethical relations echo IKS principles.
12	E-commerce in India: Satisfaction and Loyalty	Mehta & Patel (2021)	SEM-based survey	Loyalty driven by perceived value and trust.	Long-term relationship focus reflects IKS ethics.
13	Country of Origin, Trust & Online Intentions	Bhattacharya & Sharma (2022)	Online survey; PLS-SEM	Country of origin → trust → intention.	IKS supports trust in swadeshi (local) products.

13	Country of Origin, Trust & Online Intentions	Bhattacharya & Sharma (2022)	Online survey; PLS-SEM	Country of origin → trust → intention.	IKS supports trust in swadeshi (local) products.
14	Impact of E-Service Quality on Apparel E-Shopping	Mahadevan & Joshi (2022)	CFA; 239 shoppers	Fulfillment, privacy matter most.	Reflects IKS values of ethical delivery.
15	Online Shopping Behavior in Aligarh, India	Almugari et al. (2022)	SEM; 497 respondents	Website design, usefulness, info quality are key.	Emphasizes vidya (knowledge), transparency .
16	App Reviews and Culture: Global Study	Fischer et al. (2021)	Review analysis; 647K reviews	Individualism affects rating behavior.	Shows IKS collectivist norms in feedback.
17	Gender and Cultural Influence on Emotions	Truong (2025)	Sentiment analysis; mixed methods	Gender and culture drive emotional response.	IKS includes rasa theory: emotional diversity.

18	Online Shopping in Tier II Indian Cities	Shah & Tandon (2024)	Urban survey; 400 participants	Demographics impact satisfaction.	IKS emphasizes local adaptation and community needs.
19	Perception of E-service Quality in India	Bhattacharya, I., & Mulay, R. (2024)	Modified SERVQUAL ; 202 users	UX and reliability drive happiness.	Aligns with IKS's focus on experiential wellness.
20	Impact of E-Commerce on Customer Satisfaction	Sowmya N.V. (2024)	Descriptive analysis	Offers, variety, personalization boost satisfaction.	Emphasizes individual dharma and karma in choices.

Research Methodology

In this study firstly, we have done an extensive literature review to get to know about the already existing concepts, perceptions, customer's expectations and their satisfaction level towards Myntra. After that an online survey was done through google form in which we have included a structured questionnaire that includes both quantitative data (for collecting demographic details) and qualitative data (used to measure satisfaction level).

Research Design- Descriptive Research Design

We have used a descriptive type of design, which describes the opinions and the characteristics of a population in our study. This approach provided us an accurate representation rather than cause-and-effect relationships.

Sources of Data

Through an online survey a google form was circulated that includes questionnaires and through which the primary data was collected. The questionnaires includes the multiple choice questions to collect demographic and Indian knowledge system details, Likert scale rating to understand the satisfaction level and open-ended responses to gather suggestions and areas for the improvement.

In this study, the sample population was 76 customers of Myntra resident of West Delhi. A purposive Sampling was used in which a questionnaire through google form was circulated to assess customer expectation and satisfaction on Myntra and to explore how Indian knowledge system concept can enrich understanding of consumer behavior. On the basis of the responses, a visual representation through pie charts and bar graph was done by using MS Excel 2021.

To conclude our findings and the significant relationship between various variables in this study, a statistical test was done by using the chi-square test.

Data Analysis and Interpretation

> Age Group

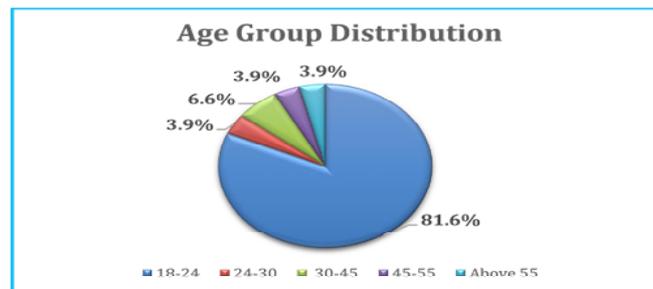


Fig 1: Graphical representation of Age Group Distribution of Myntra customers

Group	Frequency	Percentage
18-24	62	81.6%
24-30	3	3.9%
30-45	5	6.6%
45-55	3	3.9%
Above 55	3	3.9%
Total	76	100%

Table 1: Myntra Customer's age group distribution

The table and the pie chart represent a significant age distribution, with a dominance of the 18-24 age group comprising 81.6% of the total population. That generally includes students and early career professionals. The other age groups (24-30, 30-45, 45-55, and above 55) have much smaller representation, ranging from 3.9% to 6.6%, which basically indicates low engagement and interest. Overall, the data reflects a youth-dominated demographic, with limited involvement from older age groups.

Gender

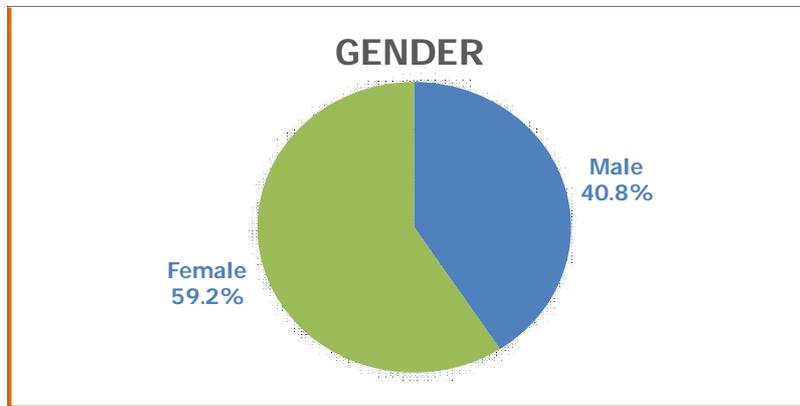


Fig 2: Graphical representation of Gender Distribution of Myntra customers

Gender	Frequency	Percentage
Male	31	40.8%
Female	45	59.2%
Others	0	0 %
Prefer not to say	0	0%
Total	76	100%

Table 2: Myntra Customer's Gender distribution

The demographic analysis reveals an unbalanced representation of Myntra respondents, with 59.2% identifying as female and 40.8%

as male. There are no individuals categorized under other or not prefer to say, which indicates all respondents exclusively identified as male or female. It is evident that the female respondents form the majority in this study.

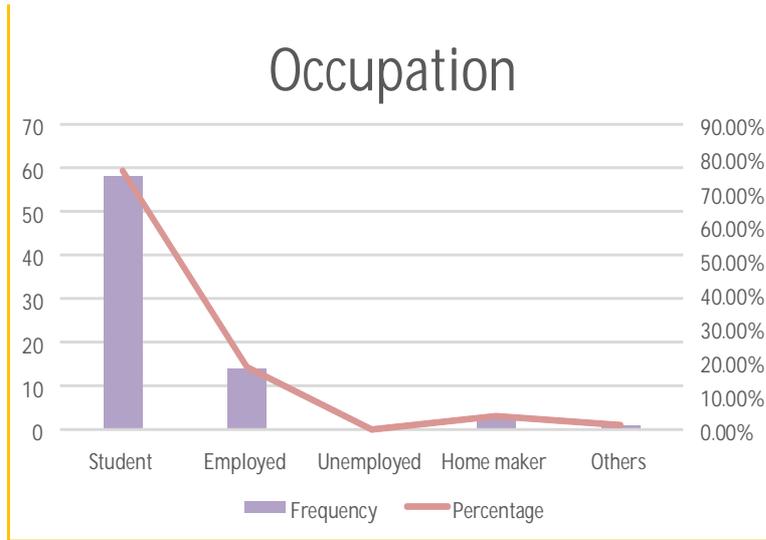


Fig 3: Graphical representation of Occupation Distribution of Myntra customers

Occupation	Frequency	Percentage
Student	58	76.3%
Employed	14	18.4%
Unemployed	0	0%
Home maker	3	3.9%
Others	1	1.3%
Total	76	100%

Table 3: Myntra Customer's Occupation distribution

Among all 76 respondents of Myntra, there were 76.3% students that basically include early career professionals, a small portion (18.4%) were employed, while no respondents reported being unemployed, and additionally, (3.9%) were homemaker, and (1.3%) of respondents fell into the other category. This distribution clearly indicates that students form the dominant group in the sample, with employed individuals comprising the second largest segment.

Income Level

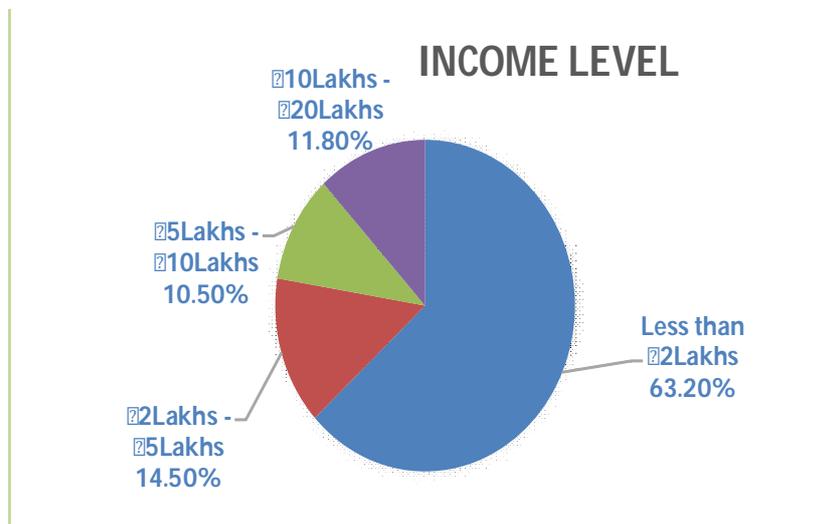


Fig 4: Graphical representation of Income level Distribution of Myntra customers

Income level	Frequency	Percentage
Less than ₹2Lakhs	48	63.20%
₹2Lakhs - ₹5Lakhs	11	14.50%
₹5Lakhs - ₹10Lakhs	8	10.50%
₹10Lakhs - ₹20Lakhs	9	11.80%
More than ₹20Lakhs	0	0%
Total	76	100%

Table 4: Myntra Customer's Income level distribution

A majority of 48 respondents (63.20%) reported an annual income of less than ₹ 2 lakhs, indicating that the sample belongs to a lower income bracket. 11 respondents (14.50%) fall into the category of ₹ 2 lakhs - ₹ 5 lakhs, while 8 participants (10.50%) fall into the category of ₹ 5 lakhs - ₹ 10 lakhs. A slightly higher number of 9 respondents (11.80%) reported an income between ₹ 10 lakhs - ₹ 20 lakhs. Notably, none of the respondents reported an income more than ₹ 20 Lakhs.

How often do you shop on Myntra?

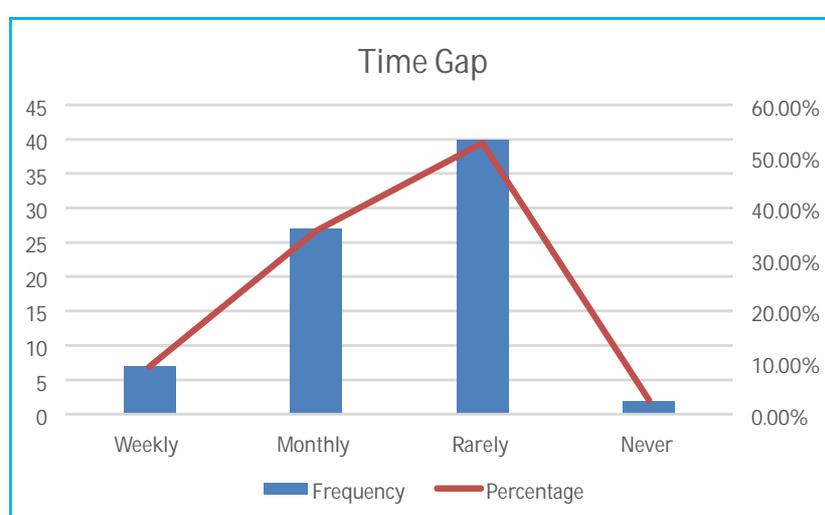


Fig 5: Graphical representation of Time gap Distribution of Myntra customers

Time Gap	Frequency	Percentage
Weekly	7	9.2%
Monthly	27	35.5%
Rarely	40	52.6%
Never	2	2.7%
Total	76	100%

Table 5: Myntra Customer's time gap distribution

The table and the graph summarize the frequency with which respondents engage with the platform or services. Out of 76

respondents, the majority, 40 individuals (52.6%), reported using it rarely, followed by 27 respondents (35.5%) who use it on a monthly basis. Only 7 respondents (9.2%) reported weekly usage, and a very small fraction, 2 respondents (2.7%), indicated that they never use it. The distribution indicates that the activity is more occasional rather than a frequent habit.

What categories do you usually purchase on Myntra?(Multiple options)

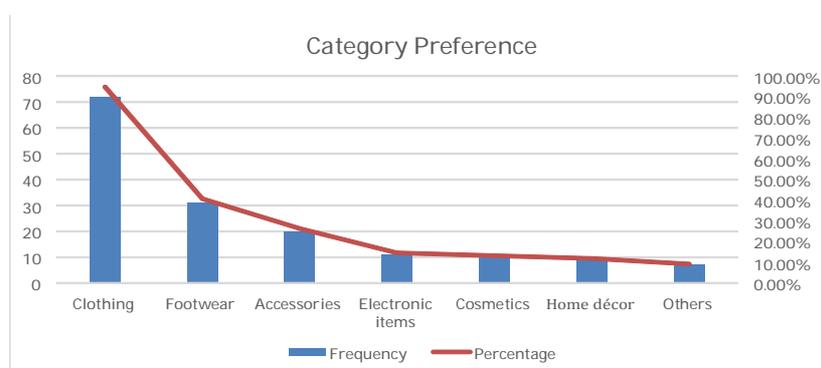


Fig 6: Graphical representation of category preference of Myntra customers

Category Preference	Frequency	Percentage
Clothing	72	94.7%
Footwear	31	40.8%
Accessories	20	26.3%
Electronic items	11	14.5%
Cosmetics	10	13.2%
Home décor	9	11.8%
Others	7	9.2%
Total	76	

Table 6: Myntra Customer's category preference distribution

The demographic analysis shows respondents category preferences, where multiple selections were allowed. Clothing emerged as the most preferred category, selected by (94.7%) of respondents, indicating the dominant interest in clothing. Footwear was the second most preferred category chosen by (40.8%) of

respondents, followed by accessories at (26.3%), electronic item at (14.5%), cosmetic item at (13.2%), and home decor item at (11.8%) received moderate interest. Additionally, (9.2%) of respondents were selected others, suggesting some unique preference beyond the listed options.

How satisfied are you with Myntra's product quality?

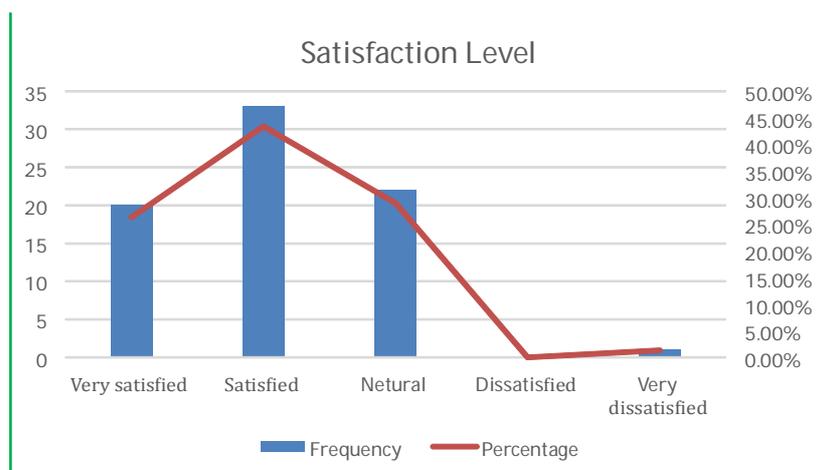


Fig 7: Graphical representation of satisfaction level distribution of Myntra

Satisfaction Level	Frequency	Percentage
Very satisfied	20	26.3%
Satisfied	33	43.4%
Netural	22	28.9%
Dissatisfied	0	0%
Very dissatisfied	1	1.3%
Total	76	100%

Table 7: Myntra Customer's satisfaction level of distribution

Out of 76 respondents, the majority, 33 respondents (43.4%), reported being satisfied, while 20 respondents (26.3%) were very satisfied. Additionally, 22 respondents (28.9%) expressed a neutral opinion, indicating neither satisfaction nor dissatisfaction. Notably, only 1 respondent (1.3%) reported being very dissatisfied, and none

reported being dissatisfied. Overall, the data reflects a generally positive or neutral experience of respondents with Myntra.

Which traditional Indian elements would you like to see more on Myntra?(Multiple choice question)



Fig 8: Graphical representation of traditional choice distribution of Myntra customers

Traditional choices	Percentage
Regional handloom(e.g. Banarasi, Kanchipuram)	23.8%
Traditional jewelry	23.8%
Sustainable, eco-friendly Indian brands	57.1%
Indigenous fashion designs(tribal, folk art)	23.8%
Others	19%
Total	100%

Table 8: Myntra Customer's traditional choice distribution

The data reflects the respondent's preference for traditional choices, with the understanding that respondents could select more than one option. A majority, (57.1%) expressed a preference for sustainable and eco-friendly Indian brands, indicating a growing inclination towards the environment. Regional handloom items such as Banarasi and Kanchipuram saris, traditional jewelry, and indigenous fashion designs were responded by (23.8%) that showing an even culturally rich option. Additionally, (19%) of respondents chose the other option, suggesting a diversity of traditional choices.

How important is cultural representation (traditional designs, ethnic wear, Indian brands) in your online shopping experience?

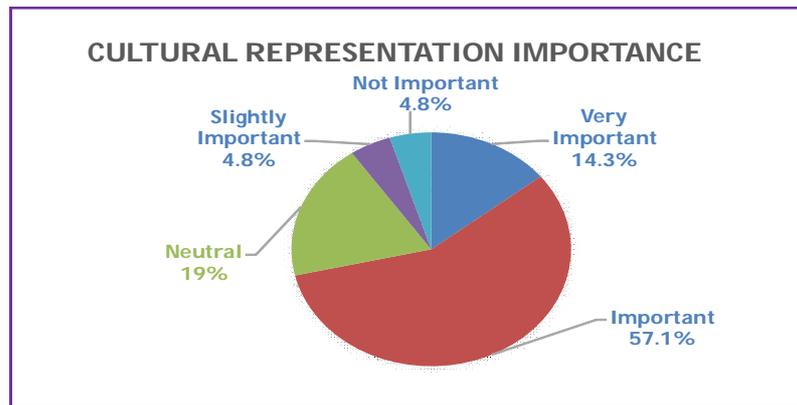


Fig 9: Graphical representation of cultural representation importance of Myntra

Cultural representation importance	Percentage
Very Important	14.3%
Important	57.1%
Neutral	19%
Slightly Important	4.8%
Not Important	4.8%
Total	100%

Table 9: Myntra Customer's cultural representation importance distribution

The data shows that a majority of respondents, (57.1%) consider cultural representation to be important, while (4.3%) view it as very important. Additionally, (19%) remained as neutral, and only a small portion, (4.8%) of respondents rated it as slightly important or not important. Overall data indicates that cultural representation is important for them.

How do you perceive the balance between modern (western) fashion and traditional (Indian) fashion on Myntra?

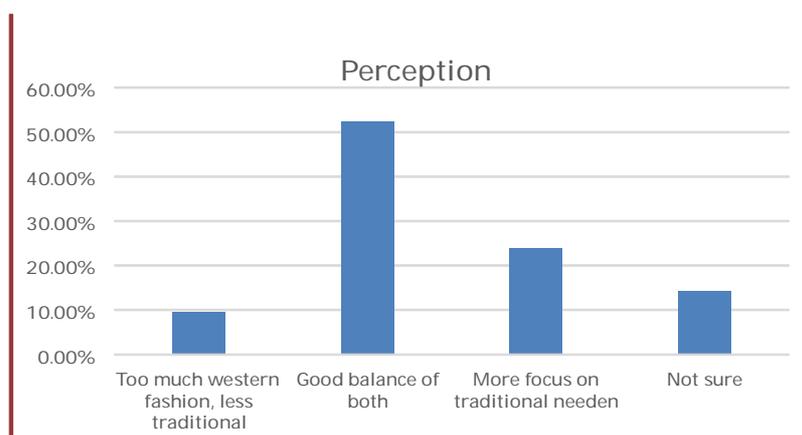


Fig 10: Graphical representation of perception of Myntra customers

Perception	Frequency
Too much western fashion, less traditional	9.5%
Good balance of both	52.4%
More focus on traditional needen	23.8%
Not sure	14.3%
Total	100%

Table 10: Myntra Customer's perception distribution

The data reveals that (52.4%) of respondents feel that there is a good balance between western and traditional fashion on Myntra. Meanwhile, 23.8% believe that there should be more focus on traditional fashion, and (9.5%) feel there is currently too much western fashion and fewer traditional styles. Additionally, (14.3%) of respondents were not sure.

§+ **How easy is it to navigate Myntra's website/app?**

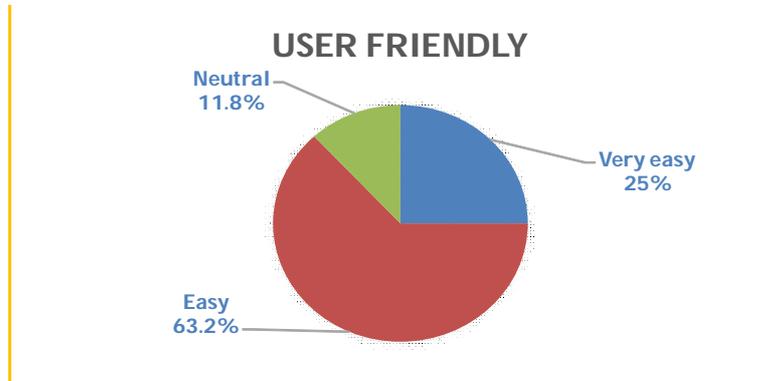


Fig 11: Graphical representation of app/website user friendly Distribution of Myntra customers

User friendly	Frequency	Percentage
Very easy	19	25%
Easy	48	63.2%
Neutral	9	11.8%
Difficult	0	0%
Very difficult	0	0%
Total	76	100%

Table 11: Myntra Customer's app/website user friendly distribution

Accuracy	Frequency	Percentage
Always accurate	14	18.4%
Often accurate	45	59.2%
Sometimes accurate	14	18.4%
Rarely accurate	3	4.0%
Never accurate	0	0%
Total	76	100%

Table 12: Myntra Customer's product description accuracy distribution

The table and the pie chart shows the occupation distribution of a group of individuals. Out of 55 people, 37 (67.3%) are students, indicating that the majority of the group is still in an educational phase. 14 (25.5%) are employed, suggesting a smaller proportion are in the workforce. Only 3 individuals (5.5%) are homemakers, while 1 individual (1.8%) falls into the "Others" category.

Notably, no one in the group is unemployed, which could reflect a specific selection of individuals or a context where unemployment is not present. This distribution reveals a youthful, primarily student-driven population with limited employment outside of that.

Have you ever returned or exchanged a product on Myntra?

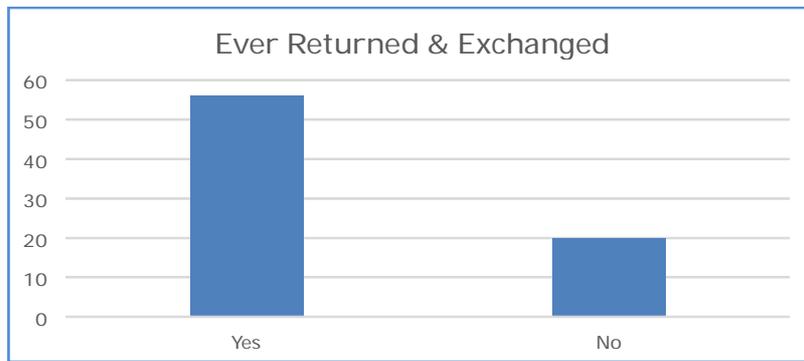


Fig 13: Graphical representation of returned or exchanged a product

Table 13: Myntra Customer's ever returned or exchanged a product distribution

Ever returned & exchanged	Frequency	Percentage
Yes	56	73.7%
No	20	26.3%
Total	76	100%

The analysis of the table and bar graph indicates that a significant majority of Myntra users have returned or exchanged a product. Out of 76 respondents, 73.7% have gone through the return or exchange

process, while only 26.3% have never done so. This suggests that while Myntra's return and exchange policy is frequently utilized, it may also imply that a notable portion of customers are not fully satisfied with their initial purchases. Factors such as incorrect product descriptions, size mismatches, or quality concerns could be contributing to the high return rate. The data highlights the importance of ensuring accurate product details and customer satisfaction to potentially reduce return rates.

If yes, what was the reason for returning the product?(Not mandatory for all)



Fig 14: Graphical representation of reason for returning the product

Reason for returning the product	Frequency	Percentage
Size issue	43	62.1%
Product quality not as expected	31	52.2%
Wrong product delivered	22	33.3%
Change of mind	12	18.2%

Table 14: Myntra Customer's reason for returning the product distribution

The analysis of the table and bar graph reveals key reasons why Myntra customers return or exchange products. Out of 76 respondents only 43 respondents have returned or exchanged a product, the most common reason is **size issue** (62.1%). This suggests that product

descriptions or images may sometimes differ from the actual items received, leading to dissatisfaction. **Product quality not meeting the expectations** is also a major factor, accounting for 52.2% of returns, indicating potential inconsistencies in expectations. Additionally, **33.3% of respondents received the wrong product**, highlighting logistical errors in order fulfillment. Lastly, **18.2% of returns were due to a change of mind**, which is a normal occurrence in online shopping. These findings emphasize the need for Myntra to enhance product quality checks, improve size accuracy, and refine its logistics to minimize returns and exchanges.

How would you rate Myntra's customer support?



Fig 15: Graphical representation of customer support rating

Customer support	Frequency	Percentage
Excellent	20	26.3%
Good	43	56.6%
Fair	11	14.5%
Poor	2	2.6%
Total	76	100%

Table 15: Myntra Customer's support rating distribution

The table and the pie chart presents customer feedback on Myntra's support services. A majority (56.6%) rated it as "Good," indicating generally satisfactory service. Additionally, 26.3% found it "Excellent," showcasing strong customer satisfaction. However, 14.5% rated it "Fair," suggesting room for improvement, while 2.6% found it "Poor," highlighting occasional dissatisfaction. The high

percentage of positive ratings suggests Myntra’s customer support effectively resolves issues related to orders, returns, and queries. However, addressing concerns from the 14.5% of neutral or dissatisfied customers through better response times and resolutions could further enhance the brand’s reputation and trust among shoppers.

Have you ever experienced any technical issue on Myntra’s website/app?

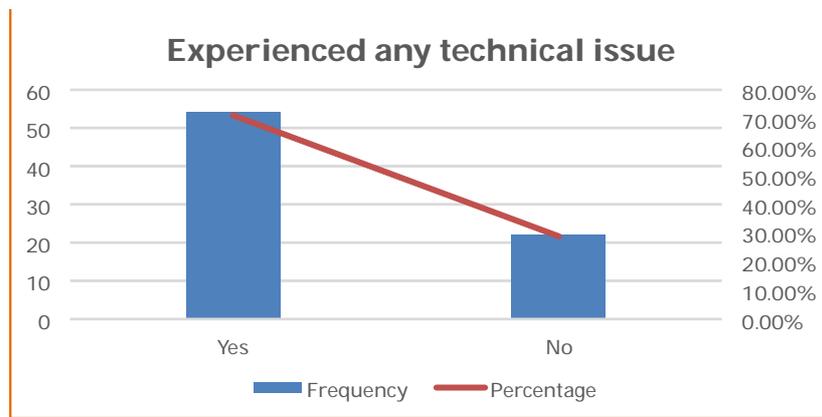


Fig 16: Graphical representation of ever experienced any technical issue

Experienced any technical issue	Frequenc y	Percentage
Yes	54	71.1%
No	22	28.9%
Total	76	100%

Table 16: Myntra Customer’s ever experienced any technical issue distribution

The table highlights that a significant majority (71.1%) of Myntra users have encountered technical issues, whereas only 28.9% reported no issues. This suggests that technical problems, such as app crashes, payment failures, or website glitches, are a major concern for customers. A bar graph representation of this data would visually

emphasize the high occurrence of technical issues, with the “Yes” category having a significantly taller bar compared to “No.”

To improve user experience, Myntra should focus on enhancing app stability, optimizing payment gateways, and addressing customer complaints swiftly to reduce technical disruptions.

Which of the following factors influences your purchasing decision on

Myntra?(Multiple options)



Fig 17: Graphical representation of buying factors of Myntra Customer's

Buying Factor	Frequency	Percentage
Price	45	59.2%
Quality	51	67.1%
Brand	31	40.08%
Style	21	27.6%
Reviews	19	25%

Table 17: Myntra Customer's buying factors distribution

The table reveals key factors influencing purchasing decisions on Myntra. Since respondents could select multiple options, the highest priority factor is **quality (67.1%)**, showing that most shoppers prioritize

well-made products. **Price (59.2%)** is the second most significant factor, indicating that affordability plays a crucial role. **Brand (40.08%)** also matters too many, reflecting a preference for trusted names. Meanwhile, **style (27.6%)** and **reviews (25%)** influence fewer but still a notable portion of buyers. This data suggests that Myntra customers seek a balance of quality, affordability, and brand reputation while considering trends and peer feedback before making a purchase.

Which of the following payment options do you prefer on Myntra?

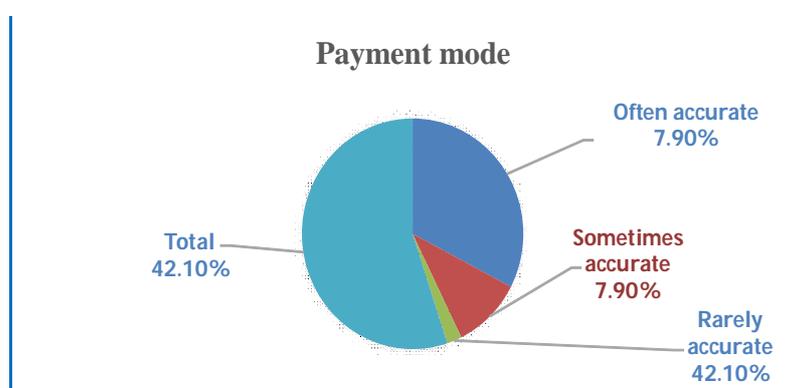


Fig 18: Graphical representation of payment option preference

Payment mode	Frequency	Percentage
Credit/Debit card	6	7.9%
Net banking	6	7.9%
Cash on delivery	32	42%
Mobile wallet	0	0%
UPI	32	42.2%
Total	76	100%

Table 18: Myntra Customer's payment option preference distribution

The pie chart and the table highlights customer preferences for payment methods on Myntra. **UPI (42.2%)** is the most preferred mode, reflecting its convenience and growing adoption in India. **Cash on Delivery (42%)** is a close second, showing that many shoppers still prefer paying after receiving their order, likely due to trust concerns.

Credit/Debit cards (7.9%) and **Net Banking (7.9%)** are less popular, possibly due to transaction time or security concerns. Interestingly, **Mobile Wallets (0%)** have no usage, suggesting users prefer direct payment options. Myntra could enhance digital payment incentives to encourage a shift away from COD for smoother transactions.

Which of the following channels do you prefer for contact Myntra's customer service?

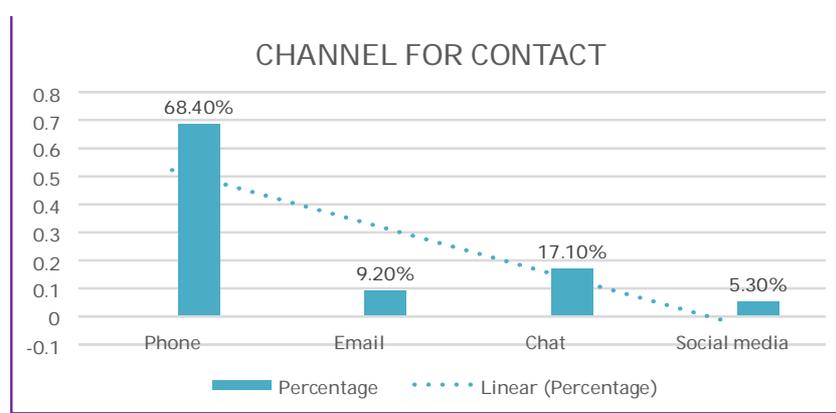


Fig 19: Graphical representation of channel for contact

Channel for contact	Frequency	Percentage
Phone	52	68.4%
Email	7	9.2%
Chat	13	17.1%
Social media	4	5.3%
Total	76	100%

Table 19: Myntra Customer's channel for contact distribution

The table and the graph illustrates preferred customer support contact channels on Myntra. **Phone support (68.4%)** is the most popular, indicating that customers value direct and immediate assistance. **Chat (17.1%)** and **Email (9.2%)** are used by fewer people, likely due to slower response times compared to calls. **Social media (5.3%)** is the least preferred, suggesting that customers may not find

it as effective for resolving issues. Given the dominance of phone support, Myntra should ensure quick response times and well-trained agents while enhancing digital channels like chat and email for a more seamless and efficient customer service experience.

Which of the following is a common reason for customer dissatisfaction with Myntra products? (Multiple choice question)

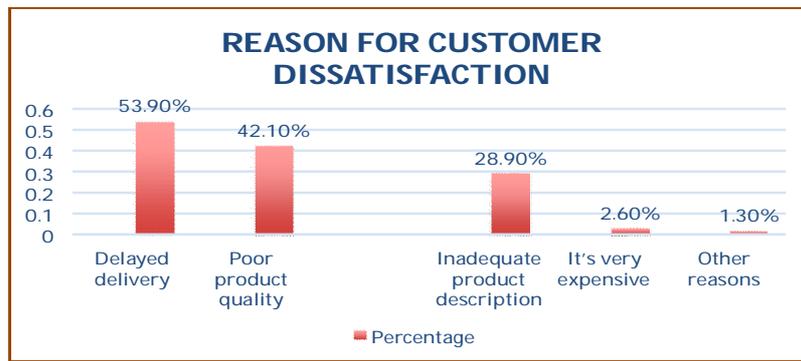


Fig 20: Graphical representation of reason for customer dissatisfaction

Reason for customer dissatisfaction	Frequency	Percentage
Delayed delivery	41	53.9%
Poor product quality	32	42.1%
Inadequate product description	22	28.9%
It's very expensive	2	2.6%
Other reasons	1	1.3%

Table 20: Myntra Customer's reason for customer dissatisfaction

The table highlights key reasons for customer dissatisfaction on Myntra, based on responses from 76 individuals who could select multiple issues. **Delayed delivery (53.9%)** is the most common complaint, suggesting logistical inefficiencies. **Poor product quality**

(42.1%) is another major concern, indicating a need for better quality control. **Inadequate product descriptions (28.9%)** suggest that customers find discrepancies between product listings and actual items.

High pricing

(2.6%) is rarely an issue, meaning most shoppers find Myntra's pricing reasonable. **Other reasons**

(1.3%) show some additional dissatisfaction factors. Improving delivery speed, product quality, and descriptions can significantly enhance customer satisfaction.

How likely are you to recommend Myntra to a friend or family member?

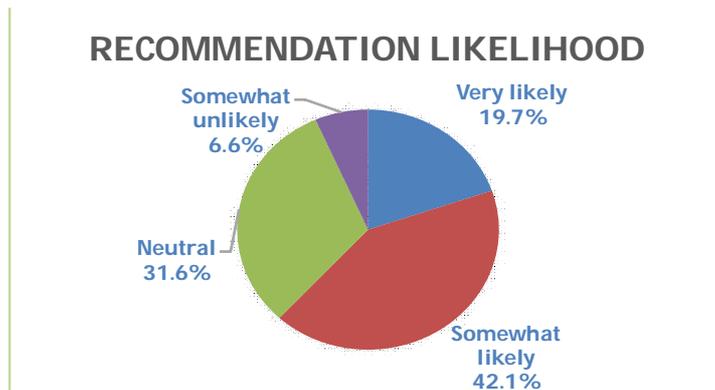


Fig 21: Graphical representation of recommendation of Myntra

Recommendation Likelihood	Frequency	Percentage
Very likely	15	19.7%
Somewhat likely	32	42.1%
Neutral	24	31.6%
Somewhat unlikely	5	6.6%
Very unlikely	0	0%

Table 21: Myntra Customer's recommendation of Myntra distribution

The table reflects how likely customers are to recommend Myntra to friends or family. Only **19.7%** are **very likely** to recommend it, while **42.1%** are **somewhat likely**, showing a moderate level of satisfaction. However, an equal **31.6%** remain **neutral**, suggesting they had an average experience and weren't particularly impressed. A small **6.6%** are **somewhat unlikely** to recommend it, indicating some dissatisfaction. Interestingly, no one marked "**very unlikely**," meaning Myntra isn't strongly disliked. To boost recommendations, Myntra should focus on improving customer experience, ensuring faster deliveries, better product descriptions, and enhancing overall service to turn neutral customers into loyal promoters.

Hypothesis

H0 (Null Hypothesis) = There is no association between gender and satisfaction.

H1 (Alternate Hypothesis) = There is an association between gender and satisfaction.

The screenshot displays the RStudio interface. The top-left pane shows a data table with columns: Name, What is your age group?, What is your gender?, Occupation, Income Level, and How often do you shop on Myntra. The bottom-left pane shows the R console with the following code and output:

```
R > R4.5.0 - /- /- /-
R > setwd("C:/Users/ankur/OneDrive/Desktop/Analysis of customer expectation and satisfaction with Myntra Products")
R > s (Responses) %>%
R > > View(Analysis_of_customer_Expectation_and_satisfaction_with_Myntra_Products_Responses_)
R > attach(Analysis_of_customer_Expectation_and_satisfaction_with_Myntra_Products_Responses_)
R > satis = as.factor("How satisfied are you with Myntra's product quality?")
R > gen = as.factor("What is your gender?")
R > chisq.test(gen, satis)

Pearson's Chi-squared test

data:  gen and satis
X-squared = 3.9302, df = 3, p-value = 0.2691

Warning message:
In chisq.test(gen, satis) : chi-squared approximation may be incorrect
>|
```

The top-right pane shows the environment with a data object 'Analysis_of_customer...' containing 76 observations and 25 variables. The bottom-right pane shows a file explorer with various project files.

Result – On the basis of p value (p's value is greater than 0.05) then Null hypothesis is accepted and hence we can conclude that there is no association between gender and satisfaction.

Findings

- ❖ Since the p value is greater than 0.05, we fail to reject the null hypothesis. Therefore, we conclude that there is no statistically significant association between gender and satisfaction.
- ❖ A majority of 81.6% of the respondents are from the age group of 18-24, which generally includes students and early-career professionals, this indicating that Myntra attracts a youth audience.
- ❖ 52.6% of the respondents use Myntra rarely, indicating seasonal shopping behavior, lifestyle and priorities, price sensitivity, etc. While 35.5% use it monthly. Only 9.2% use it weekly, and 2.7% never use it, indicating that Myntra has a low- frequency user base.
- ❖ A majority of 52.4% of respondents feels that Myntra has achieved a balance between western and traditional fashion. However, 23.8% believe there should be more emphasis on traditional styles. Meanwhile, 9.5% feel that western fashion dominates too much, and 14.3% are unsure about the balance.
- ❖ A significant 63.2% of users find Myntra easy to use because of an intuitive design, clear categorization, and streamlined checkout process, while 25% describe it as very easy. Importantly, none of the respondents found it difficult or very difficult to use.
- ❖ Phone support is the most preferred customer service channel on Myntra (68.4%), because it allows customers to get immediate responses and quick resolution of their issues.

Suggestions

- ❖ Myntra could explore more strategies to increase engagement among the 30+ age group, possibly through marketing campaigns, family centric promotions, user friendly features etc.
- ❖ Myntra should expand its offering in electronics, cosmetics, and home decor items to attract a wider audience.
- ❖ Given the interest in traditional clothing and regional handloom items, Myntra can explore by adding more such items to their product range or feature these items more prominently.

- ❖ By improving sizing charts, enhancing product image, and improving the quality of the item, reduces the returns of the items.
- ❖ Encouraging digital adoption by offering discounts and cashbacks on UPI and card payments while keeping COD reliable for hesitant users.

CONCLUSION

This study provides valuable insights into customer expectations and satisfaction with Myntra, particularly in the evolving landscape of Indian e-commerce. The findings indicate that Myntra predominantly attracts a younger demographic, with users exhibiting seasonal shopping behaviors and a preference for a seamless shopping experience. While the platform has successfully balanced western and traditional fashion, there is scope for expanding offerings in Indian craftsmanship and sustainable fashion.

The study also explores the role of AI-driven solutions in enhancing online retail experiences, particularly in improving product search efficiency, personalized recommendations, and customer engagement. Additionally, it highlights the prominence of phone support as the most preferred customer service channel, emphasizing the need for Myntra to optimize real-time issue resolution.

A key aspect of the study was examining the relationship between gender and overall customer satisfaction. The hypothesis testing revealed that there is no statistically significant association between gender and satisfaction levels, as indicated by the p-value being greater than 0.05. This suggests that factors such as product variety, user interface ease, pricing, and personalization play a more critical role in shaping consumer satisfaction than gender differences.

To strengthen its market position, Myntra could focus on strategies that expand its demographic appeal, introduce a wider range of product categories, enhance sizing accuracy, and encourage digital payment adoption while maintaining cash-on-delivery flexibility for hesitant users.

Furthermore, integrating insights from India's indigenous knowledge systems into its platform can enrich consumer experiences, aligning with cultural preferences and traditional shopping values.

Ultimately, this study contributes to a deeper understanding of consumer expectations in Indian ecommerce and offers actionable recommendations to enhance customer satisfaction, engagement, and long-term loyalty in a competitive digital marketplace.

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Leadership Development Programme Inspired by Bhagvad Gita

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Abstract

The study of eternal law has obtained increasing attention in recent time. In the Indian context, ancient texts such as the Ramayana, Vedas, Puranas, Bhagavad Gita and other spiritual scriptures offer profound wisdom that remains relevant and useful in modern management, business leadership, ethical decision-making. The Bhagavad Gita provides deep insights into human behaviour, ethics, leadership skills and principles such as self-awareness, resilience, decision-making, empathy, inner peace and righteous duty. This paper aims to integrate these principles from the Bhagavad Gita with leadership concept to inspire leaders to work effectively, fostering a culture of purpose, integrity, motivation and holistic growth. Furthermore, it highlights how ancient wisdom has helped leaders navigate with challenges, make ethical decisions, and lead with a sense of duty and responsibility.

Keywords: *Bhagavad Gita, Business Leadership, Modern Management, Leadership skills, Leadership principles, Decision-Making.*

Introduction

The *Bhagavad Gita*, an ancient Indian text, is not only a religious book but also a map and guidebook and has been widely researched in the areas of philosophy, theology, management and psychology. It is also a deep guide to leadership and self-control. At its core the Gita centres on the principles of leadership, which is based on self-knowledge, moral decision-making, and unshakeable commitment to

one's duties. Gita's message or wisdom inspired leaders through time, from Mahatma Gandhi to modern business figures, to tackle complex challenges with insight and Sincerity. Key leadership traits are an Equanimity (Samatvam), courage and fortitude, vision and purpose (Tiwari, 2019).

The Gita teaches about dharma (righteous duty) and karma yoga (selfless action), persuading leaders to work with dedication but without attachment to personal gains. The *Bhagavad Gita* is not just a mythological book but is a life manual. It provides insights into leadership, self-discipline, emotional intelligence, mindfulness, spiritual growth, mental peace, and much more. It is a guide of principles which fosters resilience and a spirit of service, enabling leaders to put the greater good ahead of immediate success. By incorporating these lessons, contemporary leaders able to develop vision, courage, and moral strength, becoming not only successful but also profoundly influential in their respective domains.

Scope of Leadership as per Bhagavad Gita

Leadership is an art of influencing and directing individuals with vision, action and values. Leadership is eternal, universal, and pervasive. There are several Hindu scriptures such as Ramayana, Mahabharata, Vedas, along with Gita, provides complete framework of effective leadership that goes beyond traditional management principles. It is a definitive guide to the science of self-realisation. Gita becomes very useful and relevant for modern leaders as it highlights making decisions based on strong values, selfless action, maintaining emotional balance and having long-term visionary thinking. The teachings of the Gita are focussed on a values-based model of leadership that cherish integrity, self-knowledge, and duty (dharma), which ensures that leaders work in the best interest of their people and society.

Gita is emphasized on one of the important elements of leadership that is selfless action (Karma Yoga), it teaches that true leaders must work with dedication while remaining detached from personal gains. This gives a spirit of servant leadership, where leaders empower others rather than seek personal power. The Gita's principles of leadership is applicable across almost every area of life. Its lessons on handling conflicts, maintaining ethical standards, and Visionary thinking make it a timeless guide for leaders struggle to create a meaningful impact in their organizations and communities.

Objective

- To study the leadership principles in the Bhagavad Gita and their relevance to modern leadership development programs.
- To suggest a leadership framework based on the Bhagavad Gita's teachings.

LITERATURE REVIEW

The Bhagavad Gita principles—self-awareness, ethical decision-making, resilience, and the pursuit of excellence helps individuals understand themselves, make the right choice, stay strong and always try to do their best. Combining these principles with real world leadership practices enable leaders to better understand themselves, connect more with their teams, and align effectively with their organizations. This creates a positive work environment, integrity, and support the holistic growth of both individuals and organisation. By applying Gita's principles into day-to-day management practices, leadership become more effective, strengthens teams, and increases trust among individuals that results in sustainable success. Incorporating the wisdom of the *Bhagavad Gita* can create workplaces that cares about the employee well-being, follow ethical code of conduct, and opportunity to grow personally and professionally, resulting in environment that values people and allow organization to work with purpose and shared mission. The Integration of *Bhagavad Gita* principles with modern management practices, results in robust framework that help leaders. (Mallik, 2024).

Research Methodology

This paper is qualitative in nature, as it seeks to explore and interpret principles outlined in *Bhagavad Gita*. It is descriptive research, as it focuses on explaining the traits of leadership suggested by the *Bhagavad Gita*. A systematic literature review has been conducted by studying research papers from various reputed journals, books, and the *Bhagavad Gita*.

Teachings from the Bhagavad Gita: Leadership and Self-Realization

Bhagavad Gita is a famous renowned spiritual text which has 700 verses. These verses are spoken by Lord Krishna and around 574 verses are addressed to Arjuna. They provide a complete guide to self-realisation and discipline. In these verses, Lord Krishna inspires

Arjuna and specifies a three-step path to confront enemies with great strength. The three-step path to self-realization includes the following:

1. Karma Yoga (Action) – This involves performing one's duty without the desire of personal results.
2. Bhakti Yoga (Devotion) – This revolves around having faith, devotion and love for a greater purpose of life
3. Jnana Yoga (Knowledge) – Overcoming ignorance by gaining wisdom through self-realisation

These lessons, allow a leader to grow personally and spiritually. They help focus on developing Sattvic qualities and use the power of leadership with responsibility. They aid people in becoming a better and balanced leader. The *Bhagavad Gita* imparts essential leadership lessons, including: i) Self-Knowledge, ii) Philanthropy, iii) Uprightness, iv) Resolute, v) Moral righteousness (Harsha, 2021).

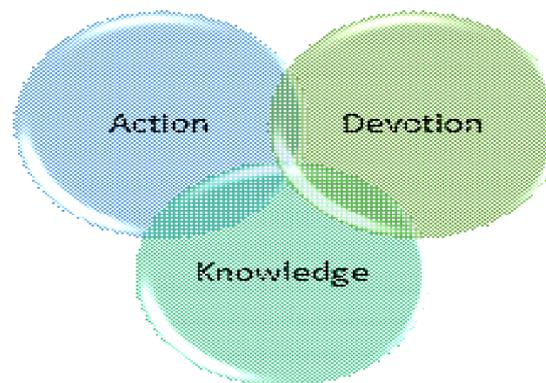


Fig:1 Threefold path to self- Realization

Life Skills for Modern Leadership: Insights from the Bhagavad Gita

The *Bhagavad Gita*, one of the most sacred Hindu religious text, works as a guiding tool for leaders and teaches them how to deal with the harsh realities of life. The Vedic knowledge provide by Gita help leaders to face uncertainty, and challenges that the world poses in both personal and professional life. The coronavirus outbreak has helped leaders around the world realize that life skills like empathy, reliable communication, adaptive agility, and emotional intelligence are the abilities that would help them cope with the demands of this world (Kapur, 2022).

The Bhagavad Gita's Timeless Wisdom in Leadership

The *Bhagavad Gita's* timeless teachings are relevant across different study. When applied in leadership, it provides guidance on ethical decision-making, conflict resolution, and strong leadership. Leaders implement Gita's teachings to resolve the difficulties faced in today's time. Bhagavad Gita based leadership has a significant impact on employee engagement, organizational culture, and performance. The Bhagavad Gita guides leaders to practice ethical code of conduct in the modern business world, serving as a valuable tool for leaders (Mittal, 2023).

The Bhagavad Gita: A Timeless Guide to Leadership and Organizational Management

In the Gita, Lord Krishna provided timeless wisdom to his devotee Arjuna, helped him in becoming a resolute warrior. As organizational management has evolved through globalization, the Bhagavad Gita has become a valuable resource for leadership and sustainable growth. The Gita provides ideal solutions for modern management challenges, particularly in leadership, offering a framework for long-term organizational success. The teachings of ancient Indian texts continue to benefit humanity and will remain relevant in the future (Basu, 2020).

Leadership Lessons from the Bhagavad Gita to Overcome Workplace Isolation

Isolation has always been a human challenge, especially in today's fast-paced and unpredictable business and political world, it becomes even more critical. When employees feel disconnected or isolated, it adversely impacts organization. Leaders play a key role in reducing this feeling of isolation and promote connectivity. The *Bhagavad Gita*, a timeless philosophical text, provides important leadership lessons. The 18 teachings in it guide leaders to tackle isolation in their teams. Key leadership qualities from the Gita include offering hope to troubled workers, doing the right thing, staying true to oneself, respecting others, and leading with an open and thoughtful mind. These teachings help build leadership that can reduce isolation and bring people together in organizations (Sucheta, 2017).

Transformational Leadership Through the Lens of the Bhagavad-Gita and Vedic Philosophy

Over the past two decades, there has been a growing interest in applying ancient wisdom to leadership, with the *Bhagavad Gita* frequently referenced in scholarly discussions. Transformational leadership, which plays a crucial role in organizational growth, aligns closely with the Gita's spirit-centred and inside-out leadership approaches. Through hermeneutic analysis, scholars highlight how the Gita emphasizes self-mastery—overcoming internal challenges like greed, anger, and ego—as a prerequisite for leading others effectively (Rajantharan, 2008). Grounded in eternal values and moral principles, this leadership philosophy not only fosters personal transformation but also offers valuable insights for Indian leadership strategies. Furthermore, it helps Western business leaders collaborate more effectively with their Indian counterparts, both in India and globally (Muniapan, 2016).

Timeless Wisdom of the Bhagavad Gita in Modern Management and Leadership

The *Bhagavad Gita* has provided us with everlasting wisdom that is highly relevant to modern management, leadership, decision-making, ethics, and aligning individual and organizational goals. Merging the principles of integrity, respect, and ethical conduct through their integration allows leaders to ensure the long-term success of the stakeholders. This serves as a valuable guide in the changing business environment of today, helping leaders handle complexities with clarity, purpose, and resilience while promoting sustainable growth and harmonious relationships (Sharma, 2024).

Transformational Leadership Insights from the Bhagavad Gita

The Bhagavad Gita, a sacred scripture over 5,000 years old, works as a guide book for leaders in the modern world. It emphasizes a consciousness-driven approach to transformational leadership, rooted in eternal values and moral principles. The Gita encourages leaders to operate with compassion, inclusivity, and a higher level of awareness. This study explores how its teachings can help shift leadership styles from transactional ('me-leader') to transformational ('we-leader'), providing valuable insights for business leaders seeking ethical and effective management practices (Kuknor, 2022).

Bridging Western Leadership Models with Bhagavad Gita's Wisdom Management leadership plays a crucial role in fostering innovation and risk management in business. However, modern leadership often prioritizes outcomes over ethical actions and lacks a deep understanding of emotions and vision. Indian organizations have largely adopted Western management theories, yet they have not achieved the expected success. This is not due to flaws in organizational frameworks or Western practices but rather the absence of an India-specific leadership model rooted in its rich cultural, ethical, and philosophical heritage. Unlike Japan, which developed its own management approach, India has yet to integrate its values into leadership frameworks. The Bhagavad Gita, often called the "Song of the Lord Krishna," offers a universal and ethical approach to management leadership. This paper explores the synergy between American management leadership models and the Bhagavad Gita-based Indian leadership philosophy, highlighting the need for a culturally attuned leadership framework for sustainable success (Rastogi, 2021).

Revisiting Leadership Through the Lens of the Bhagavad Gita

For over a century, the most management and leadership theories used around the world, has come from Western countries. However, the limitations of capitalist models, especially after the 2008 financial crisis, have led scholars to explore alternative leadership philosophies. Since the leadership has major impact on organization success, there is growing interest in ancient Indian wisdom, particularly the Bhagavad Gita. Western models focus on external strategies and system, the Gita presents Lord Krishna as a role model, offering timeless leadership lessons that highlights morality, motivation, and resilience. The Bhagavad Gita remains relevant today because it helps leaders toward practicing ethical and effective management. (SUNDARI, 2024)

Sustainable Leadership Lessons from the Bhagavad Gita

The Bhagavad Gita, a timeless leadership classic from the Mahabharata, is a source of wisdom relevant to modern leaders. Hermeneutics—a method of interpreting ancient texts, are used to understand the Gita's principles of sustainable leadership. Bhagavad Gita provides guidance on 4 key management domains: mind management, self-management, duty management, and relationship

management. The Gita offers deep insights into self-development and conflict resolution. It helps in addressing common workplace challenges like low productivity, lack of motivation, and interpersonal conflicts. Gita urges that true change start from within the mind, by changing how we think and perceive the world. By making this inner transformation individual is capable of making better decision, lead more effectively. As a result, leading to sustainable organizational success (Sharma A. , 2022).

Leadership and Spiritual Enlightenment: Insights from the Bhagavad Gita

Quality of true leader include the ability to guide and influence a group effectively. The Bhagavad Gita talks about leadership, self-realization, and spiritual enlightenment, highlighting the connection between the individual (Jiva), the true self (Atman), and the remain humble, focused on the greater good and rise above the ego, accept the principle of karma yoga (selfless action). By promoting teamwork, open communication, and personal growth, leaders can navigate challenges with wisdom and strength. Spiritually informed leadership transcends traditional managerial roles by combining personal and organizational goals with commitment to universal welfare (Hemanth, 2018).

Transcendental Leadership: Insights from the Bhagavad Gita

Modern organizations giving more importance to intangible assets, human resources and leadership, rather than tangible assets. Companies now seek leaders who inspire vision, navigate challenges, and adopt a holistic approach—balancing profits, people, and the planet. concept of transcendental leadership is drawn from the Bhagavad Gita, using an exhaustive hermeneutic analysis. According to the Gita, true leaders not only about making profit but also, emphasize on wisdom, ethical responsibility, and selfless service. By integrating these timeless principles, leaders can achieve sustainable success while fostering well-being at both individual and organizational levels (Nair, 2018).

Bhagavad Gita and Swami Vivekananda: Foundations of Spiritual Servant Leadership

Both the Bhagavad Gita and Swami Vivekananda, offers valuable insights into leadership. The Gita, a spiritual text book, provides

timeless principles that can be applied to leadership and management. It emphasizes on selfless action and Karma yoga. Influenced by Gita's wisdom and teachings, Swami Vivekananda developed his Spiritual Servant Leadership doctrine. This doctrine talks about one wants to serve human selflessly, and ethical conduct. His philosophy parallel with the Gita's key teachings, including karma yoga, equanimity, renunciation, and svadharma (one's duty). In today's leadership crisis, the world increasingly turns to these timeless principles for guidance. The Gita and Vivekananda's doctrine work as a blueprint for ethical, purpose-driven, and spiritually enlightened leadership, essential for modern organizations and societies (Baweja, 2019).

The Bhagavad Gita: A Timeless Guide to Leadership and Management

The Bhagavad Gita, is considered as a sacred text in Hinduism, its wisdom is not limited to religious context. Its key principles are applicable in modern leadership and management. Gita offers set of principles, highlighting Karma Yoga, self-discipline, determination, and ethical leadership as essential for professional success. The Gita focuses on the conversation between Lord Krishna and his devotee Arjuna, emphasizing truth, duty, and perseverance, which remain highly relevant in modern management practices (Luhar, 2024). Lord Krishna's actions and teachings with in the Gita are similar to what leaders do. He enlists the core responsibilities of modern leaders which includes motivating, guiding, and inspiring their teams toward achieving organizational goals. Additionally, the Gita's teachings align with modern leadership theories, addressing key management concepts such as personality, attitude, communication, persuasion, and decision-making. As a holistic leadership manual, the Gita continues to shape organizational success and ethical leadership in today's business world (Mishra, 2019).

Bridging Bhagavad Gita and Leadership in Modern Organizations

The connection between the Bhagavad Gita and effective leadership lies in its focus on ethics, self-awareness, and purposeful action. The Bhagavad Gita work as bridge between ancient Indian philosophy and modern organizational dynamics. The Gita offers not just spiritual enlightenment but also valuable leadership insights, guiding individuals toward career growth and ethical leadership. By delving deeper into its wisdom, leaders can develop essential qualities

that foster positive influence, resilience, and ethical decision-making, ultimately shaping them into ideal guides for their followers (Chakraborty, 2022).

Virtuous Leadership in the Shiva Trilogy: Insights from the Bhagavad Gita

Leadership traits that are found in Shiva Trilogy are explored with a special focus on the Bhagavad Gita. Although numerous studies have investigated the development of virtuous leadership, few have integrated ancient Indian philosophy with literature like Amish Tripathi's *Shiva Trilogy*. Shiva Trilogy offers insights into ethical leadership from an inside-out perspective. Unlike Western leadership models, Shiva's embodiment of virtues and the *Bhagavad Gita's* guidance for achieving them. By integrating these principles, modern leaders can enhance their transformational leadership with wisdom and competence, akin to Lord Shiva in the *Shiva Trilogy* (Deshmukh, 2016).

Leadership and Management Insights from the Bhagavad Gita

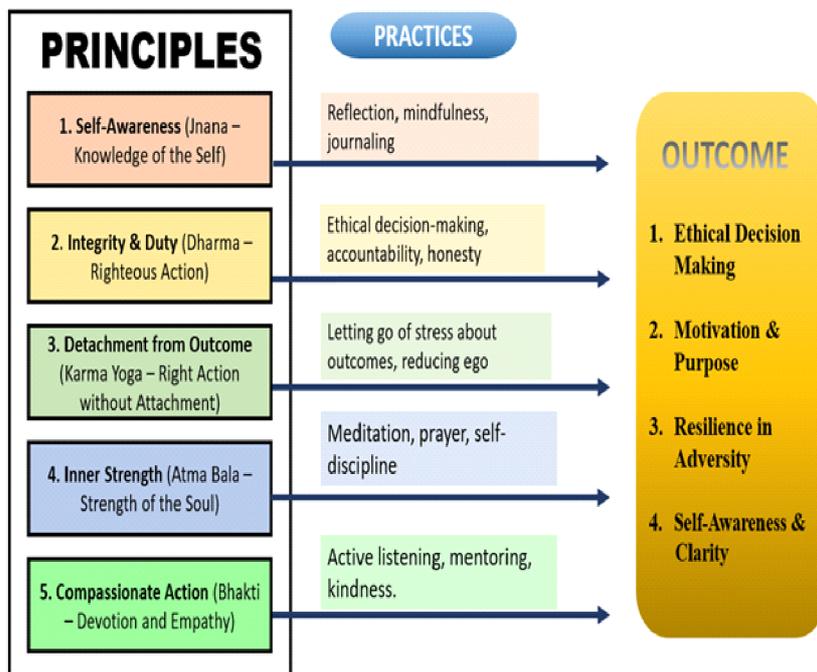
Organization success depends upon leadership and management principles. Most organizations rely on Western management concepts, the origin of some of these ideas have roots in ancient Indian philosophy, namely the Bhagavad Gita. The Gita, ancient Indian text, offers insights into key management and leadership area such as having clear vision, leading people effectively, motivating them, making good decision-making, and planning for the future. While Western management approaches often deal with issues on surface level, the Gita focuses on the internal change within individuals, improving their thought processes to enhance productivity, motivation, and conflict resolution. Gita deals with leadership and self-management at a fundamental level, the Gita offers a holistic approach to managerial success, making it a valuable tool for modern leadership development (Satija, 2020).

The Influence of Bhagavad Gita on Gandhi's Political Philosophy

The Gita renowned as the jewel of India's spiritual wisdom, highlights threefold path for spiritual growth: *Jnana Yoga* (knowledge), *Bhakti Yoga* (devotion), and *Karma Yoga* (duty). Although it is a spiritual text, the *Gita* also played prominent role in shaping social and political action. Bhagavad Gita's teaching worked as a helping tool for many

key figures in the Indian Independence movement. Leaders such as Aurobindo, Bal Gangadhar Tilak, Sarvepalli Radhakrishnan, and Mahatma Gandhi drew inspiration from the Gita, which played a significant role in shaping their beliefs, particularly their understanding of ethics and self-discipline. Freedom movement was shaped with the help of concepts introduced by Ghandhi, those concepts were *Satyagraha*, non-cooperation, and *Swara*. After returning to India in 1915, Gandhi travelled around the country to understand its socio-political conditions. His leadership in movements like Champaran and Kheda successfully compelled the British government to meet peasants' demands. His early successes demonstrated the acceptance of his philosophical principles and methods in India's struggle for freedom (Tiwari, 2019).

Proposed Model



The sacred ancient Indian text, the Bhagavad Gita, offers timeless wisdom on control stress, cultivating integrity, and living according to higher principles. It's a guide to life challenges and human civilization. Gita's teachings on self-control, awareness, integrity,

detachment and discipline offer a solid foundation for difficult times. They aid in providing a clarity on making more informed decisions. With help of constant training and determination, one can face any challenge with utmost compassion and courage.

The proposed model allows the professionals and leaders to handle challenges in a better way by reducing workplace tensions, avoiding emotional reactions, managing conflicts, promoting ethical conduct, and ensuring self-discipline. The model is built on 5 core principles and each principle highlights the central theme of the Gita. These principles are brought to life through practical actions such as reflection, mindfulness, accountability, meditation, mentoring. Whether facing intense pressure or making tough decisions, these principles help maintain a calm mind and clear judgment.

As a result, the outcome of the model is deeply relevant to professionals today. Model leads to Ethical Decision-Making, Motivation, Resilience, and Self-Awareness. Individuals who embrace these values develop strong ethical foundations, stay motivated, and build resilience in tough situations.

Conclusion

The Bhagavad Gita works as a timeless guide for development of leadership skills. It primarily highlights principles of ethical decision-making, motivation, flexibility, and self-awareness. Its philosophies are used for developing strong moral grounding within managers to handle obstacles, lessen occupational pressures, and build an atmosphere of sincerity, significance, and complete improvement. By integrating the Bhagavad Gita's principles of Karma Yoga (selfless action), Jnana Yoga (wisdom), and Bhakti Yoga (devotion), organizational leaders can foster a balanced approach to management. This allows them to work ethically and with a long-term vision. Alongside other ancient Indian texts such as the Ramayana, the Bhagavad Gita continues to provide a complete model for modern leadership by emphasizing self-regulation, discipline, and spiritual wellness. By incorporating these instructions into organizational environments, companies can cultivate a maintainable and purpose-driven work society, ensuring both individual and collective accomplishment. The Bhagavad Gita stays an invaluable source, outfitting directors with the knowledge essential to motivate, oversee, and lead capably within the perpetually evolving worldwide landscape.

Varied sentence lengths and structures help capture its nuanced lessons, from short directives to longer philosophical explorations, just as humans naturally write.

Limitation

This paper is qualitative and is based on existing literature, ideas from books, and scholarly journals without gathering original data or conducting new research. Quantitative methods such as surveys, questionnaires, or statistical analysis are not employed. Instead, the study is based on the interpretation of written texts, with no field research or direct experiments.

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Impact of Social Media and Online Reviews on Smartphone Purchases: Insights from Delhi Consumers

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Abstract

Social media has become an inseparable part of modern consumer life—especially when it comes to buying high-involvement products like smartphones. This study explores how online reviews shared across platforms like YouTube, Instagram, and Facebook influence smartphone purchase decisions among consumers in Delhi.

Grounded in primary research, the study used a mixed-methods approach, combining insights from 94 consumers gathered through structured questionnaires and in-depth interviews. Participants were selected through convenience and snowball sampling, ensuring a diverse mix of everyday smartphone users. To understand how perceptions vary across different groups, the study applied ANOVA (Analysis of Variance), analysing differences based on age, platform preference, and usage behaviour.

The findings paint a clear picture: social media reviews have a strong influence on how consumers view a smartphone's brand credibility, performance, and overall value. For most respondents—especially those aged 18 to 35—YouTube stood out as the most trusted platform for product reviews and comparisons, followed by Instagram and Facebook. What made reviews trustworthy? Consumers consistently pointed to authenticity, relevance, and high-quality visuals.

More than just numbers, the interviews brought forward real stories—of people who made their final decision after watching a YouTuber's review or

comparing opinions in the comments section. It's clear that today's consumers lean more on peers and influencers than on traditional advertisements.

This research shows that social media is no longer just a tool—it's a trusted companion in the buying journey. For businesses and marketers, this means embracing authentic, engaging, and platform-specific digital strategies to truly connect with the urban, tech-savvy audience of Delhi.

Keywords: *Social media marketing, Online reviews, Smartphone purchase behaviour, Mixed-methods research, Consumer decision-making, Urban consumer behaviour*

Introduction & literature review

In the digital age, social media has emerged as a powerful force shaping consumer behavior. Platforms such as Instagram, YouTube, Twitter, and Facebook influence not only entertainment choices but also purchasing decisions. Mangold and Faulds (2009) emphasized that social media functions as a hybrid communication tool, enabling direct interaction between marketers and consumers. In the context of smartphone marketing, visual platforms like YouTube and Instagram are increasingly utilized for product promotions, reviews, and user-generated content. These platforms allow consumers to engage with content such as unboxing videos, first-look impressions, and usage tips, which help them make more informed decisions.

Online reviews play a critical role in simplifying complex product specifications and providing real-life perspectives. Chevalier and Mayzlin (2006) found that consumer reviews significantly influence buying behavior, especially for high-involvement products like smartphones. These reviews, often found on e-commerce websites and tech discussion forums, offer valuable insights into product performance, reliability, and user satisfaction. For Delhi-based consumers, who are generally tech-savvy and digitally active, such online evaluations serve as credible and convenient alternatives to traditional in-store consultations.

The rise of influencer marketing further enhances the persuasive power of social media. Djafarova and Rushworth (2017) observed that influencers are often perceived as authentic and relatable, making their recommendations more impactful than those from celebrities or brand advertisements. In India, especially in urban centers like Delhi, consumers follow both local and national tech influencers who create content in Hindi or Hinglish. These influencers not only review

smartphones in depth—covering features like camera quality, battery life, and display—but also engage directly with followers through live sessions and Q&As, fostering a sense of community and trust.

Moreover, peer recommendations shared through social platforms and messaging apps have become an essential part of the decision-making process. The social validation offered through likes, comments, and shares adds to the credibility of a product. Thus, the combined effect of online reviews, influencer content, and social media engagement creates a dynamic environment where modern consumers, particularly in Delhi, rely heavily on digital cues to guide their smartphone purchases.

Consumer Behavior in Delhi: A Contextual Analysis

Delhi, being a metropolitan area, showcases a varied blend of families, students and professionals. The populace is typically well linked to digital media and demonstrates a strong level of involvement with social platform . the extensive adoption of smartphones by this demographic position them as both consumers and content creators within the digital landscape.

Consumers in Delhi typically research a product online before visiting a store or ordering it. Their purchase journey often starts with a search on YouTube or a tech review channel. Social proof, such as likes, shares, and positive comments, further validates the decision to buy.

The role of language also plays a part. Hindi-language reviews and influencer content have gained popularity in Delhi, allowing users who are not comfortable with English to make informed decisions. This democratization of information through social media has broadened access and increased digital literacy around consumer products.

Objective of the study

To identify key demographic factors (age, education, income)that moderates the influence of social media and online reviews on social media and online reviews on smart phone purchase decision.

- ❖ To evaluate the credibility and impact of online reviews on website like (amazon, Flipkart) on the buying behavior of Delhi consumers.

- ❖ To statistically determine whether there is a significant difference in average smartphone spending across multiple age categories.
- ❖ To Help marketers and brands understand spending behaviour is age-dependent, aiding targeted marketing strategies.

Research Methodology

This study adopted a quantitative research approach to examine the influence of social media and online reviews on smartphone purchasing decisions among consumers in Delhi. A structured online questionnaire was designed and disseminated through social media platforms and academic networks to ensure accessibility and relevance to the target demographic. A total of 93 valid responses were collected, forming the empirical basis of the study.

The questionnaire comprised both closed-ended and Likert-scale based questions designed to gather data on various aspects such as demographic details (age, gender, occupation, and income), current smartphone usage, purchase preferences, upgrade cycles, and the perceived influence of online reviews and social media content. Specific sections of the survey addressed critical areas, including:

- ❖ Age, gender, occupation, and income level of respondents
- ❖ Smartphone brand preference and purchasing channels (online/offline)
- ❖ Primary factors influencing purchase decisions (features, price, reviews, brand reputation, offers)
- ❖ Satisfaction levels and brand loyalty
- ❖ Frequency of smartphone upgrades
- ❖ Influence of social media platforms, influencer marketing, and user-generated reviews

The data collected was analyzed using descriptive statistics (frequencies and percentages) to identify overall trends and behavioral patterns. To determine the statistical significance of relationships between variables, inferential analysis was conducted using independent samples t-tests and one-way ANOVA. These tests were used to examine differences in purchasing behavior based on demographic variables such as gender, occupation, and income, and

to assess whether perceptions regarding the importance of purchase decision factors (e.g., price, features, brand reputation) varied significantly across different groups.

The findings revealed that younger consumers (particularly in the 18–25 age group) dominated the sample and were highly influenced by online reviews and social media content. Brands like Apple and Samsung were most preferred, despite the premium pricing, and online channels like Amazon and Flipkart were the dominant platforms for purchases. The most influential decision-making factors included technical features, brand reputation, and peer reviews, as validated through both descriptive and inferential analysis. This methodology provided a robust framework for understanding evolving digital consumer behavior in the smartphone market within an urban Indian context.

Category	Frequency	Percentage
Age Group		
18-25	78	83.90%
26-35	10	10.80%
36 and above	3	5.66%
Gender distribution		
Male	61	65.60%
female	32	34.40%
Occupations of respondents		
students	78	83.90%
working professionals	13	14%
business owners or home makers	2	1.10%
Monthly income level		
below 10,000	35	23.70%
10,000-30,000	8	8.60%
30,000-50,000	10	10.80%
50,000-1,00,000	18	19.40%
above 1,00,000	22	37.60%
Current smart phone brand used		
Apple	35	37.60%
samsung	21	22.60%
Vivo	11	11.80%
oneplus	4	4.30%
Realme	4	4.30%

The demographic profile of the respondents reveals a youthful and student-dominated sample. A significant 83.9% of participants were between 18–25 years of age, indicating that the study primarily captured the perspectives of Gen Z individuals, many of whom are likely students or early-career professionals. This is supported by the occupational data, which shows that 83.9% identified as students, followed by 14% as working professionals. In terms of gender distribution, 65.6% of respondents were male, and 34.4% were female, with no responses in the “Other” category. Monthly income levels varied widely, with 37.6% reporting incomes above ₹1,00,000, while 23.7% earned below ₹10,000—likely reflecting a mix of financially supported students and young professionals. The remaining respondents fell into mid-income brackets, showcasing a diverse financial background that influences spending capacity and purchase behavior.

Regarding smartphone usage patterns, Apple was the most used brand (37.6%), followed by Samsung (22.6%) and Vivo (11.8%), suggesting a preference for premium and well-known brands, especially among youth. Online purchases dominated, with 65.6% preferring platforms like Amazon and Flipkart, while 34.4% opted for offline channels. Spending habits were varied, with 25.8% spending ₹20,000–₹40,000 and 23.7% spending over ₹60,000 on their current smartphones, while 18.3% opted for budget devices under ₹10,000. The majority of users reported upgrading their smartphones every 2 years (45.2%) or after more than two years (33.3%), indicating a relatively conservative upgrade cycle. Only a minority upgraded annually (16.1%) or semi-annually (5.4%), suggesting that most consumers value durability and wait for significant technological improvements before switching devices.

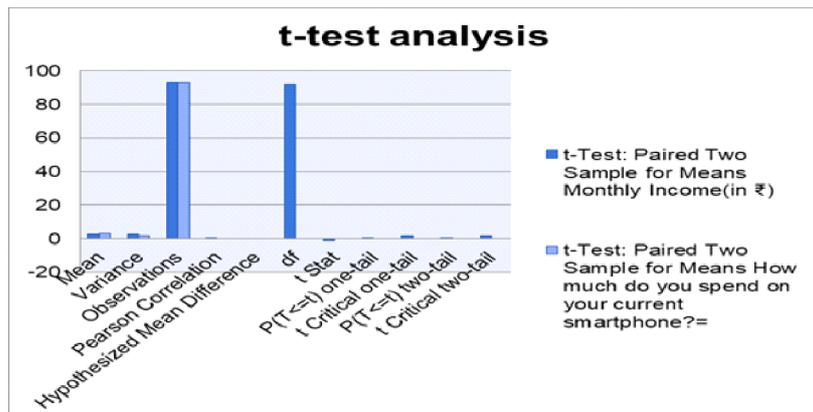
Most Prioritized Feature in Smartphone

The findings of the study highlight significant insights into consumer priorities and behavior in the smartphone market. When respondents were asked to identify the single most important feature influencing their smartphone purchase decision, nearly half (47.3%) selected performance aspects such as processor speed and RAM capacity. This was followed by battery life, which garnered 26.9% of responses, and camera quality at 14%. Interestingly, display quality and storage capacity were rated much lower, suggesting that consumers place a higher value on speed and overall efficiency rather than visual aesthetics or internal storage.

In terms of satisfaction with their current smartphones, 47 respondents strongly agreed that they are content with their device’s performance. Additionally, 34 respondents strongly agreed they would recommend their current brand to others, indicating a generally positive user experience. However, when analyzing brand loyalty and switching behavior, the responses revealed a more pragmatic consumer mindset. While 33 respondents strongly agreed they intended to repurchase the same brand in the future, a considerable 48 respondents rated 4 or 5 on a scale indicating their willingness to switch brands for better pricing or enhanced features. This suggests that although consumers may be satisfied with their current smartphones, their loyalty can be easily swayed by better value propositions offered by competitors.

1. T-TEST ANALYSIS

t-Test: Paired Two Sample for Means	
	Monthly Income(in ₹) much do you spend on your current smartphc
Mean	2.827956989 3.086021505
Variance	2.730949042 2.014259
Observations	93 93
Pearson Correlation	0.150046381
Hypothesized Mean Difference	0
df	92
t Stat	-1.237956032
P(T<=t) one-tail	0.109441134
t Critical one-tail	1.661585397
P(T<=t) two-tail	0.218882269
t Critical two-tail	1.986086317



Interpretation of Paired t-Test Output:

A paired sample t-test was conducted to determine whether there is a statistically significant difference between individuals' monthly income and the amount they spent on their current smartphone, using data from 93 respondents. The descriptive statistics showed an average monthly income score of 1 2.83 and an average smartphone spending score of 1 3.09 (on a 1–5 scale), suggesting that respondents tend to spend slightly more on their smartphones than their monthly earnings. However, the t-test results revealed a **t-statistic of -1.238** with **92 degrees of freedom**, a **p-value of 0.2189**, and a **critical t-value of ± 1.986** at the 5% significance level. Since the absolute value of the t-statistic is less than the critical value and the p-value is greater than 0.05, we **fail to reject the null hypothesis**. This indicates that there is no statistically significant difference between the average monthly income and the amount spent on smartphones, implying that income does not play a decisive role in determining smartphone expenditure within this sample.

Interpretation:

Although the mean spend on smartphones appears higher than the mean income, this difference is not statistically significant. Thus, based on this data, we cannot conclude that people are spending more (or less) on smartphones than their monthly income in a meaningful way.

1. ANOVA Analysis

To determine whether there is a statistically significant difference in smartphone spending between male and female consumers, a one-way Analysis of Variance (ANOVA) was conducted.

Null Hypothesis (H_0): There is no significant difference in average smartphone spending between male and female respondents.

Alternative Hypothesis (H_1): There is a significant difference in average smartphone spending between male and female respondents.

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Column 1	61	182	2.983607	2.18306
Column 2	32	105	3.28125	1.69254

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	1.859471	1	1.859471	0.922375	0.339397	3.945694
Within Groups	183.4524	91	2.01596			
Total	185.3118	92				

The analysis was based on data from 93 respondents, with 61 males and 32 females. The average spending score for male respondents was 2.98 with a variance of 2.18, while for female respondents it was 3.28 with a variance of 1.69. Despite the slightly higher mean spending by females, the ANOVA results indicated that the difference was not statistically significant. The calculated F-value was 0.922, which is lower than the critical F-value of 3.945, and the p-value was 0.339, which is greater than the commonly accepted significance level of 0.05.

Since the p-value exceeds 0.05 and the F-statistic is less than the F-critical value, we fail to reject the null hypothesis. This implies that there is no statistically significant difference in smartphone spending between male and female respondents. Therefore, gender does not appear to play a decisive role in influencing spending behavior on smartphones among the sample studied.

Conclusion

The findings of this study highlight the growing impact of social media and online reviews on smartphone purchasing decisions among consumers in Delhi. The research reveals that young consumers, particularly students, dominate the smartphone market and tend to prioritize performance-oriented features such as processor speed and battery life over brand prestige or aesthetic appeal.

- ❖ While Apple and Samsung remain popular choices, the preference for purchasing through online channels indicates a shift in consumer trust toward digital platforms. Notably, online reviews and ratings emerged as one of the most influential factors, nearly on par with brand reputation and product features, underscoring the role of peer-generated content in shaping buyer confidence.

- ❖ Moreover, the study shows that although many consumers are satisfied with their current smartphones, brand loyalty is conditional—most are willing to switch if better value is offered elsewhere. This points to a rational and value-driven purchasing behavior influenced heavily by digital content and user feedback.
- ❖ In essence, this research confirms that Delhi's smartphone consumers are digitally aware, performance-focused, and highly responsive to online information, making social media and review platforms critical touchpoints for marketers. For smartphone brands aiming to capture this market, leveraging influencers, maintaining a strong online reputation, and offering transparent, high-value product propositions are key to influencing purchase behavior.

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The Role of Social Media Advertising on Consumer Buying Behavior in the Fashion Industry: A Study on Lakmé

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Abstract

This research explores how social media advertising affects people's buying behavior in the fashion and beauty industry, with a focus on the popular Indian brand Lakmé. Today, social media platforms like Instagram, Facebook, and YouTube have become powerful tools for companies to connect with consumers. This study looks at how Lakmé uses social media to influence customer decisions and what advertising methods work best. Strategies such as influencer marketing, personalized ads, brand promotions, and discounts were found to play a strong role in capturing attention and building trust with customers. To understand this better, surveys were conducted and online reviews were analyzed. The data was then studied using statistical methods like regression analysis and ANOVA to find patterns and relationships between social media activity and purchase decisions. The results show that social media does have a big impact on what people choose to buy, especially when the brand is seen as trustworthy and the content feels real. However, the study also found that too many ads or fake-looking promotions can reduce interest and make people doubt the brand. This research mainly focused on urban consumers and one brand, Lakmé, so the results may not apply to all places or other beauty brands. Still, it gives useful insights into how digital marketing works today and helps businesses understand what attracts modern customers online.

Keywords: Social Media Advertising, Consumer Behavior, Lakmé, Influencer Marketing, Brand Trust, Digital Engagement, Beauty Industry

Introduction & Review of Literature

Social media has become a powerful tool for marketing, especially in the fashion and beauty industry. It plays an important role in shaping how people decide what to buy, how they see different brands, and how they interact with them. Today, many customers rely on what they see online—such as reviews, posts, and influencer videos—before they choose to purchase a product.

Kapoor et al. (2021) explain that platforms like Instagram and YouTube are especially important when it comes to beauty products. These sites offer helpful content such as makeup tutorials, product reviews, and influencer opinions. All of this helps customers feel more confident about their choices. For example, beauty brand Lakmé uses these platforms to show how their products work, which helps buyers trust the brand more.

Another big part of social media marketing is influencer partnerships. Freberg et al. (2019) found that smaller influencers, known as micro-influencers, are often more trusted by followers than big celebrities. This is because they come across as more honest and relatable. In the beauty world, people like to see real reviews before buying something. Lakmé's collaboration with beauty influencers has worked well, as customers tend to trust these real opinions more than traditional ads.

Targeted advertising is another key area. According to Chen and Lin (2020), companies now use information like your age, search history, and interests to show you ads that match what you like. This kind of personalized marketing can catch your attention and increase the chance of a sale. Lakmé, for instance, uses Facebook and Instagram ads to reach people who are most likely to be interested in their products.

Emotional connection also plays a huge role. A study by Solomon and Rabolt (2022) showed that social media ads that create feelings—such as happiness, confidence, or aspiration—are more likely to influence people to buy. Brands do this by using images of perfect skin, celebrity endorsements, or makeover videos. These kinds of posts make people feel inspired and often lead to spontaneous purchases. Lakmé often uses these emotional strategies in their marketing.

However, social media marketing does come with its own set of challenges. Smith et al. (2021) pointed out that when people see too many ads, or ads that seem fake or too perfect, they stop trusting the brand. Customers today are smart and can tell when something doesn't feel real. That's why it's important for companies like Lakmé to be honest, use real reviews, and practice ethical marketing to keep their audience's trust.

Finally, social media also helps build long-term loyalty. Hollebeek et al. (2018) found that when brands regularly interact with customers—through things like contests, Q&A sessions, or giveaways—it creates a feeling of community. This helps people feel more connected to the brand. Lakmé does this by running fun online activities that keep customers engaged and loyal.

To sum up, research clearly shows that social media has a strong impact on what people buy in the beauty and fashion world. Influencers, personalized ads, emotional appeal, and regular engagement are all important parts of successful marketing. But at the same time, brands need to be careful about overdoing it or appearing fake. Moving forward, companies like Lakmé should focus on keeping things real, understanding customer needs, and staying up to date with new social media trends to stay ahead.

Objectives of the Study

- ❖ To examine whether consumer spending on Lakmé products differs across various age groups.
- ❖ To study the impact of social media advertisements and influencer marketing on consumers' purchasing decisions related to Lakmé products.
- ❖ To identify customer preferences and satisfaction levels regarding different Lakmé product categories (makeup, skincare, haircare).
- ❖ To explore the relationship between the frequency of exposure to Lakmé ads on social media and actual purchase behavior.

Research Methodology

This study used a descriptive and quantitative approach to understand how social media advertising influences consumer buying behavior, specifically for Lakmé products. Data was gathered using a

simple and structured online questionnaire shared through Google Forms, targeting people who use or are interested in Lakmé products. A total of 88 people responded to the survey, with around 90% of them being female, which aligns well with Lakmé's core customer base. The questionnaire covered basic personal details, monthly spending habits, shopping preferences, social media influence, and satisfaction with the brand. The key focus was to see if age (independent variable) has any effect on how much people spend monthly on Lakmé products (dependent variable). For data analysis, we used Microsoft Excel to organize and examine the results. Basic statistics were used to summarize the data, and a One-Way ANOVA test was run to compare spending across different age groups. The test showed a p-value of 0.7059, which is more than 0.05, meaning there's no meaningful difference in spending among different age groups. While the study offers helpful insights, it is limited by the small number of participants, the use of convenience sampling, and the fact that it only includes online users.

Results and Interpretation

Category	Frequency	Percentage
Age		
18-25	62	70.45%
26-35	18	20.45%
36-45	2	2.27%
46 and above	6	6.82%
Gender		
Male	22	25.00%
Female	66	75.00%
Monthly Income Range		
below 10000	25	28.41%
10000 30000	17	19.32%
30000 50000	14	15.91%
50000 100000	15	17.05%
above 100000	17	19.32%
Monthly Spend On Lakme		
below 500	30	34.09%
500 1000	28	31.82%
1000 2500	13	14.77%
2500 5000	6	6.82%
above 5000	4	4.55%

The demographic analysis of the respondents reveals insightful trends about Lakmé's consumer base. A substantial majority, 70.45% of the participants, fall within the 18–25 age group, highlighting that young adults dominate the brand's audience. This age segment is

typically active on social media, follows beauty trends, and is highly influenced by digital content, making them an ideal target for online advertising. The dominance of female respondents (75%) confirms that Lakmé continues to appeal primarily to women, aligning with its brand identity as a leading cosmetic brand designed for female consumers. In terms of monthly income, 28.41% of respondents reported earning below ₹ 10,000, suggesting that a significant portion of the sample comprises students or individuals at the beginning of their careers. This income pattern directly impacts spending behavior, with 34.09% of respondents spending less than ₹ 500 on Lakmé products each month and 31.82% spending between ₹ 500–₹ 1,000. Only 4.55% spend more than ₹ 5,000, indicating that high-end Lakmé products appeal to a limited audience. This data collectively suggests that Lakmé’s consumer base is largely young, price-sensitive females who seek quality yet affordable beauty solutions. Their purchasing decisions are likely influenced by discounts, social media promotions, and influencer recommendations. Thus, Lakmé’s marketing strategies should continue to focus on digital platforms, particularly Instagram and YouTube, to effectively engage this demographic through relatable, budget-conscious, and trend-driven campaigns.

Hypothesis

❖ Null Hypothesis (H)

There is no significant difference in the average monthly spending on Lakmé products among the different age groups.

❖ Alternative Hypothesis (H)

There is a significant difference in the average monthly spending on Lakmé products among at least one of the age groups.

ANOVA Results Summary

Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	0.8454	2	0.4227	0.3497	0.7059	3.1038
Within Groups	102.746	85	1.2088			
Total	103.591	87				

The results of the ANOVA test conducted to examine whether age group has a significant effect on the average monthly spending on Lakmé products indicate that there is no statistically significant difference among the different age groups. The calculated F-value is

0.3497 and the corresponding p-value is 0.7059, which is greater than the 0.05 significance level. According to the decision rule, since the p-value exceeds 0.05, we accept the null hypothesis (H_0), which states that there is no significant difference in the average spending across age categories. This finding suggests that consumer age does not play a determining role in how much individuals spend on Lakmé products monthly, indicating that Lakmé's customer spending remains relatively consistent regardless of age group.

Interpretation and Conclusion

Interpretation:

The study offers insightful findings into how social media advertising impacts consumer behavior in the fashion and beauty industry, with a particular focus on Lakmé. The analysis indicates that a majority of respondents are young females aged between 18–25, aligning with Lakmé's target audience. Most of them spend less than ₹1,000 per month on Lakmé products, suggesting a price-sensitive customer base. Social media platforms such as Instagram and YouTube have emerged as influential tools that shape consumer perceptions through targeted ads, influencer collaborations, and emotionally engaging content. While the descriptive statistics highlight purchasing trends, the inferential analysis using ANOVA reveals that age does not significantly influence spending on Lakmé products. This means that across all age groups, consumer expenditure remains fairly uniform. Furthermore, the role of influencers, emotional appeal, and trust-building strategies were found to be key drivers of consumer interest and purchase behavior. However, oversaturation of ads or inauthentic content may harm brand perception.

Findings

1. Age Group Dominance:

70.45% of respondents are aged 18–25, indicating that Lakmé's core audience comprises socially active, trend-conscious young adults.

2. Female-Centric Market:

75% of participants are female, reaffirming that Lakmé continues to successfully cater to women's beauty needs, which aligns with its historic brand identity.

3. Income Sensitivity:

A significant 28.41% earn less than ₹ 10,000 per month, suggesting a large portion of Lakmé consumers are students or early-career individuals with limited purchasing power.

4. Spending Patterns:

- ❖ 34.09% spend less than ₹ 500 monthly on Lakmé products
- ❖ 31.82% spend between ₹ 500–₹ 1,000
- ❖ Only 4.55% spend above ₹ 5,000

This highlights strong price sensitivity among the majority of users.

5. Digital Influence:

The most influential platforms for beauty-related purchases were identified as Instagram and YouTube, where users frequently encounter Lakmé advertisements, influencer reviews, and beauty tutorials.

6. Influencer & Review Impact:

A high proportion of respondents reported that influencer recommendations and social media reviews significantly influence their buying decisions, especially for new product trials.

7. Repurchase Intent & Satisfaction:

Many consumers expressed satisfaction with Lakmé's product quality and showed willingness to recommend and repurchase, provided affordability and value are maintained.

Conclusion:

This study provides a comprehensive understanding of how social media advertising influences consumer buying behavior within the fashion and beauty industry, using Lakmé as a focused case. The findings confirm that platforms like Instagram, Facebook, and YouTube are not just communication channels but active marketing ecosystems where brand-consumer interaction takes place. The demographic analysis highlighted that the majority of Lakmé consumers are young females aged between 18–25, who are highly active on social media and primarily belong to lower-income or student segments. These consumers are not only price-sensitive but also highly impressionable to social media trends, influencer endorsements, and relatable content.

The study found that personalized and emotionally resonant advertisements significantly impact consumer trust and engagement, while influencer marketing builds credibility, particularly when the influencers are perceived as authentic. Despite variations in age groups, the ANOVA test revealed that there is no statistically significant difference in monthly spending on Lakmé products, indicating that age is not a major factor in purchasing behavior. This suggests that Lakmé's social media strategies have a consistent reach and influence across age categories.

Moreover, the study brings to light some potential risks in digital marketing, such as advertisement fatigue and loss of consumer trust due to over-promotion or inauthentic endorsements. Brands like Lakmé must maintain a balance between promotional content and genuine engagement, ensuring transparency and customer-centric messaging to sustain long-term loyalty.

In essence, the study concludes that social media plays a crucial role in shaping consumer perceptions and decisions in the beauty segment. For Lakmé to sustain and grow its market presence, it must continue leveraging data-driven social media strategies, invest in authentic influencer relationships, and adapt to evolving consumer expectations. These insights can serve as a valuable guide for other beauty brands aiming to strengthen their digital footprint and build deeper connections with modern, digitally-savvy consumers.

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Mental Tranquility and Stress Management Techniques for Students in Sri Bhagavad Gita

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Abstract

In the contemporary academic environment, students frequently face psychological stress stemming from academic pressure, performance anxiety, and career uncertainty. Traditional wisdom from ancient texts such as the Sri Bhagavad Gita offers profound psychological and philosophical insights that can aid students in cultivating mental tranquility and managing stress. This paper explores the key teachings of the Gita that are relevant to students' mental well-being, highlighting practical techniques like detachment from outcomes, disciplined action, and equanimity. Through philosophical analysis and contextual application, this study aims to demonstrate how the timeless principles of the Gita can be used as an effective framework for stress management among students. In today's fast-paced and highly competitive academic environment, students often encounter high levels of stress, anxiety, and mental unrest. The pressure to perform well, manage time effectively, and meet expectations creates an environment ripe for psychological distress. While modern psychological interventions provide valuable support, ancient Indian wisdom offers timeless insights into mental peace and resilience. Sri Bhagavad Gita, a sacred Hindu scripture, presents profound philosophical and psychological teachings that can be directly applied to student life. This research paper explores how the principles of the Gita can be adapted to promote mental tranquility and stress management for students.

Keywords: Detachment, Mental Tranquility, Philosophical Analysis, Sri Bhagavad Gita

1. Introduction

Student life, marked by intense competition and high expectations, often leads to emotional imbalance, anxiety, and stress-related disorders. Conventional approaches to managing stress include psychological counseling, time management, and physical exercise. However, spiritual literature such as the *Bhagavad Gita* provides a unique perspective that combines psychological wisdom with philosophical depth. This study investigates how teachings from the Gita can be utilized to promote mental peace and reduce stress among students. Stress among students has become a growing concern worldwide. Academic pressure, career uncertainty, peer competition, and family expectations contribute significantly to students' mental burden. Despite access to technological and therapeutic tools, many students continue to struggle with emotional and psychological imbalances. In such a context, traditional spiritual wisdom offers a holistic approach. The Bhagavad Gita, an ancient dialogue between Lord Krishna and Prince Arjuna, addresses deep existential questions and provides guidance on maintaining mental balance, making it especially relevant for today's youth.

2. The Bhagavad Gita: A Psychological Perspective

The *Bhagavad Gita*, a 700-verse Hindu scripture that is part of the Indian epic *Mahabharata*, is a dialogue between Prince Arjuna and Lord Krishna, taking place on the battlefield of Kurukshetra. Arjuna, overwhelmed by confusion and despair, represents the ideal metaphor for a student under stress. Lord Krishna's responses to Arjuna's doubts offer psychological insights that are applicable to students today. The Bhagavad Gita is a 700-verse scripture that is part of the Indian epic Mahabharata. It takes place on the battlefield of Kurukshetra, where Prince Arjuna faces a moral and emotional dilemma about fighting in a war against his own relatives and teachers. Paralyzed by doubt, fear, and confusion, Arjuna turns to Lord Krishna, who serves as his charioteer and spiritual guide. The entire discourse of the Gita is aimed at helping Arjuna overcome his inner turmoil and act according to his dharma (duty). Arjuna's crisis mirrors the psychological struggles of many students today: indecision, stress, fear of failure, and loss of purpose.

3. Sources of Student Stress and Gita's Response

3.1 Performance Anxiety and Attachment to Results

One of the main causes of stress in students is the anxiety related to outcomes such as grades or job prospects. The Gita addresses this in Chapter 2, Verse 47:

"Karmanye vadhikaraste ma phaleshu kadachana..."

You have the right to perform your prescribed duties, but you are not entitled to the fruits of your actions.

This teaching encourages students to focus on sincere effort without becoming overly attached to the results. Such an attitude fosters intrinsic motivation and reduces anxiety associated with failure. One of the primary teachings of the Gita is the concept of "Nishkama Karma," or selfless action.

Translation: "You have a right to perform your prescribed duties, but you are not entitled to the fruits of your actions."

Students often experience stress due to excessive attachment to outcomes such as grades or job placements. By focusing on sincere effort rather than worrying about results, they can reduce anxiety and cultivate inner peace. This mindset fosters intrinsic motivation and reduces the fear of failure.

3.2 Identity Crisis and Self-Doubt

Students often struggle with self-doubt and confusion regarding their goals and identity. In Chapter 2, Verse 13, the Gita discusses the impermanence of physical identity:

"Just as the boyhood, youth, and old age come to the embodied soul... so also is the attaining of another body." Bhagavad Gita 2.13)

This verse reminds students of the transient nature of roles and external definitions, encouraging them to seek stability through inner awareness rather than external validation. In today's world, students often tie their self-worth to external achievements and social validation. The Gita encourages a deeper understanding of the self as eternal and distinct from the body and mind. In Chapter 2, Verse 13:

"Just as the boyhood, youth and old age come to the embodied soul in this body, so also he attains another body."

This verse emphasizes the impermanence of physical existence and roles, encouraging students to discover their inner self beyond academic performance. This spiritual insight helps in detaching self-worth from temporary successes or failures.

4. Key Stress Management Techniques from the Gita

4.1 Nishkama Karma (Selfless Action)-The principle of Nishkama Karma encourages action without selfish desire. By acting with a sense of duty rather than ambition or fear, students can avoid stress resulting from unrealistic expectations.

4.2 Buddhi Yoga (Intellect-Driven Living)-Buddhi Yoga refers to the practice of using discernment and inner clarity to guide actions. Krishna advises Arjuna to act with a steady mind, detached from emotional turbulence. Developing such discernment can help students make better decisions without becoming overwhelmed.

4.3 Equanimity (Samatvam Yoga Uchyate)-The Gita emphasizes equanimity as a key aspect of spiritual maturity. Chapter 2, Verse 48 states:

“YOGASTHA KURU KARMANI SANGAM TYAKTVA DHANANJAYA...”

Perform your duty equipoised, O Arjuna, abandoning all attachment to success or failure. Such equanimity is called Yoga.

Students practicing this can approach challenges with calmness and develop resilience in the face of both success and failure.

4.4 Dhyana Yoga (Meditation)-The Gita dedicates an entire chapter (Chapter 6) to the practice of meditation. Meditation is highlighted as a tool for mental purification and self-regulation. Regular practice can help students manage anxiety, improve concentration, and foster emotional balance.

5. Techniques from the Gita for Mental Tranquility

5.1 Action Without Attachment

The practice of performing one's duties without attachment to outcomes reduces stress by shifting the focus from rewards to process. It fosters a sense of purpose and discipline. When students practice Nishkama Karma, they engage in learning for the sake of knowledge rather than only for external rewards.

5.2 Intellect-Oriented Living

Buddhi Yoga emphasizes using one's intellect to guide emotions and desires. A student guided by reason is less likely to be overwhelmed by fear or temptation. This rational approach to life promotes balanced decision-making and emotional regulation.

5.3 Meditation and Mindfulness

Chapter 6 of the Gita emphasizes meditation as a path to inner peace. Regular meditation improves concentration, reduces anxiety, and enhances emotional stability. Krishna describes the ideal meditator as one who is moderate in eating, sleeping, and recreation.

5.4 Detachment

Detachment does not mean indifference but rather the ability to remain unaffected by external circumstances. Cultivating detachment enables students to respond rather than react, maintaining calmness in adversity.

5.5 Devotion and Faith

Having faith in a higher purpose or divine will can significantly reduce psychological burden. Bhakti Yoga involves surrendering the ego and cultivating love for the divine. This spiritual surrender helps alleviate stress and instills inner strength.

6. Application of Gita's Teachings in Modern Student Life

Modern psychological tools such as Cognitive Behavioral Therapy (CBT) align closely with Gita's teachings on self-awareness, reframing thoughts, and emotional regulation. Institutions can integrate these ancient principles into student development programs through:

- ❖ **Mindfulness and Meditation Workshops**
- ❖ **Gita-Based Counseling Sessions**
- ❖ **Incorporation in Value Education Curriculum**
- ❖ **Group Discussions on Ethical Dilemmas and Emotional Intelligence**

6.1 Practical Applications in Student Life

6.1.1 Curriculum Integration

Incorporating the teachings of the Gita into the education system

through courses on ethics, value education, and stress management can provide students with practical tools for handling pressure.

6.1.2 Mindfulness and Meditation Workshops

Regular sessions on meditation and mindfulness based on the Gita's principles can help students develop focus, reduce anxiety, and improve emotional well-being.

6.1.3 Counseling and Mentorship

Counselors and mentors can use Gita-based concepts to help students navigate confusion, self-doubt, and fear of failure. Spiritual counseling complements psychological therapies by addressing the root of existential anxieties.

6.1.4 Personal Reflection and Journaling

Students can be encouraged to reflect on their actions, motivations, and thoughts in light of the Gita's teachings. This habit of introspection fosters self-awareness and mental clarity.

6.1.5 Comparative Insights: Gita and Modern Psychology

Modern psychological interventions such as Cognitive Behavioral Therapy (CBT), Rational Emotive Behavior Therapy (REBT), and Mindfulness-Based Stress Reduction (MBSR) share common principles with the Gita. For example:

- ❖ CBT encourages restructuring irrational thoughts, akin to Krishna's rational guidance to Arjuna.
- ❖ Mindfulness practices echo the Gita's emphasis on meditation and detachment.
- ❖ Emotional regulation in REBT resembles the practice of equanimity promoted in the Gita.

These parallels suggest that integrating ancient wisdom with modern methods can enhance the effectiveness of stress management interventions.

7. Conclusion

The *Sri Bhagavad Gita* offers a holistic framework for managing stress and achieving mental tranquility. Its teachings promote emotional stability, clarity of purpose, and resilience—qualities essential for students navigating academic and personal challenges.

As modern education increasingly recognizes the importance of mental health, integrating the timeless wisdom of the Gita can offer students both spiritual and psychological support. It offers a rich philosophical framework for achieving mental tranquility and managing stress. Its teachings encourage students to cultivate self-discipline, detach from outcomes, act with purpose, and seek inner stability through meditation and devotion. As students face mounting psychological pressures in a competitive world, turning to the timeless wisdom of the Gita can provide them with enduring strength, clarity, and peace. Educational institutions and mental health professionals can significantly benefit by incorporating Gita-inspired practices into their support systems, creating a balanced and resilient student community.

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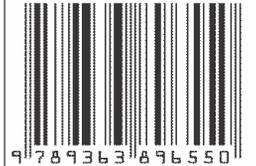


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