

CHAPTER - 9

APPENDICES

9.1 INFORMED CONSENT FORM

This Informed Consent Form has two parts:

Part I: Information Sheet (to share information about the study with you) Part II: Certificate of Consent (for signatures if you choose to participate)

You will be given a copy of the full Informed Consent Form Part I: Information Sheet

Introduction

I am Deepak BV, currently undertaking Ph. D in yoga at SVYASA, Bangalore. I am doing study on the Impact of *Karma Yoga* on Job Satisfaction, Job Involvement & Work Motivation among Business Development Professionals. I invite you to be part of this study. You do not have to decide today whether or not you will participate in the study. Before you decide, you can talk to anyone you feel comfortable with about the study.

This consent form may contain words that you do not understand. Please ask me to stop as we go through the information and I will take time to explain. If you have questions later, you can ask them of me or of another researcher

AIMS OF THE STUDY

To assess the Impact of *Karma Yoga* on:

Job Satisfaction

Job Involvement

Work Motivation in Business Development Professionals

OBJECTIVES OF THE STUDY

To Study the impact of *Karma Yoga* on Job satisfaction in Business Development Professionals using Job satisfaction scale.

To Study the impact of *Karma Yoga* on Job involvement in Business Development Professionals using Job involvement scale.

To Study the impact of *Karma Yoga* on Motivation in Business Development Professionals using Work Motivation Questionnaire.

METHODS

Qualitative data require examination, categorization and synthesis. Quantitative data require tabulation, verification and possibly statistical analysis. The study used a structured questionnaire-based survey method for data collection. The primary data were collected through a structured questionnaire using sample units. A combination of exploratory and descriptive research design is used for conducting this research. The exploratory design was used initially to get acquainted with the problem environment to determine the general nature of problems and variables related to it and to design an appropriate measurement instrument. The descriptive design was used to analyze the voluminous data that was collected through primary and secondary research methods for interpretation and conclusion.

ETHICAL CONSIDERATION

All data have been kept confidential; the process of data collections, procedures of the sessions, lectures, timing, etc. were communicated in advance. All activities were done with the prior consent of all Respondents involved. Sensitive, emotional issues will not tamper if any of any subject.

DESIGN OF THE STUDY

It is a quantitative study design with pre & post-study data and as per the researcher sample size.

Pre data will be collected by using 3 scales on the first day & last day after the completion of 30 days of *Karma Yoga* sessions.

VARIABLES STUDIED

JOB SATISFACTION

It is more described the satisfaction level of a Business development professional at his work & workplace. This parameter is very critical for the performance of any professional at work.

JOB INVOLVEMENT

It is the degree to which a Business Development professional involves himself/herself with the work

assigned or to the organizational goal. Involvement is very important as the alignment of personal & professional goals determines success to a large extent.

WORK MOTIVATION

The degree to which the professional at work gets motivated to apply himself/herself at the workplace. Motivation keeps the professional to scale up the unseen challenges at the workplace and also determines the commitment towards work despite challenges.

INTERVENTIONS

Concept of *Karma Yoga* on basis of Śrīmad Bhagavad Gītā. The researcher intervention will be subjective as well as objective or more to say direct participation and indirect intervention. The concept of *Karma Yoga* was delivered. Participants willing to participate will be divided into small groups.

The intervention will be given for 30 days. (2 hours per day).

A questionnaire was distributed before & after the intervention & feedback were collected.

After the completion of the intervention, individual opinions were collected from all the participants about their experience with the intervention program. This data has been used for final suggestions.

VOLUNTRY PARTICIPATION

Your participation in this research is entirely voluntary. It is your choice whether to participate or not. The choice that you make will have no bearing on your job or on any work-related evaluations or reports. You may change your mind later and stop participating even if you agreed earlier.

PROCEDURES

We are inviting you to take part in this research project. If you accept, you will be asked to participate in the study that has following procedure:

SCREENING

Screening will help to figure out if you qualify for this study. First, we will ask you to sign this consent form before we do anything else. Here you will be asked to provide some demographic information like age, gender, tenure, designation, health history etc. We would also be interested in any comments you may wish to share with us. If you do not qualify for this study, you will be informed of this.

BASELINE:

You will begin with pre-study evaluation by filling up questionnaires. These questionnaires are to be rated on 5 -point scales.

DURATION

It will take you ten weeks to complete this research study. Lectures & Sessions will be on every week ends for a duration of 2 hour each.

RISKS

The study has no risk at all in terms of physical. The primary risk associated is that you will be asked anonymously to rate the likelihood of counterproductive behaviors, negative affectivity and aggression related questions.

BENEFIT

There may be no direct benefit to you for your participation in this study. It is possible that these sessions on *Karma Yoga* will help reduce your mental stress if any. Lastly, your participation is likely to help us find out more about how mind-body activities help on the parameters we discussed above.

REIMBURSEMENTS

You will not be provided any incentive to take part in the research.

CONFIDENTIALITY

The study being done in the organization may draw attention and if you participate you may be asked questions by other people in the organization. We will not be sharing information about you to anyone outside of the study team. The information that we collect from this study project will be kept private. Any information about you will have a number on it instead of your name. Only the researchers will know what your number is and we will lock that information up with a lock and key. It will not be shared with or given to anyone except. In the database identity will be represented as a number, and no attachment will be associated with name. Your name will not be used in the reporting of information in publications or presentations. Only the researcher will review and analyze the data collected. Individual information will not be shared outside the research team and results will be reported in aggregate (group level) form only. We ensure that all information obtained in this study will be kept strictly confidential.

We will ask you and others in the group not to talk to people outside the group about what was said in the group. We will, in other words, ask each of you to keep what was said in the group confidential. You

should know, however, that we cannot stop or prevent participants who were in the group from sharing things that should be confidential.

SHARING THE RESULTS

Nothing that you tell us today will be shared with anybody outside the study team, and nothing will be attributed to you by name. The knowledge that we get from this research will be shared with you and your organization before it is made widely available to the public. Each participant will receive a summary of the results. Later, we will publish the results so that other interested people may learn from the study.

RIGHT TO REFUSE OR WITHDRAW

You do not have to take part in this study if you do not wish to do so, and choosing to participate will not affect your job or job-related evaluations in any way. You may stop participating in the discussion/interview at any time that you wish without your job being affected. I will give you an opportunity at the end of the interview/discussion to review your remarks, and you can ask to modify or remove portions of those, if you do not agree with my notes.

Part II: Certificate of Consent

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I consent voluntarily to be a participant in this study

Print Name of Participant _____

Signature of Participant _____

Date _____

Day/month/year

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily. A copy of this ICF has been provided to the participant.

Print Name of Researcher/person taking the consent_____

Signature of Researcher /person taking the consent_____

Date _____

Day/month/year

9.2 QUESTIONNAIRE

9.2.1 JOB SATISFACTION SURVEY: JSS

1. In the society general, as a result of the job I hold, my social status is.....
Alternatives: Excellent, Good, Moderate, Poor, Very poor
2. With regard to economic advantages, like salary, allowances, etc., I rate my job as.....
Alternatives: Extremely satisfying, Very satisfying, Moderately satisfying, Poorly satisfying, Not satisfying
3. The training, orientation and experiences that I have got while on job has improved my competence and efficiency as a man.....
Alternatives: Very greatly, greatly, Sufficiently, Inadequately, Not at all
4. Keeping individual factors like intelligence, capacity, diligence, etc., in view, I genuinely feel that I am.....
Alternatives: Very superior to the job, Superior to the job, Equal to the job, Less than the job, Much less than the job
5. With regard to post retirement benefits like pension, gratuity, etc., I rate my job as.....
Alternatives: Highest grade, Good grade, Average grade, Bad grade, Very bad grade
6. In/At my job the inbuilt programmes for recreations, entertainments, like picnics, outings, variety programmes, etc. are there.....
Alternatives: In plenty, In good measure, Sufficient, Poor, Not at all
7. As a result of the job that I hold, my social circle has widened to my.....
Alternatives: Very great advantage, Great advantage, Average advantage, A little advantage, No advantage at all
8. Do you agree that your bosses and colleagues are cooperative, helpful and inspiring people for better and sincere work.....
Alternatives: Strongly agree, Agree, Poorly agree, Slightly disagree, Strongly disagree
9. My job provides facilities like medical care, housing, subsidized rationing, travelling, etc.....
Alternatives: Very adequate, Adequate, Moderate, Inadequate, Not at all
10. My job is competent for developing in me a desirable style of life, habits and attitudes.....
Alternatives: To a very great extent, To a great extent, To a moderate extent, To some extent, Not at all
11. My job gives me time and opportunities to attend my family.....
Alternatives: Very easily, Easily, Without difficulty, With some difficulty, Not at all

12. By virtue of the job I hold, opportunities to get certain other positions, ex-officio, etc, are.....

13.

Alternatives: Very many, Many, Moderate, Few, Nil

14. Places of posting in my job are irksome and inconvenient to me and my family.....

Alternatives: Very frequently, Frequently, Occasionally, Rarely, Never

15. My job in its own way is trying to improve the quality of life, i.e., it endeavors to make a better man.

Alternatives: Very much true, Very true, True, Untrue, Very much untrue

16. On the scale of democratic functioning, I rate my job as.....

Alternatives: Extremely democratic, Very democratic, Moderate democratic, Slightly democratic, Extremely undemocratic

17. Keeping employment requirements like qualification, training, etc. as equal, I rate my job in comparison with others as.....

Alternatives: Much higher, Higher, Equal, Low, Very low

18. My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays, etc. and also at late hours.

Alternatives: Always, Frequently, Now and then, Under compulsion, Never

19. In some emergency after me, my job has provisions to offer my job to my children or family, ex gratia grants, etc.

Alternatives: In plenty, In good measure, Sufficient, Poor, No provision

20. The working conditions like comfortable seatings, adequate temperature, humidity, hygienic and healthy environment of office/work place are.....

Alternatives: Very satisfactory, Satisfactory, Only slightly satisfactory, Unsatisfactory, Not at all satisfactory

21. My job is light enough to enable me to undertake side jobs in a.....

Alternatives: Big measure, Good measure, Quite a few, Few, Not at all

22. Malpractices such as corruption, favoritism, etc., are there in my job also.....

Alternatives: In abundance, Sufficiently, Moderately, Slightly, Not at all

23. Do you feel that some job or profession in someway adds to the economy and development of the nation?

Alternatives: Strongly agree, Agree, Poorly agree, Slightly disagree, Strongly disagree

24. If given a chance I shall put my children in the job that I am in.

Alternatives: Very strongly agree, Strongly agree, Moderately agree, Rarely agree, Never

25. 'Work is worship' was perhaps spoken about the job that I hold.....

Alternatives: Very right, Quite right, To some right, Wrong, Stupid saying

26. Communication network (both upward and downward) in my profession is.....

Alternatives: Very adequate, Sufficiently adequate, Slightly adequate, Inadequate, Very inadequate

27. Opportunities in my job for horizontal and longitudinal mobility, like promotion, increased responsibilities are.....

Alternatives: Very many, Many, Sufficient, Few, Not at all

28. If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job.....

Alternatives: All at once, Quickly, Slowly, Reluctantly, Never

29. How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative, etc., rather it produces boredom.....

Alternatives: Strongly agree, Agree, So-so, Slightly disagree, Strongly disagree

30. To my family, relatives and friends, my job appears to be.....

Alternatives: Very pleasing, Pleasing, Okay, Somewhat displeasing, Displeasing

31. All said and done, how satisfied are you with your job.....

Alternatives: Completely satisfied, Very satisfied, Moderately satisfied, Slightly satisfied, Completely dissatisfied

9.2.2 WORK MOTIVATION QUESTIONNAIRE: WMQ

- 1) All in all how satisfied are you with your job?
 - a) Very satisfied with my job
 - b) Fairly satisfied
 - c) Neither satisfied nor dissatisfied
 - d) Somewhat dissatisfied
 - e) Very dissatisfied with my job

- 2) Considering your skills and efforts you put into the job; how satisfied are you with your pay?
 - a) Very satisfied with my job
 - b) Fairly satisfied
 - c) Neither satisfied nor dissatisfied
 - d) Somewhat dissatisfied
 - e) Very dissatisfied with my job

- 3) How do you feel about the way the tea breaks, lunch breaks, hours of work and the like are handled in your office?
 - a) I am very satisfied
 - b) Somewhat satisfied
 - c) Neither satisfied nor dissatisfied
 - d) Somewhat dissatisfied
 - e) I am very dissatisfied

- 4) How much satisfied do you feel about your chances of promotion in your organization?
 - a) Completely satisfied
 - b) Fairly satisfied
 - c) A little satisfied
 - d) Somewhat dissatisfied
 - e) I am very dissatisfied

- 5) How do you feel about your Organization's employees' benefits as compared to those in similar organizations?
 - a) I am very satisfied
 - b) Somewhat satisfied
 - c) Neither satisfied nor dissatisfied
 - d) Somewhat dissatisfied
 - e) I am very dissatisfied

- 6) How do you like the kind of work you do in your Organization?
 - a) It is exactly the kind of work I like the best
 - b) I like it very much
 - c) It is alright
 - d) I do not like it very much

- e) I dislike it very much
- 7) How do people work here in your Organization?
- a) To keep their job, make money, get promoted, do a satisfying job and because other people in their work group except
 - b) To keep their job, make money, get promoted and for satisfaction of a job well done
 - c) To keep their jobs, make money and get promoted
 - d) To keep their job and make money
 - e) Just to keep their job and for not being chewed out
- 8) Are there things about working here (People policies or conditions) that encourage you to work here?
- a) Yes, practically everything around here encourages me from working here.
 - b) Yes, great many things encourage me for working here
 - c) About as many things discourage me as encourage me
 - d) Not most around here encourage to work here
 - e) Not practically anything around here encourage me to work here
- 9) To what extent does your job give you a chance to use your best abilities to do things you are best at?
- a) To a very great extent
 - b) To a great extent
 - c) To some extent
 - d) To a little extent
 - e) Not at all
- 10) To what extent does work here help you learn more about your profession or occupation?
- a) To a very great extent
 - b) To a great extent
 - c) To some extent
 - d) To a little extent
 - e) Not at all
- 11) If you had a chance to do some kind of work for same pay in another organization, would stay here?
- a) I would stay in this organization
 - b) I would stay if things seem to change here
 - c) I can't say
 - d) I would prefer to go if conditions are better in other organization
 - e) I would prefer to go to the other organization
- 12) To what extent the people who make decisions are aware of problems at lower levels of the organization?
- a) To a very great extent

- b) To a great extent
 - c) To some extent
 - d) To a little extent
 - e) Not at all
- 13) Do you agree that the work-assignments are well planned in your organization?
- a) Extremely well planned
 - b) Very well planned
 - c) Fairly well planned
 - d) Not very well planned
 - e) Not well planned
- 14) To what extent do people in your work group show you how to improve your performance?
- a) To a very great extent
 - b) To a great extent
 - c) To some extent
 - d) To a little extent
 - e) Not at all
- 15) How often does your immediate superior talk to you in the appreciating encouraging way?
- a) Always
 - b) Most of the time
 - c) Sometimes
 - d) A few times
 - e) Never
- 16) How often does your immediate superior talk to you-in giving directions and suggestions?
- a) Always
 - b) Most of the time
 - c) Sometimes
 - d) A few times
 - e) Never
- 17) How often does your immediate superior talk to you in the way of criticizes and refuses to help?
- a) Always
 - b) Most of the time
 - c) Sometimes
 - d) A few times
 - e) Never

- 18) How often does your immediate superior talk to you in the way of harasses asks for explanation?
- a) Never
 - b) A few times
 - c) Sometimes
 - d) Most of the times
 - e) Always
- 19) To what extent do you have confidence and trust in the people in your work group?
- a) To a very great extent
 - b) To a great extent
 - c) To some extent
 - d) To a little extent
 - e) Not at all
- 20) How free do you feel to discuss your personal problems with your immediate superior?
- a) I always feel free to discuss
 - b) I usually feel free
 - c) Sometimes feel free
 - d) Only once a while
 - e) Never feel free
- 21) Suppose you were having some sort of difficulty in your job. To what extent do you feel your immediate superior would be willing to go out of way help you if you ask for it?
- a) To a very great extent
 - b) To a great extent
 - c) To some extent
 - d) To a little extent
 - e) Not at all
- 22) To what extent do the members of staff in your work group make an effort to avoid creating problems or interference?
- a) To a very great extent
 - b) To a great extent
 - c) To some extent
 - d) To a little extent
 - e) Not at all
- 23) How much satisfied do you feel with the recognition your work gets?
- a) Very satisfied
 - b) Fairly satisfied
 - c) Neither satisfied nor dissatisfied
 - d) Somewhat dissatisfied
 - e) Very dissatisfied

24) To what extent do you feel you are responsible for your work?

- a) To a very great extent
- b) To a great extent
- c) To some extent
- d) To a little extent
- e) Not at all

25) To what extent do you feel free to plan your own work?

- a) To a very great extent
- b) To a great extent
- c) To some extent
- d) To a little extent
- e) Not at all

26) To what extent do you feel you are doing useful work here?

- a) To a very great extent
- b) To a great extent
- c) To some extent
- d) To a little extent
- e) Not at all

9.2.3 JOB INVOLVEMENT SURVEY: JIS

1. I find my job motivating
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

2. My job is important to me
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

3. I identify with my present job
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

4. I find my job interesting
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

5. My job gives me satisfaction
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

6. I like my job
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

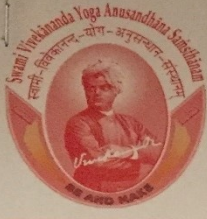
7. I care for my job
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

8. My work is not burden for me
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

9. I enjoy my work
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

10. Whenever I complete some work, I feel happy
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

9.3 INSTITUTIONAL ETHICAL COMMITTEE APPROVAL

**स्वामी विवेकानन्द योग-अनुसन्धान-संस्थानम्**
Swami Vivekananda Yoga Anusandhāna Samsthānam
(Declared as Deemed-to-be University under Section 3 of the UGC Act, 1956)
Eknath Bhavan, # 19, Gavipuram Circle, Kempegowda Nagar, Bangalore - 560 019
Ph: 080 - 2661 2669, Telefax: 080 - 2660 8645
E-mail: svyasa@svyasa.edu.in Website: www.svyasa.edu.in

RES/IEC-SVYASA/84/2016 May 4, 2016

To,
Dr. Sony Kumari
Assistant Professor,
S-VYASA University,
Bangalore.

Reference:

“Impact of Karma Yoga on Job Satisfaction, Job Involvement & Motivation in Business Development Professionals”. - Committee Approval of the above mentioned study.

Dear Dr. Sony Kumari,

We have received from you the following study related documents vide your letter dated December 20, 2015

1	Project Proposal
2	Informed consent form

Ethics committee meeting was held on January 23, 2016 at 2:00 PM to 5:00 PM at Eknath Bhavan, Bangalore. Above documents were examined and discussed in the meeting. After due consideration, the committee has decided to approve conducting the aforementioned study.

APPROVED
Subramanyal
INSTITUTIONAL ETHICS COMMITTEE
SVYASA, BANGALORE

Title**Impact of Absenteeism on Employees' Satisfaction****Research scholar** - Deepak B V**Research Guide** - Dr Sony Kumari (M.A., PhD)

(Professor) S-VYASA University, Bangalore

Address of Correspondence-

Dr. Sony Kumari (Professor)

Swami Vivekananda Yoga Anusandhana Samsthana (S-VYASA)

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Swami Vivekananda Yoga Anusandhana Samsthana (SVYASA)

(A University, established under Section 3 of the UGC Act, 1956 vide

Notification No. F.9-45/2001-U.3 dated 08-05-2001 of the Government of India

Website-www.svyasa.edu.in

ABSTRACT

Job satisfaction and absenteeism are two related issues. Presence of rampant absenteeism is an indication of low satisfaction with one's job. The major objective of the study has been to find out the causes of absenteeism; however, the study found that there are many factors that determine absenteeism, apart from job satisfaction. But most of these other factors were themselves determinants of job satisfaction, meaning that absenteeism is a result of job satisfaction. Also, absenteeism is not the only indicator of presence or lack of job satisfaction. There are other indicators, like motivation and productivity. The researcher collected the sample of 100 employees from the financial services companies. The research concluded that absenteeism was largely present in those workers with low job satisfaction. This paper consists of six sections including the introductory section. The review of literature is presented in the second section and the methodology followed is given in the third section. A brief note on absenteeism is presented in the fourth section. The analysis of absenteeism has been discussed in fifth section and the summary of findings and suggestions is presented in the sixth section.

A business can increase its productivity and limits its employee turnover by ensuring that its employees are satisfied with their job, which in turn, helps to increase their productivity. The more productive individual is more satisfied he will be and the more satisfied he is, the less likely he will be to leave the company. To ensure high productivity for a company to recruit efficient people and pay them high salaries. Enhancing the productivity of the company has the more to do with, making the employees like the work they are doing for the company and making them realize how important their contribution is to the success of the company. Performance appraisal is the process of evaluation of individual job satisfaction in order to make objectives human resource decisions. It involves the formal evaluation of employees' job satisfaction, feedback to the individual and determination of whether and how the performance can be improved. The process of performance appraisal occurs both formally and informally. Progress towards career goals must be monitored and necessary correction in the aims or plans must be made. The achievement of milestone in the career plan monitored as and when a task or project is completed. Employees are given more freedom in decision making. Management sets

broad goals and objectives by setting broad goals and objectives as opposed to determining specific task, executives allow employees to respond to an opportunity in a way that makes the best sense at that time.

Key words: Absenteeism, job satisfaction, Employees & Employees' satisfaction

Introduction

Employee absenteeism, an often "hidden" issue, albeit one of growing importance to many organizations, translates into the interrelated issues of lost productivity, poorer quality of product/service and decreased customer satisfaction and has a potentially negative effect on other employees. The absenteeism issue is becoming all the more critical because of changes in the composition of the workforce and changes in societal expectations vis-avis work. The workforce of today is characterized by an aging population, an increase in the proportion of dual earners.

Absenteeism is an indicator of job satisfaction, whereby a higher rates of absenteeism which is unaccounted for indicates low job satisfaction. On the other hand, a case where the worker exhibits low incidences of absenteeism, staying away from work only when absolutely necessary, indicates that the worker is highly satisfied.

Absenteeism has a material effect on the bottom line of most companies, yet few managers really understand the magnitude of the problem at their company. Not only should managers be motivated to reduce absenteeism because of the excess costs, but without absence tracking tools, employers cannot adequately estimate their accrued liabilities, potentially creating an issue that impacts the financial certifications required.

Review of Literature

According to a report by Society for Human Resource Management (SHRM, 2009), there is a widespread job dissatisfaction among workers of all cadre. Absenteeism from the work place is considered as a symptom of a deep seated problem, and not as a problem on its own (Brayfield & Muchnisky, 2006).

Lack of job satisfaction leads to absenteeism, while on the other hand, absenteeism is a possible indicator of lack of job satisfaction (Hulin & Teven, 2008). Research also suggests a financial stress-absenteeism link. Joo and Garman (1998) . Bagwell (2000) and Garman, Camp, Kim,

Bagwell, Baffi & Redican (1999) found that greater absenteeism was associated with poor financial management. Drentea and Lavrakas (2000) (Bagwell, 2000)

Absenteeism has long been a major human relations problem for managers and supervisors. It is defined as non-attendance of an employee from scheduled work. Absenteeism is expensive for employers because in many instances replacement workers must be hired and, of course, some work simply does not get accomplished as scheduled. Absenteeism is one of a range of behaviors that reflect a worker's attitude and commitment to his job and perceptions of his value as an employee. In a survey conducted by Aon Consulting (1998), employees missed workdays because of stress, personal matters, caring for a sick child, no available day care, caring for elderly dependents, time spent at work on personal matters, and employee sickness. The survey concluded that the total amount of missed time due to personal reasons and sickness averages 6% of pay, almost as much as the time taken for vacations/holidays.

The relevance of any of the absenteeism would depend upon individual characteristics, the structure of the job, and the organization of work. We also acknowledge that there may be jagged effect between absence and any of these variables. For example, the effect of absence on productivity may occur on the day of the absence or several days later. We also recognize that the duration of the absence may differentially affect different outcomes. There is some research that indirectly indicates that absenteeism is a form of withdrawal from Job-stress Situations. If absence from work reduces stress, then it can be functional for the individual. In addition, much of our life is concerned with fulfilling such central non-work related roles as the parent role or the marital role. Not all non-work activities can be described easily in role terms. Some non-work activities are inherently rewarding and will at times be elected over work activities.

To address absenteeism, many small businesses that employ workers have established one of two absenteeism policies. The first is a traditional absenteeism policy that distinguishes between excused and unexcused absences. Under such policies, employees are provided with a set number of sick days and a set number of vacation days. Workers who are absent from work after exhausting their sick days are required to use vacation days under this system. Absences that take place after both sick and vacation days have been exhausted are subject to disciplinary action. The second policy alternative, commonly known as a "no-fault" system, permits each employee a specified number of absences annually this policy does not consider the reason for the

employee's absence. As with traditional absence policies, once the employee's days have been used up, he or she is subject to disciplinary action.

"Use It or Lose It"

Some companies do not allow employees to carry sick days over from year to year. The benefits and disadvantages of this policy continue to be debated in businesses across the country. Some analysts contend that most employees do not require large numbers of sick days and that systems that allow carryovers are more likely to be abused by poor employees than appropriately utilized by good employees, who, if struck down by a long-term illness, often have disability alternatives.

A friendly feature that can be added onto a "use it or lose it" sick day policy is the option of donating unused earned days to a leave bank for colleagues suffering from catastrophic illnesses. Although this may not be an incentive to all employees to conserve sick days, it does offer dedicated employees a means of putting what they may consider legitimately earned hours to a positive use.

Strategies available to the employer are:

- (a) Attendance management programs;
- (b) Workplace wellness initiatives;
- (c) Employee satisfaction surveys;
- (d) Incentives to employees for unused sick days and meeting attendance targets;
- (e) Improve employee morale by reducing stress, rumors, negativity and gossip;
- (f) Reduce employee stress by improving the relationship with their manager. Highly authoritarian manager are likely to cause an increase in absenteeism;
- (g) Poor employee relationships with the manager should be assessed and management training considered;
- (h) The solution to rumors, negativity and gossip that reduces morale and increases absenteeism is team building;
- (i) Work-life conflict recognition;
- (j) Avoid discipline for legitimate absences such as illnesses when employees have depleted their regularly scheduled leave;

- (k) Allow employees to carryover unused sick days; and
- (l) Allow employees to telecommute.

Employees should be disciplined for poor timekeeping as this constitutes being absent from duty/allocated work stations which impacts on an organization's running costs and work ethics.

Poor timekeeping includes:

- Arriving late for duty on a regular basis,
- Leaving work early,
- Taking extended tea, lunch breaks, or toilet breaks,
- Attending to private business during working hours; this could include sending and/or reading personal emails, surfing internet for non-work related matters, or any other activity that is of a private business nature. Arriving at a single cause for absenteeism is problematic as there are many complex causes.

Types of Absence

- I. Unplanned incidental absences: absence of five work days or less, such as casual sick days, where the occurrence was not known and approved ahead of time by the employee's supervisor.
- II. Planned absences: Short or moderate duration absences such as vacations and holidays, where the supervisor knows about and has likely approved the absence in advance.
- III. Extended absences: Absences lasting beyond one week, often unplanned and generally due to a disability and qualifying as a leave under the federal Family and Medical Leave Act (FMLA) or a state equivalent.
- IV. Unplanned incidental and extended absences, or absenteeism: the combination of two of the above categories, representing the kind of "lost time" that employers try to minimize or at least manage carefully.

Methodology

Design- Survey method was followed to conduct the study & data were collected through sampling technique identified the respondents who were selected through convenient sampling method.

The sampling technique used was a combination of convenient and judgment sampling. Convenient sampling is a non-probability sampling. In judgment sampling; the researcher uses his/her judgment in selecting the units from population of study based on population parameters.

Sample size- The sample size included respondents of various class like working middle class & managerial level. The sample size for employees was chosen to be 25 this was to analyze and interpret the data easily. After scrutiny of field data, the processing was done in Microsoft.

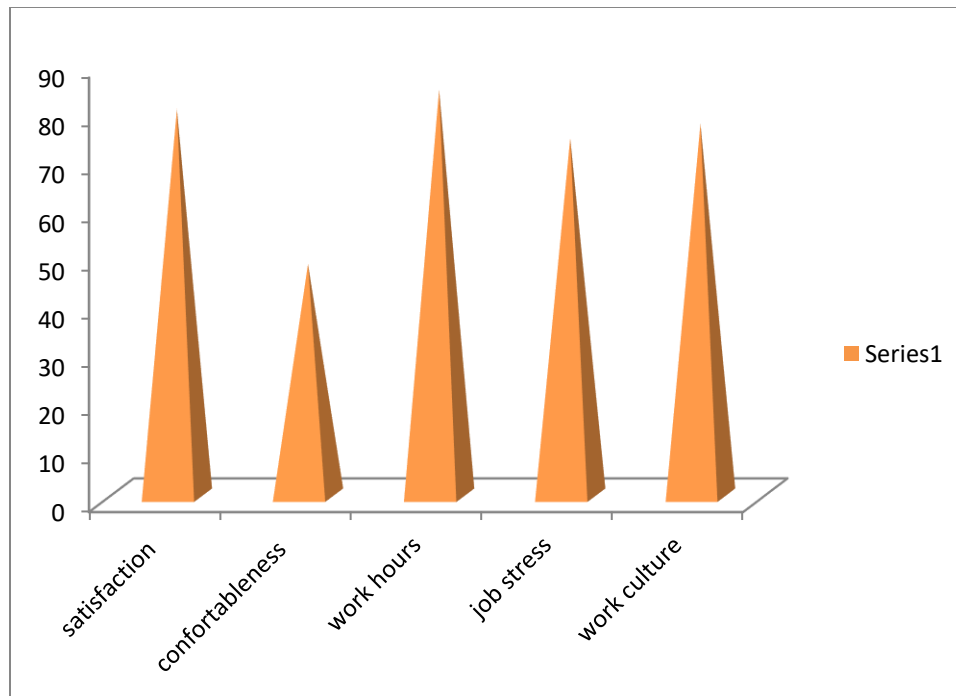
Result Analysis

Table 1 Factors for absenteeism

Particulars	Rating
satisfaction	80
Comfortableness	48
work hours	84
job stress	74
work culture	77

Out for 100%

Fig 1 factors for absenteeism

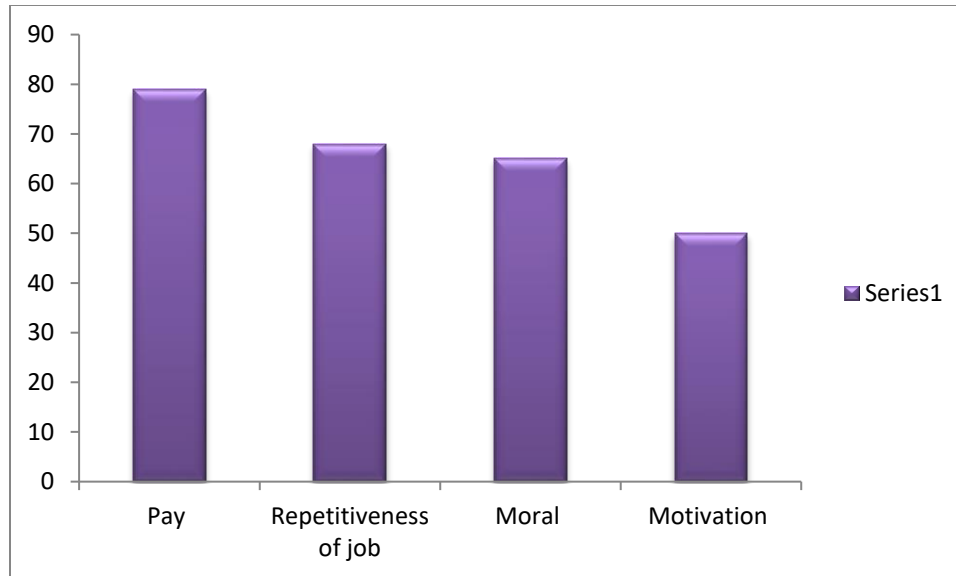


From the above table & fig we can interpret that the factors of absenteeism plays important role for the employee to be frequently absent.

Table 2 Determinants of job satisfaction

Particulars	Percentage of respondents
Pay	79
Repetitiveness of job	68
Moral	65
Motivation	50

Fig 2 the determinants of job satisfaction



From the above table & fig we can say that the major determinants of job satisfaction are pay & motivation etc.

Findings & suggestion

Findings

1. Employees are satisfied neutrally for the position they recruited.
2. Employee's morale is affected by the working hours
3. Employee's absenteeism is influenced by repetition in their job.
4. Employees feel job stress and monotony in their job.
5. The major determinants of job satisfaction are pay & motivation etc.

Suggestion

1. Employee working hours should be planned properly as it affects their morale.
2. Repetition in the job should be minimized.
3. Job stress and monotony should be minimized.
4. Positive measures should be taken to reduce absenteeism like indulging positive attitude.
5. Proper incentives and hike in wages should be given to employees to reduce absenteeism.
6. Job enrichment should be made seen to employees to reduce their absenteeism level.

7. Payment should link to the performance not to the payment.

Conclusion

The management must first have a positive attitude towards absenteeism. Even though it possible to eliminate absenteeism completely. The provision of various facilities to reduce absenteeism bound to involve substantial financial commitment for the management. The major causes for absenteeism in the organization are the activities and policies of the organization. There are many contributing factors that impact on an organization's objectives but one of the most costly is absenteeism. Employers need to handle all forms of absenteeism in a fair and transparent manner to minimize disharmony in the workplace.

So absenteeism invisible but proves fatal for the industry. So reduction in absenteeism will helpful in improving the productivity and job satisfaction.

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INFLUENCE OF KARMA YOGA ON JOB INVOLVEMENT AMONG BUSINESS DEVELOPMENT PROFESSIONALS

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ABSTRACT

A study to explore the impact of Karma Yoga on Job Involvement of business development professionals having hypothesis of influence of Karma yoga, quantitative research design with pre & post intervention approach, about 400 sample respondents from the age group of 25-40, both male & female across various sectors in Bengaluru city were chosen. The collected data was analyzed via pre & post questionnaire, KMO test was used to measure the data suitability of data for factor analysis. Bartlett's test for homogeneity of variances is used to test that variances are equal for all samples. Based on the paired sample test the null hypothesis H_0 "there is no influence of Karma yoga on Job Involvement among Business development professionals" was rejected & alternate hypothesis H_1 was accepted.

KEYWORDS: Karma Yoga, Job Involvement, Business Development Professionals, Sectors, Quantitative Research, Inferential Statistics, etc.

INTRODUCTION

Karma-yoga which is one of the means of achieving the *mukti* (liberation) from the inescapable cycle of birth, death and rebirth (*sanasara*) holds answer to several business problems like employee commitment, involvement and turnover. Although, these job attitudes have been the subject of several researches, still our understanding of how karma-yoga can influence them favorably has not been studied. Karma-yoga which has been mentioned in Bhagavad Gita, stresses on how one should perform one's duty without any desire for the result and how one should maintain a sense of equanimity in the face of crisis or ecstasy. Although it would be insensible to deploy the lessons of karma-yoga in today's business setting without adjusting it to the needs of the present generation. Still the authors are confident that its merit is as relevant today as it was thousands of years back.

Today most of the organizations complain of employee commitment, involvement and intention to quit and in a desperate attempt organizations resort to some traditional financial incentives and perquisites. These carrots (incentives) can solve the problem temporarily but can't provide a long term solution. We strongly believe that when a person look at his/her job from a different and higher perspective, the job takes the shape of a duty (a moral obligation) and then the person is able to relate his/her job with life's ultimate goal (salvation). Such a motivated person looks at job as a reward and finds the same mundane and repetitive activities as meaningful and sacred.

One of the most important areas of study in organizational behavior is job attitudes, or how people feel about what they do at workplace. Employees spend a good part of their daily hours at workplace hence they seek meaning in work and several modes of expressing themselves. Work has different meaning in different societies and these differences in culture, values and ethics govern our attitude at workplace.

In West, people adhere to Protestant work philosophy which guides the values at workplace. It emphasizes on hard work and dignity at workplace which will lead to a comfortable life. So in West the stress is on hard labour which will lead to materialistic growth. The Oriental

philosophies primarily the Indian philosophy differs from the Protestant one in terms of the definition of work and the role of work in one's life (Chakraborty, 1987). According to Indian philosophy, work or duty is a sacred responsibility which surpasses our immediate materialistic wants and helps in fulfilling the larger goals of life that is liberation (*mukti*).

LITERATURE REVIEW

It is essential to note that while literature on Karma Yoga is in a nascent state in the realm of management research, yet the concept arguably remains the most widely discussed, commented yet misunderstood aspect of the Indian worldview (Mahadevan, 1958). This ought not to be surprising for the said concept is enshrined within the Hindu philosophy [i.e. functionally equivalent to "Indian philosophy" (Fenton, 1988)], which is characterized by an extraordinary degree of plurality (Hodge, 2004) in comprehension and practice. Reat (1990) notes that even familiar concepts such as "Brahman" and "Dharma" can signify a broad range of divergent and distinct concepts among numerous spiritual schools within the religion. However, owing to our stated focus on workplace happiness in the current research, we restricted the scope of this review specifically to conceptualizations and studies on Karma Yoga directed at employees (workplace context).

As stated earlier, with the slow yet increasing popularity of the Bhagavad Gita towards addressing organizational problems in recent years (Sharma, 1999), there has been a growing interest among management researchers in exploring the concept of Karma Yoga. Thus Chakraborty (1993) asserts the same to be energy conserving and mind purifying for it urges one to work for a cause higher than one's ego. Similarly, while affirming that a belief in Indian philosophy (Mulla & Krishnan, 2006) or Indian worldview (Mulla & Krishnan, 2009) is a necessary condition for practicing Karma Yoga, the concept is defined by them as a "technique for intelligently performing actions", or a "technique for performing actions in a manner that the soul is not bound by the effects of the actions" (Mulla & Krishnan, 2006; Mulla & Krishnan, 2007).

Moving further, the operationalization of the construct differs widely across studies. Hence while Narayanan & Krishnan (2003) provide a two factor conceptualization of the construct, i.e. *doing one's duty* and *not being attached to the outcomes*, Menon & Krishnan (2004) conceptualize a four factor model comprising of the dimensions of *significance of work*, *successful work*, *detachment from work* and *setting an example*. In later years, Mulla & Krishnan (2006) argued for a separate two factor model of Karma Yoga comprising of the dimensions of *duty orientation* and *absence of desire for rewards*, however they later revised the same to a three factor model (Mulla & Krishnan, 2009) by including *equanimity* as a third dimension of Karma Yoga.

Karma Yoga has been found to relate extensively with transformational leadership, emotional intelligence and spirituality (Mulla & Krishnan, 2007, 2008, 2009). Further Srirangarajan et al (2011) assert that the practice of Karma Yoga would lead to a win-win situation for the employee and the business organization. While the employees shall be rewarded with job satisfaction, personal growth and fulfillment, the organization experiences higher productivity and quality performance.

A critical review of the above discussion reveals that the operationalization of Karma Yoga lacks consensus, which can render research and findings involving the same a suspect. We noticed that the earlier attempts towards operationalization were sketchy and simplistic with dimensions imposed than theorized. For e.g. Narayanan & Krishnan (2003) cared little to explain the rationale guiding their derivation of the dimensions, i.e. *doing one's duty* and *not being attached to outcomes*. Similarly Menon & Krishnan (2004) provide no basis for their

four-factor operationalization of Karma Yoga. Mulla & **Krishnan (2006)**, in a seemingly comprehensive attempt, did present a more reasoned operationalization of the construct, deriving the dimensions of *duty orientation* and *absence of desire for rewards* from a content analysis of **Gandhi's (2001)** interpretation of Bhagavad Gita. However basing the same solely on Gandhi's interpretation resonates an inherent subjectivity that demands a relook. The later attempts are in effect modifications of Mulla & Krishnan's (2006) study, with frequent inclusion and exclusion of factors sans explanation. Thus, Mulla & Krishnan (2009) added equanimity as a third dimension of Karma Yoga, while in another study (i.e. Mulla & Krishnan, 2008), they abandoned equanimity and stuck to their original two factor conceptualization (Mulla & Krishnan, 2006). Surprisingly, the same authors re-introduced equanimity as a third dimension of the construct in a subsequent study (Mulla & Krishnan, 2012).

Ravindra Pathak and Dr. Manoj Patwardhan 2011 identified the factors of job involvement, organizational effectiveness and established the relationship between job involvement and organizational effectiveness. This study revealed that the job involved that the employees directly contribute in organizational effectiveness by way of their working style, approach towards the attainment of organizational goals, quality improvement, acquisition of new talent and skills. **Chughtai, Aamir Ali (2008)**, examined the impact of job involvement on the self-report measures of in-role job performance and organizational citizenship behavior. The results of this study revealed that job involvement was positively correlated with both in-role job performance and Organizational citizenship behavior. In addition to this, it was found that organizational commitment partially mediated the job involvement-performance relationship. Furthermore, the findings of this research uncovered that job involvement exerted a stronger impact on Organizational citizenship behavior than on in-role performance.

P.C.Mishra and Minum Sharma (2005) to find out the relationship of social support and job involvement in prison officers. The result shows that social support and its dimensions, namely, appraisal support, tangible support and belonging support have a significant positive relationship with job involvement. The study suggests that overall social support is a significant predictor of job involvement in prison officers. The other predictors are belonging support, appraisal support and tangible support.

Abraham Carmeli (2005) proposes and tests a model that attempts to explain the role of situational and personal-related factors relating to why top executives become involved in their jobs. The results indicate that both situational and personal-related factors predict job involvement. The findings show that the relationship between perceived external prestige and job involvement is mediated by affective commitment, and that the relationship between protestant work ethic and job involvement is mediated by normative commitment.

Ishwara P., P.Laxman (2007) evaluated the perceived level job involvement among the university teachers working at the post graduate departments in Karnataka State. Analysis of the data indicated that around 60% of the university teachers perceived and were reported to have been moderately involved in the job. There is no significant difference in the levels of job involvement among the university teachers, irrespective of their cadre. All the teachers are perceived to have more or less the same level of job involvement.

Miguel Pina e Cunha (2002) in his case study of an integrated information technology services firm, examines how the interplay between culture, structure, and leadership is managed in order to build control and employee loyalty. He focuses on the salient features of

the case, namely that a high-profile culture combines with a low-profile leadership and with minimal structuring to create a vibrant and loyalty-generating organizational environment. He proposes that these processes are effective because they reinforce one another. It is their articulation, not their existence that acts both as an unobtrusive control mechanism and as an employee loyalty-generating process, fulfilling the needs of both the organization and its professionals.

Frederick Reichheld (2006) in his study he reported that loyalty, for those who plan to stay with an employer at least two years, can be affected by several factors, including benefits and pay, working environment, job satisfaction and customers. Employee loyalty is critical for organizations as constant turnover or churn can be very expensive. In his report he stated that one of the most effective ways to improve employee loyalty is to make employees feel like they are an important part of the organization. His report found that only 55 percent of the employee's surveyed feel like their organization treats them well. He suggested that an employee feedback system can help raise employee loyalty by providing two-way communications between employees and management. If employees feel like the organization is listening to them, recognizing them for their contributions, they will more likely be loyal to the company.

According to **Ongori (2007)** job involvement characterizes the degree to which employees are engaged in or preoccupied with their jobs and the degree to which an individual recognizes with his job. It is also described as the degree to which a job is recognized to be the significant factor in fulfilling one or another need of an employee. Involvement also shows that importance of work is the self image of a worker. Thus involvement is basically persuaded by the reading of an employee about his personal picture of life. And then by the organizational qualities and job attributes (**Moynihan & Pandey, 2007**). This implies that job involvement is that organizational attitude which tells that how much an employee psychologically identifies with the employer organization and how much one believes that his work is important and enlarges his self-respect (Robbins, 1998: 142; Weidmer, 1998). Job involvement has been divided into two separate approaches. First approach is viewed as an individual difference variable where job involvement is believed to occur when the possession of specific needs, values or personal characteristics affect individuals to become more or less involved in their jobs. The second approach considers job involvement as a reaction to particular work situation distinctiveness (**Ekmekci, 2011**).

According to (**Khan et al., 2011**) Job involvement, job commitment, and employee job performance are amongst the most studied areas in organizational behavior and human resource management research. Further they added that job involvement has been one of the most useful tools used for increasing employee productivity by improving employee involvement and commitment. On the other hand, job involvement is related to employees perception that how the job takes place in individual life. As much as an individual is positively influenced by his job, the readiness and accomplishment will automatically increase (**Ekmekci, 2011**). This means that it also creates the meaning of ownership within employees who are involved in decisions concerning their job and it's related

Activities. Research has proved the importance of job involvement with employee commitment. This clearly reveals that those organizations that have job involvement culture, their employees are more committed with organization than those organizations who do not involve their employees (Khan et al., 2011).

OBJECTIVE

To analyze the influence of Karma Yoga on Job Involvement in Business Development Professionals

HYPOTHESIS

H₀: There is no influence of Karma Yoga on Job Involvement among Business Development Professionals

H_a: There is an influence of Karma Yoga on Job Involvement among Business Development Professionals

RESEARCH METHODOLOGY

This is a quantitative research design with pre and post interventional approach. Case studies have been included to bring in empirical insights into the study. Randomized control design, by using random generated table for sample respondent selection. Pre intervention data have been collected by using job Involvement scale in first stage and later after completion of thirty days of Karma Yoga sessions post intervention data was collected. About 400 sample respondent in 25-40 years of age group, both male & female respondents working in various sectors like FMCG, Healthcare, Consumer Durables, Banking & Insurance, retail and pharmaceutical sectors in Bengaluru city were selected for the study.

DATA ANALYSIS

Having discussed all important aspects of karma yoga on employee's job Involvement, now the researcher in this section turns to data analysis and interpretation. First part of consists of respondents profile across various demographic factors like Age, Educational Qualification, Annual Income and Marital Status, area. Second part of the analysis is about the influence of Karma Yoga on Job Involvement in Business Development Professionals using Job Involvement scale survey.

PROFILE OF THE SAMPLE RESPONDENT

Particular	Category	Frequency	Percent
GENDER	MALE	262	68
	FEMALE	122	32
MARITAL_STATUS	MARRIED	173	45
	UNMARRIED	211	55
AREA	RURAL	134	35
	URBAN	250	65
EDUCATION	SSLC	32	8
	PUC	81	21
	DIPLOMA	82	22
	UG	135	35
	PG	54	14
SALARY	Below 10K	6	2
	10K to 15K	52	13
	15K to 20K	144	38
	20K-25K	154	40
	Above 25k	28	7

From above table it is evident that 68% respondents belong to male category and 32% respondents are female. 55% respondents belong to unmarried category and 45% respondents are married. 65% respondents belong to urban category and 35% respondents are from rural background. 35% respondents are graduates, 14% have post-graduate degree, 22% respondents have diploma educational qualification and 8% respondents have qualification up to SSLC level. 40% respondents have an income in the range of Rs 20,000 to Rs 25,000, 7% respondents have a salary of more than Rs 25,000, 2% respondents have a salary of less than Rs 10,000 and only 13% respondents have income of Rs 10,000 to Rs 15,000.

DESCRIPTIVE STATISTICAL ANALYSIS FOR PRE-SET

Sl. No .	Statements	Mean	SD	95% Confidence Interval	
				Lower	Upper
1	I find my job motivating	4.43	0.80	4.35	4.51
2	My job is important to me	4.23	0.83	4.15	4.32
3	I identify with my present job	4.16	0.97	4.07	4.26
4	I find my job interesting	4.09	0.97	4.00	4.19
5	My job gives me satisfaction	4.18	1.00	4.08	4.28
6	I like my job	4.14	0.88	4.05	4.23
7	I care for my job	4.33	0.87	4.24	4.41
8	My work is not burden for me	4.11	0.93	4.02	4.20
9	I enjoy my work	4.30	0.94	4.21	4.40
10	Whenever I complete some work, I feel happy	4.25	0.91	4.16	4.34

The above table highlights the job involvement among the Business development professionals. The highest mean value was recorded for, ‘I find my job motivating’ (mean 4.43) with standard deviation (0.80) indicating consistency in the opinion of the respondents. This is followed by; ‘I care for my job’ (mean 4.33) with standard deviation (0.87). The respondents have indicated less mean value for ‘I find my job interesting’ with a mean score of 4.09 with maximum variation for ‘My job gives me satisfaction’ with a SD of 1.

From lower and upper value of 95% confidence interval (CI); it is realized that the outcome will be same as observed in the above table for the whole study population. The agreement of 95% of the respondents in the study population is likely to possess opinion as that of entire respondents in the sample regarding all listed statements.

DESCRIPTIVE STATISTICAL ANALYSIS FOR POST-SET

Sl. No .	Statements	Mean	SD	95% Confidence Interval	
				Lower	Upper
1	I find my job motivating	4.57	0.74	4.49	4.64
2	My job is important to me	4.34	0.79	4.26	4.42
3	I identify with my present job	4.36	0.94	4.27	4.46
4	I find my job interesting	4.25	0.80	4.17	4.33
5	My job gives me satisfaction	4.46	0.78	4.38	4.54
6	I like my job	4.34	0.76	4.27	4.42

7	I care for my job	4.43	0.88	4.34	4.51
8	My work is not burden for me	4.23	0.89	4.14	4.32
9	I enjoy my work	4.48	0.82	4.40	4.56
10	Whenever I complete some work, I feel happy	4.42	0.76	4.35	4.50

The above table highlights the job involvement among the Business development professionals. The highest mean value was recorded for, 'I find my job motivating' (mean 4.57) with standard deviation (0.74) indicating consistency in the opinion of the respondents. This is followed by; 'I enjoy my work' (mean 4.48) with standard deviation (0.82). The respondents have indicated less mean value for 'My work is not burden for me' with a mean score of 4.23 with maximum variation for 'I identify with my present job' with a SD of 0.94.

From lower and upper value of 95% confidence interval (CI); it is realized that the outcome will be same as observed in the above table for the whole study population. The agreement of 95% of the respondents in the study population is likely to possess opinion as that of entire respondents in the sample regarding all listed statements.

RESULT OF RELIABILITY AND VALIDITY ANALYSIS FOR PRE DATA SET

Overall Cronbach's Alpha for 10 statements			0.883
Sl. No .	Statements	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	I find my job motivating	.621	.872
2	My job is important to me	.559	.876
3	I identify with my present job	.571	.875
4	I find my job interesting	.676	.867
5	My job gives me satisfaction	.600	.873
6	I like my job	.632	.871
7	I care for my job	.609	.872
8	My work is not burden for me	.641	.870
9	I enjoy my work	.664	.868
10	Whenever I complete some work, I feel happy	.572	.875

Significance of Karma Yoga on Job involvement in Business Development Professionals with the help of ten statements and respondents were requested to provide their opinion on the listed statements. In order to assess the reliability and validity of the respondents; Item-Total Correlation and Cronbach's Alpha values were analyzed and it was observed that total Cronbach's Alpha was scored at 0.883 that is statistically very good.

Further, scale item elimination procedure was carried out to achieve greater level of consistency but the results revealed that removal of statement might not improve overall reliability. Therefore the researcher decided to use all the statements for hypothesis testing purpose in the following section.

The validity analysis was done using Item-Total Correlation & all investment avenues have indicated medium to strong correlation as seen in the above table in which all statements have

recorded correlation value greater than 0.30 which is a standard for validation. The lowest correlation is recorded at 0.571 for I identify with my present job.

RESULT OF RELIABILITY AND VALIDITY ANALYSIS FOR POST DATA SET

Overall Cronbach's Alpha for 10 statements			0.893
Sl. No	Statements	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	I find my job motivating	.631	.883
2	My job is important to me	.567	.887
3	I identify with my present job	.562	.889
4	I find my job interesting	.662	.881
5	My job gives me satisfaction	.656	.882
6	I like my job	.640	.883
7	I care for my job	.668	.881
8	My work is not burden for me	.645	.882
9	I enjoy my work	.717	.877
10	Whenever I complete some work, I feel happy	.628	.884

Significance of Karma Yoga on Job involvement in Business Development Professionals with the help of ten statements and respondents were requested to provide their opinion on the listed statements. In order to assess the reliability and validity of the respondents; Item-Total Correlation and Cronbach's Alpha values were analyzed and it was observed that total Cronbach's Alpha was scored at 0.893 that is statistically very good.

Further, scale item elimination procedure was carried out to achieve greater level of consistency but the results revealed that removal of statement might not improve overall reliability. Therefore the researcher decided to use all the statements for hypothesis testing purpose in the following section.

The validity analysis was done using Item-Total Correlation & all investment avenues have indicated medium to strong correlation as seen in the above table in which all statements have recorded correlation value greater than 0.30 which is a standard for validation. The lowest correlation is recorded at 0.562 for I identify with my present job.

FACTOR ANALYSIS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.895
Bartlett's Test of Sphericity	Approx. Chi-Square	1875.082
	df	45
	p-value	0.001*

(Source: SPSS Version 23/KMO and Bartlett's Test)

“KMO Test is a measure of suitability of data for Factor Analysis. The test measures sampling adequacy for each variable in the model and for the complete model. Bartlett’s test for homogeneity of variances is used to test that variances are equal for all samples. It checks that the assumption of equal variances is true before running certain statistical tests”

The “KMO measure of sampling adequacy is 0.895 and Barlett’s test of Sphericity with approximate chi-square value is 1875.082. These results are statistically significant at 5% level. Hence all the 10 statements are distributed normally and are suitable for data reduction”

Rotated Component Matrix			
Sl. No.	Statements	Component	
		1	2
10	Whenever I complete some work, I feel happy	.788	
6	I like my job	.787	
4	I find my job interesting	.762	
8	My work is not burden for me	.719	
2	My job is important to me	.696	
1	I find my job motivating		.789
3	I identify with my present job		.786
5	My job gives me satisfaction		.778
9	I enjoy my work		.710
7	I care for my job		.696
Factor		F1	F2

Finally, the “rotated component matrix shows the factor loadings for each attribute and highlights the factor that each attribute loaded most strongly on respective component as observed in the above table with values greater than 0.50 which was set standard”

Thus Exploratory Factor Analysis by Principal Component Analysis method derived two factors related to Karma Yoga which influence Job involvement in Business Development Professionals viz., F1: job affection and F2: job association

Paired Samples Statistics					
		Mean	N	SD	Std. Error Mean
Pair 1	F1PRE	4.1656	384	.69377	.03540
	F1POST	4.3161	384	.63653	.03248
Pair 2	F2PRE	4.2807	384	.69886	.03566
	F2POST	4.4594	384	.66734	.03406
Pair 3	JISPRE	4.2232	384	.63604	.03246
	JISPOST	4.3878	384	.58594	.02990

The SD is less than 1, it “indicates that there is consistency in the respondent’s opinion towards the listed Select statements influence Job involvement in Business Development Professionals as the aggregate mean value in post statements is more than 4 which falls on the positive side of the scale and also falls within the upper and lower confidence intervals”

Paired Samples Test									
		Paired Differences					t	df	p-value
		Mean	SD	Std. Error Mean	95% Confidence Interval of the Difference				
					Upper	Lower			
Pair 1	F1PRE - F1POST	.15052	.73193	.03735	.22396	.07708	4.030	383	0.001*
Pair 2	F2PRE - F2POST	.17865	.72556	.03703	.25145	.10585	4.825	383	0.001*
Pair 3	JISPRE - JISPOST	.16458	.65221	.03328	.23002	.09914	4.945	383	0.001*

*significant at 5% level
All values in the absolute form. Ignored negative sign for interpretation purpose

The mean value indicated changes in post statement opinion and higher values are recorded in post survey which is a desired condition.

Based on the results of the test, the null hypothesis H_0 : “There is no influence of Karma Yoga on Job involvement among Business Development Professionals” was rejected and the alternate hypothesis H_a : “There is an influence of Karma Yoga on Job involvement among Business Development Professionals” was accepted, since test has revealed a significant statistical reliable difference between the pre & post treatment values with p-value is less than the 5% significance level (i.e. $0.001 < 0.05$) in our study and therefore it justifies the acceptance of alternate hypothesis based on the paired sample test procedure.

FINDINGS

- 68% of the respondents find their job motivating to them post karma yoga intervention
- 49% sample respondents assume their job is important to them post karma yoga intervention
- 58% sample respondents believe their identity in the society is due their present job
- 87% sample respondents find their job interesting post karma yoga intervention
- 90% sample respondents agree that the job gives them satisfaction
- 90% of the respondents are completely agree that the they like their job
- 86% of the respondents says they care for their job post karma yoga intervention
- 85% of the respondents assume their work is not burden for them
- 88% of the respondents said they enjoy their work post karma yoga intervention
- 91% of the respondents says whenever they complete some work, they feel happy
- The reliability of the survey was done using Cronbach's Alpha test and the value was scored at 0. 893 that is statistically excellent.
- The validity analysis was done using Item-Total Correlation & all statements have indicated medium to strong correlation in which recorded correlation values are greater than 0.30.
- KMO test measured sampling adequacy at 0.895 which is excellent in terms of standard and Barlett’s test of Sphericity with approximate chi-square value is 1875.082. These results are statistically significant at 5% level. Hence all the 10 statements are normally distributed and are suitable for factor analysis
- Factor analysis revealed two components with a cumulative value of 64% which is adequate for the overall variance analysis for 10 statements

- Exploratory Factor Analysis using Principal Component Analysis method derived two factors related to Karma Yoga which influenced job involvement in Business Development Professionals viz., F1: job affection and F2: job association
- Karma Yoga influence on job involvement in Business Development Professionals has an aggregate mean value of more than 4 which falls on the positive side of the scale and also falls within the upper and lower confidence intervals
- Post karma yoga intervention the job involvement survey indicated changes in post statement opinion and higher values were recorded as compared to pre survey
- Based on the results of the paired sample t test on the two factors it is evidenced that post survey respondents have indicated significance of Karma Yoga on the job involvement level.

CONCLUSION

Karma Yoga is the path of action for the attainment of self-realization. In every individual there is a mix of behavior, Skills, Competencies and Ethics on the one hand and on the other its counter motives and carvings for narrow gains. The applications of Karma Yoga is a path to lead a kindly light to mankind to emancipate from the contemporary materialistic mental darkness occupied in human beings across the globe to a great extent. Sadhana must be the way for the evolution of the marketing and sales professionals are no exception for it even though they are tempted by lucrative positions and possessions by industry to make them more pruned towards selfish ends.

Asathoma Sadgamaya Tamasoma and Mrityorma Amrutangamaya will be the path for salvation.

Om Shanti Shanti Shanti hi.

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International Journal of Science and Research (IJSR) ISSN (Online): 2319-7064
Index Copernicus Value (2013): 6.14 | Impact Factor (2013): 4.438 Volume 4
Issue 9, September 2015 www.ijsr.net Licensed Under Creative Commons
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An International Indexed Online Journal www.darpanonline.org/GIRT ISSN 2347-8861 Online Research Journal Volume: 1, issue: 7 Global International Research Thoughts April-June 2015

Influence Of Karma Yoga On Job Satisfaction Among Business Development Professionals

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ABSTRACT

A study to explore the impact of Karma Yoga on Job Involvement of business development professionals having hypothesis of influence of Karma yoga, quantitative research design with pre & post intervention approach, about 400 sample respondents from the age group of 25-40, both male & female across various sectors in Bengaluru city were chosen. The collected data was analyzed via pre & post questionnaire, KMO test was used to measure the data suitability of data for factor analysis. Bartlett's test for homogeneity of variances is used to test that variances are equal for all samples. Based on the paired sample test the null hypothesis H_0 " there is no influence of Karma yoga on Job Involvement among Business development professionals" was rejected & alternate hypothesis H_1 was accepted.

KEYWORDS: Karma Yoga, Job Satisfaction, Business Development Professionals, Sectors, Quantitative Research, Inferential Statistics, etc.

INTRODUCTION

Karma-yoga which is one of the means of achieving the *mukti* (liberation) from the inescapable cycle of birth, death and rebirth (*sanasara*) holds answer to several business problems like employee commitment, involvement and turnover. Although, these job attitudes have been the subject of several researches, still our understanding of how karma-yoga can influence them favorably has not been studied. Karma-yoga which has been mentioned in Bhagavad Gita, stresses on how one should perform one's duty without any desire for the result and how one should maintain a sense of equanimity in the face of crisis or ecstasy. Although it would be insensible to deploy the lessons of karma-yoga in today's business setting without adjusting it to the needs of the present generation. Still the authors are confident that its merit is as relevant today as it was thousands of years back.

Today most of the organizations complain of employee commitment, involvement and intention to quit and in a desperate attempt organizations resort to some traditional financial incentives and perquisites. These carrots (incentives) can solve the problem temporarily but can't provide a long term solution. We strongly believe that when a person look at his/her job from a different and higher perspective, the job takes the shape of a duty (a moral obligation) and then the person is able to relate his/her job with life's ultimate goal (salvation). Such a motivated person looks at job as a reward and finds the same mundane and repetitive activities as meaningful and sacred.

One of the most important areas of study in organizational behavior is job attitudes, or how people feel about what they do at workplace. Employees spend a good part of their daily hours at workplace hence they seek meaning in work and several modes of expressing themselves. Work has different meaning in different societies and these differences in culture, values and ethics govern our attitude at workplace.

In West, people adhere to Protestant work philosophy which guides the values at workplace. It emphasizes on hard work and dignity at workplace which will lead to a comfortable life. So in West the stress is on hard labour which will lead to materialistic growth. The Oriental philosophies primarily the Indian philosophy differs from the Protestant one in terms of the definition of work and the role of work in one's life (Chakraborty, 1987). According to Indian philosophy, work or duty is a sacred responsibility which surpasses our immediate materialistic wants and helps in fulfilling the larger goals of life that is liberation (*mukti*).

LITERATURE REVIEW

It is essential to note that while literature on Karma Yoga is in a nascent state in the realm of management research, yet the concept arguably remains the most widely discussed, commented yet misunderstood aspect of the Indian worldview (Mahadevan, 1958). This ought not to be surprising for the said concept is enshrined within the Hindu philosophy [i.e. functionally equivalent to "Indian philosophy" (Fenton, 1988)], which is characterized by an extraordinary degree of plurality (Hodge, 2004) in comprehension and practice. Reat (1990) notes that even familiar concepts such as "Brahman" and "Dharma" can signify a broad range of divergent and distinct concepts among numerous spiritual schools within the religion. However, owing to our stated focus on workplace happiness in the current research, we restricted the scope of this review specifically to conceptualizations and studies on Karma Yoga directed at employees (workplace context).

As stated earlier, with the slow yet increasing popularity of the Bhagavad Gita towards addressing organizational problems in recent years (Sharma, 1999), there has been a growing interest among management researchers in exploring the concept of Karma Yoga. Thus Chakraborty (1993) asserts the same to be energy conserving and mind purifying for it urges one to work for a cause higher than one's ego. Similarly, while affirming that a belief in Indian philosophy (Mulla & Krishnan, 2006) or Indian worldview (Mulla & Krishnan, 2009) is a necessary condition for practicing Karma Yoga, the concept is defined by them as a "technique for intelligently performing actions", or a "technique for performing actions in a manner that the soul is not bound by the effects of the actions" (Mulla & Krishnan, 2006; Mulla & Krishnan, 2007).

Moving further, the operationalization of the construct differs widely across studies. Hence while Narayanan & Krishnan (2003) provide a two factor conceptualization of the construct, i.e. *doing one's duty* and *not being attached to the outcomes*, Menon & Krishnan (2004) conceptualize a four factor model comprising of the dimensions of *significance of work*, *successful work*, *detachment from work* and *setting an example*. In later years, Mulla & Krishnan (2006) argued for a separate two factor model of Karma Yoga comprising of the dimensions of *duty orientation* and *absence of desire for rewards*, however they later revised the same to a three factor model (Mulla & Krishnan, 2009) by including *equanimity* as a third dimension of Karma Yoga.

Karma Yoga has been found to relate extensively with transformational leadership, emotional intelligence and spirituality (Mulla & Krishnan, 2007, 2008, 2009). Further Srirangarajan et al (2011) assert that the practice of Karma Yoga would lead to a win-win situation for the employee and the business organization. While the employees shall be rewarded with job satisfaction, personal growth and fulfillment, the organization experiences higher productivity and quality performance.

A critical review of the above discussion reveals that the operationalization of Karma Yoga lacks consensus, which can render research and findings involving the same a suspect. We

noticed that the earlier attempts towards operationalization were sketchy and simplistic with dimensions imposed than theorized. For e.g. Narayanan & Krishnan (2003) cared little to explain the rationale guiding their derivation of the dimensions, i.e. *doing one's duty* and *not being attached to outcomes*. Similarly Menon & Krishnan (2004) provide no basis for their four-factor operationalization of Karma Yoga. Mulla & **Krishnan (2006)**, in a seemingly comprehensive attempt, did present a more reasoned operationalization of the construct, deriving the dimensions of *duty orientation* and *absence of desire for rewards* from a content analysis of **Gandhi's (2001)** interpretation of Bhagavad Gita. However basing the same solely on Gandhi's interpretation resonates an inherent subjectivity that demands a relook. The later attempts are in effect modifications of Mulla & Krishnan's (2006) study, with frequent inclusion and exclusion of factors sans explanation. Thus, Mulla & Krishnan (2009) added equanimity as a third dimension of Karma Yoga, while in another study (i.e. Mulla & Krishnan, 2008), they abandoned equanimity and stuck to their original two factor conceptualization (Mulla & Krishnan, 2006). Surprisingly, the same authors re-introduced equanimity as a third dimension of the construct in a subsequent study (Mulla & Krishnan, 2012).

Davis et al.,1985. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place.

Mullins, 2005. Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative. **Sweney and McFarlin, 2005.** Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. So satisfaction is worth paying attention to, especially since it is potentially under your control – unlike some of the other causes of absenteeism (e.g. illness, accidents). But as we said circumstances can alter this equation. As a manager you could be implicitly encouraging absenteeism by enforcing company policies. If people are paid for sick days, and if they must be “used or lost” this is pretty strong encouragement for employees to be absent. In other words, you've helped create a culture of absenteeism that can overcome the “satisfaction” effect.

A different study was done by Scott, **Swartzel and Taylor (2005)** to determine how demographic factors were related to the level of job satisfaction of Extension agents in Mississippi. They believed that demographic variables should be considered to thoroughly understand the possible factors that lead to job satisfaction and dissatisfaction. Their study follow a descriptive correlation design based on Hackman and Oldham (1980) theory that describes a job characteristic which is an attribute of a job that creates conditions for high work motivation, satisfaction and performance. The study used questionnaire survey of a modified version of the Job Diagnostic Survey (JDI) developed by Hackman and Oldham (1980), consists of two sections of job satisfaction construct, namely personal satisfaction and context satisfaction. The questions asked in the personal satisfaction construct relates to internal work motivation, growth satisfaction, and general satisfaction. Whereby, job security, pay, co-worker relations and supervision were used to measure context satisfaction. The sub scales of demographic characteristics used in the study were gender, age, race,

marital status, education level, previous position and current position held by Extension agents.

Armstrong, 2006. The term job satisfactions refers to the attitude and feelings people have about their work. Positive and Favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

Kaliski., 2007. Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment.

George et al., 2008. Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Deci., 1975. Organizations motivate their workforce to perform effectively by offering those rewards for satisfactory performance and perhaps punishing them for unsatisfactory performance. Over the past hundred years or so there has been an evolution in the view of what the term 'rewards' actually means in an organizational context. According to psychologists, people can also be motivated to do things even though there is no external reward but the behavior itself. In this case people are said to be intrinsically motivated.

Sorge and Warner (1997), job satisfaction is the main result of work motivation. They argued that when the individual needs something, that need will cause tension, which will give rise to actions toward achieving the goals that may lead to satisfying his needs which, in turn, finally result in satisfaction.

OBJECTIVE

To analyze the influence of Karma Yoga on Job Satisfaction in Business Development Professionals

HYPOTHESIS

H₀: There is no influence of Karma Yoga on Job satisfaction among Business Development Professionals

H_a: There is an influence of Karma Yoga on Job satisfaction among Business Development Professionals

RESEARCH METHODOLOGY

This is a quantitative research design with pre and post interventional approach. Case studies have been included to bring in empirical insights into the study. Randomized control design, by using random generated table for sample respondent selection. Pre intervention data have been collected by using job satisfaction scale in first stage and later after completion of thirty days of Karma Yoga sessions post intervention data was collected. About 400 sample respondent in 25-40 years of age group, both male & female respondents working in various sectors like FMCG, Healthcare, Consumer Durables, Banking & Insurance, retail and pharmaceutical sectors in Bengaluru city were selected for the study.

DATA ANALYSIS

Having discussed all important aspects of karma yoga on employee’s job satisfaction, now the researcher in this section turns to data analysis and interpretation. First part of consists of respondents profile across various demographic factors like Age, Educational Qualification, Annual Income and Marital Status, area. Second part of the analysis is about the influence of Karma Yoga on Job satisfaction in Business Development Professionals using Job satisfaction scale.

PROFILE OF THE SAMPLE RESPONDENT

Particular	Category	Frequency	Percent
GENDER	MALE	262	68
	FEMALE	122	32
MARITAL_STATUS	MARRIED	173	45
	UNMARRIED	211	55
AREA	RURAL	134	35
	URBAN	250	65
EDUCATION	SSLC	32	8
	PUC	81	21
	DIPLOMA	82	22
	UG	135	35
	PG	54	14
SALARY	Below 10K	6	2
	10K to 15K	52	13
	15K to 20K	144	38
	20K-25K	154	40
	Above 25k	28	7

From above table it is evident that 68% respondents belong to male category and 32% respondents are female. 55% respondents belong to unmarried category and 45% respondents are married. 65% respondents belong to urban category and 35% respondents are from rural background. 35% respondents are graduates, 14% have post-graduate degree, 22% respondents have diploma educational qualification and 8% respondents have qualification up to SSLC level. 40% respondents have an income in the range of Rs 20,000 to Rs 25,000, 7% respondents have a salary of more than Rs 25,000, 2% respondents have a salary of less than Rs 10,000 and only 13% respondents have income of Rs 10,000 to Rs 15,000.

DESCRIPTIVE STATISTICAL ANALYSIS FOR PRE-SET

Sl. No.	Statements	Mean	SD	95% Confidence Interval	
				Lower	Upper
1	In the society in general, as a result of the job I hold, my social status is best	4.04	0.99	3.94	4.14
2	With regard to economic advantages like salary allowances etc., I rate my job as	3.70	1.02	3.60	3.81
3	Keeping individual factors like intelligence, capacity, diligence, etc. in view I genuinely feel that I am	3.79	0.96	3.70	3.89
4	With regard to post retirement benefits like pension, gratuity etc. I rate my job as	3.78	1.11	3.67	3.89
5	On the scale of democratic functioning, I rate my job as	3.86	1.09	3.75	3.97
6	Keeping employment requirements like qualification, training etc. as equal, I rate my job in comparison with others as	3.71	1.01	3.60	3.81

7	The working conditions like comfortable seating, adequate temperature, humidity, hygienic & healthy environment of office or work place are	4.04	1.01	3.94	4.15
8	Communication network (both upward & downward) in my profession is	3.97	1.00	3.87	4.07
9	Opportunities in my job for horizontal & longitudinal mobility like promotion, increased responsibilities are	3.68	1.14	3.57	3.79
10	To my family, relatives & friends, my job appears to be	3.93	1.07	3.83	4.04

The above table highlights the job satisfaction among the Business development professionals. The highest mean value was recorded for, ‘In the society in general, as a result of the job I hold, my social status is best’ (mean 4.04) with standard deviation (0.99) indicating consistency in the opinion of the respondents. This is followed by; ‘The working conditions like comfortable seating, adequate temperature, humidity, hygienic & healthy environment of office or work place are’ (mean 4.04) with standard deviation (1.01). The respondents have indicated less mean value for ‘Keeping individual factors like intelligence, capacity, diligence, etc. in view I genuinely feel that I am’ with a mean score of 3.70 with maximum variation for ‘Opportunities in my job for horizontal & longitudinal mobility like promotion, increased responsibilities are’ with a SD of 1.14.

From lower and upper value of 95% confidence interval (CI); it is realized that the outcome will be same as observed in the above table for the whole study population. The agreement of 95% of the respondents in the study population is likely to possess opinion as that of entire respondents in the sample regarding all listed statements.

DESCRIPTIVE STATISTICAL ANALYSIS FOR PRE-SET

Sl. No	Statements	Mean	SD	95% Confidence Interval	
				Lower	Lower
1	The training orientation and experiences that I have got while on job has improved my competence & efficiency as a man	3.88	1.09	3.77	3.99
2	In or at my job, the built-in programs for recreation, entertainment like picnics outings, variety programs etc. are there	3.61	1.01	3.51	3.71
3	As a result of the job that I hold my social circle has widened to me	3.83	1.08	3.72	3.94
4	Do you agree that your bosses & colleagues are co-operative helpful & inspiring people for better & sincere work	3.91	0.98	3.81	4.00
5	My job provides facilities like medical care, housing, subsidized rationing, travelling etc.	3.91	1.18	3.79	4.02
6	My job is competent for developing in me a desirable style of life, habits & attitudes	3.73	1.09	3.62	3.84
7	My job gives me time & opportunities to attend to my family	3.89	1.22	3.77	4.01
8	My virtue of the job that hold, opportunities to get certain other positions, exofficio, etc. are	3.64	1.07	3.53	3.74

9	Places of posting in my job are irksome & inconvenient to me & my family	3.93	1.14	3.81	4.04
10	My job in its own way is trying to improve the quality of life i.e. it endeavors to make a better man	3.76	0.97	3.67	3.86
11	My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc. & also at late hours	3.89	1.10	3.78	4.00
12	In some emergency after me, My job has provisions to offer job to my children or family, ex-gratia grants etc.	3.68	1.02	3.58	3.78
13	My job is light enough to enable me to undertake side jobs	3.74	1.07	3.64	3.85
14	Malpractices like corruption, favoritism etc. are there in my job also	3.01	1.57	2.85	3.17
15	Do you feel that some job or profession in some way adds to the economy & development of the nation	3.87	0.93	3.77	3.96
16	If given a chance I shall put my children in the job that I am in	3.65	1.25	3.52	3.77
17	" work is worship" was perhaps spoken about the job that hold	3.97	0.96	3.87	4.07
18	If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job	3.75	1.11	3.64	3.86
19	How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc. rather it produces boredom	3.81	1.05	3.71	3.92
20	All said & done, how satisfied are you with your job	3.91	1.03	3.81	4.01

The above table highlights the job satisfaction among the Business development professionals. The highest mean value was recorded for, “ work is worship" was perhaps spoken about the job that hold’ (mean 3.97) with standard deviation (0.96) indicating consistency in the opinion of the respondents. This is followed by; ‘Places of posting in my job are irksome & inconvenient to me & my family’ (mean 3.93) with standard deviation (1.14). The respondents have indicated less mean value for ‘Malpractices like corruption, favoritism etc. are there in my job also’ with a mean score of 3.01 with maximum SD of 1.57.

From lower and upper value of 95% confidence interval (CI); it is realized that the outcome will be same as observed in the above table for the whole study population. The agreement of 95% of the respondents in the study population is likely to possess opinion as that of entire respondents in the sample regarding all listed statements.

DESCRIPTIVE STATISTICAL ANALYSIS FOR POST-SET

Sl. No	Statements	Mean	SD	95% Confidence Interval	
				Lower	Upper
1	In the society in general, as a result of the job I hold, my social status is best	4.35	0.76	4.28	4.43
2	With regard to economic advantages like salary allowances etc., I rate my job as	4.09	0.85	4.01	4.18
3	Keeping individual factors like intelligence, capacity, diligence, etc. in view I genuinely feel that I am	4.17	0.81	4.09	4.26
4	With regard to post retirement benefits like pension, gratuity etc. I rate my job as	4.22	0.94	4.13	4.32
5	On the scale of democratic functioning, I rate my job as	4.22	0.92	4.13	4.32
6	Keeping employment requirements like qualification, training etc. as equal, I rate my job in comparison with others as	4.01	0.85	3.92	4.09
7	The working conditions like comfortable seating, adequate temperature, humidity, hygienic & healthy environment of office or work place are	4.28	0.94	4.19	4.38
8	Communication network (both upward & downward) in my profession is	4.27	0.93	4.18	4.37
9	Opportunities in my job for horizontal & longitudinal mobility like promotion, increased responsibilities are	4.06	1.00	3.96	4.16
10	To my family, relatives & friends, my job appears to be	4.26	0.95	4.16	4.35

The above table highlights the job satisfaction among the Business development professionals. The highest mean value was recorded for, ‘In the society in general, as a result of the job I hold, my social status is best’ (mean 4.35) with standard deviation (0.76) indicating consistency in the opinion of the respondents. This is followed by; ‘The working conditions like comfortable seating, adequate temperature, humidity, hygienic & healthy environment of office or work place are’ (mean 4.28) with standard deviation (mean 0.94). The respondents have indicated less mean value for ‘Keeping employment requirements like qualification, training etc. as equal, I rate my job in comparison with others as’ with a mean score of 4.01 with maximum variation for ‘Opportunities in my job for horizontal & longitudinal mobility like promotion, increased responsibilities are’ with a SD of 1.00.

From lower and upper value of 95% confidence interval (CI); it is realized that the outcome will be same as observed in the above table for the whole study population. The agreement of 95% of the respondents in the study population is likely to possess opinion as that of entire respondents in the sample regarding all listed statements.

DESCRIPTIVE STATISTICAL ANALYSIS FOR POST-SET

Sl. No	Statements	Mean	SD	95% Confidence Interval	
				Lower	Lower
1	The training orientation and experiences that I have got while on job has improved my competence & efficiency as a man	4.32	0.87	4.23	4.41
2	In or at my job, the built-in programs for recreation, entertainment like picnics outings, variety programs etc. are there	3.99	0.89	3.90	4.08
3	As a result of the job that I hold my social circle has widened to me	4.24	0.92	4.15	4.33
4	Do you agree that your bosses & colleagues are co-operative helpful & inspiring people for better & sincere work	4.24	0.81	4.16	4.32
5	My job provides facilities like medical care, housing, subsidized rationing, travelling etc.	4.29	0.99	4.19	4.39
6	My job is competent for developing in me a desirable style of life, habits & attitudes	4.17	0.93	4.07	4.26
7	My job gives me time & opportunities to attend to my family	4.23	1.07	4.13	4.34
8	My virtue of the job that hold, opportunities to get certain other positions, exofficio, etc. are	3.95	1.01	3.84	4.05
9	Places of posting in my job are irksome & inconvenient to me & my family	4.23	0.99	4.13	4.33
10	My job in its own way is trying to improve the quality of life i.e. it endeavors to make a better man	4.15	0.91	4.06	4.24
11	My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc. & also at late hours	4.24	0.97	4.15	4.34
12	In some emergency after me, My job has provisions to offer job to my children or family, ex-gratia grants etc.	4.05	0.87	3.97	4.14
13	My job is light enough to enable me to undertake side jobs	4.14	0.87	4.05	4.22
14	Malpractices like corruption, favoritism etc. are there in my job also	3.46	1.65	3.30	3.63
15	Do you feel that some job or profession in some way adds to the economy & development of the nation	4.12	0.84	4.04	4.21
16	If given a chance I shall put my children in the job that I am in	4.14	1.09	4.03	4.25
17	" work is worship" was perhaps spoken about the job that hold	4.18	0.86	4.09	4.26
18	If given a chance, even if emoluments do not register enhancement, I will like to shift to some	4.08	1.14	3.96	4.19

	other job				
19	How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc. rather it produces boredom	4.15	0.93	4.05	4.24
20	All said & done, how satisfied are you with your job	4.27	0.86	4.18	4.35

The above table highlights the job satisfaction among the Business development professionals. The highest mean value was recorded for, ‘The training orientation and experiences that I have got while on job has improved my competence & efficiency as a man’ (mean 4.33) with standard deviation (0.87) indicating consistency in the opinion of the respondents. This is followed by; ‘My job provides facilities like medical care, housing, subsidized rationing, travelling etc.’ (mean 4.29) with standard deviation (mean 0.99). The respondents have indicated less mean value for ‘Malpractices like corruption, favoritism etc. are there in my job also’ with a mean score of 3.46 with SD of 1.65

From lower and upper value of 95% confidence interval (CI); it is realized that the outcome will be same as observed in the above table for the whole study population. The agreement of 95% of the respondents in the study population is likely to possess opinion as that of entire respondents in the sample regarding all listed statements.

RESULT OF RELIABILITY AND VALIDITY ANALYSIS FOR PRE DATA SET

Overall Cronbach's Alpha for 30 statements			0.952
Sl. No	Statements	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	In the society in general, as a result of the job I hold, my social status is	.622	.950
2	With regard to economic advantages like salary allowances etc., I rate my job as	.652	.950
3	The training orientation and experiences that I have got while on job has improved my competence & efficiency as a man	.734	.949
4	Keeping individual factors like intelligence, capacity, diligence, etc. in view I genuinely feel that I am	.586	.951
5	With regard to post retirement benefits like pension, gratuity etc. I rate my job as	.686	.950
6	In or at my job, the built-in programs for recreation, entertainment like picnics outings, variety programs etc. are there	.626	.950
7	As a result of the job that I hold my social circle has widened to me	.731	.949
8	Do you agree that your bosses & colleagues are co-operative helpful & inspiring people for better & sincere work	.610	.950
9	My job provides facilities like medical care, housing, subsidized rationing, travelling etc.	.692	.950

10	My job is competent for developing in me a desirable style of life, habits & attitudes	.670	.950
11	My job gives me time & opportunities to attend to my family	.633	.950
12	My virtue of the job that hold, opportunities to get certain other positions, exofficio, etc. are	.632	.950
13	Places of posting in my job are irksome & inconvenient to me & my family	.630	.950
14	My job in its own way is trying to improve the quality of life i.e. it endeavors to make a better man	.671	.950
15	On the scale of democratic functioning, I rate my job as	.642	.950
16	Keeping employment requirements like qualification, training etc. as equal, I rate my job in comparison with others as	.638	.950
17	My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc. & also at late hours	.555	.951
18	In some emergency after me, My job has provisions to offer job to my children or family, ex-gratia grants etc.	.579	.951
19	The working conditions like comfortable seating, adequate temperature, humidity, hygenic & healthy environment of office or work place are	.679	.950
20	My job is light enough to enable me to undertake side jobs	.624	.950
21	Malpractices like corruption, favoritism etc. are there in my job also	.283	.955
22	Do you feel that some job or profession in some way adds to the economy & development of the nation	.539	.951
23	If given a chance I shall put my children in the job that I am in	.661	.950
24	" work is worship" was perhaps spoken about the job that hold	.520	.951
25	Communication network (both upward & downward) in my profession is	.655	.950
26	Opportunities in my job for horizontal & longitudinal mobility like promotion, increased responsibilities are	.622	.950
27	If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job	.630	.950
28	How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc. rather it produces boredom	.616	.950
29	To my family, relatives & friends, my job appears to be	.667	.950
30	All said & done, how satisfied are you with your job	.603	.950

Significance of Karma Yoga on Job satisfaction in Business Development Professionals with the help of thirty statements and respondents were requested to provide their opinion on the listed avenues. In order to assess the reliability and validity of the respondents; Item-Total Correlation and Cronbach's Alpha values were analyzed and it was observed that total Cronbach's Alpha was scored at 0.952 that is statistically excellent.

Further, scale item elimination procedure was carried out to achieve greater level of consistency but the results revealed that removal of one statement might not improve overall reliability. Therefore the researcher decided to use all the statements for hypothesis testing purpose in the following section.

The validity analysis was done using Item-Total Correlation & all statements have indicated medium to strong correlation as seen in the above table in which all statements have recorded correlation value greater than 0.30 except for one statement which is a standard for validation. The lowest correlation is recorded at 0.28 for Malpractices like corruption, favoritism etc. are there in my job also statement.

RESULT OF RELIABILITY AND VALIDITY ANALYSIS FOR POST DATA SET

Overall Cronbach's Alpha for 30 statements			0.939
Sl. No	Statements	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	In the society in general, as a result of the job I hold, my social status is	.492	.938
2	With regard to economic advantages like salary allowances etc., I rate my job as	.621	.937
3	The training orientation and experiences that I have got while on job has improved my competence & efficiency as a man	.664	.936
4	Keeping individual factors like intelligence, capacity, diligence, etc. in view I genuinely feel that I am	.498	.938
5	With regard to post retirement benefits like pension, gratuity etc. I rate my job as	.705	.936
6	In or at my job, the built-in programs for recreation, entertainment like picnics outings, variety programs etc. are there	.582	.937
7	As a result of the job that I hold my social circle has widened to me	.629	.936
8	Do you agree that your bosses & colleagues are co-operative helpful & inspiring people for better & sincere work	.482	.938
9	My job provides facilities like medical care, housing, subsidized rationing, travelling etc.	.680	.936
10	My job is competent for developing in me a desirable style of life, habits & attitudes	.590	.937
11	My job gives me time & opportunities to attend to my family	.534	.938
12	My virtue of the job that hold, opportunities to get certain other positions, exofficio, etc. are	.621	.936

13	Places of posting in my job are irksome & inconvenient to me & my family	.634	.936
14	My job in its own way is trying to improve the quality of life i.e. it endeavors to make a better man	.621	.937
15	On the scale of democratic functioning, I rate my job as	.671	.936
16	Keeping employment requirements like qualification, training etc. as equal, I rate my job in comparison with others as	.635	.936
17	My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc. & also at late hours	.491	.938
18	In some emergency after me, My job has provisions to offer job to my children or family, ex-gratia grants etc.	.564	.937
19	The working conditions like comfortable seating, adequate temperature, humidity, hygienic & healthy environment of office or work place are	.614	.937
20	My job is light enough to enable me to undertake side jobs	.512	.938
21	Malpractices like corruption, favoritism etc. are there in my job also	.283	.944
22	Do you feel that some job or profession in some way adds to the economy & development of the nation	.429	.938
23	If given a chance I shall put my children in the job that I am in	.675	.936
24	" work is worship" was perhaps spoken about the job that hold	.504	.938
25	Communication network (both upward & downward) in my profession is	.593	.937
26	Opportunities in my job for horizontal & longitudinal mobility like promotion, increased responsibilities are	.578	.937
27	If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job	.593	.937
28	How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc. rather it produces boredom	.540	.937
29	To my family, relatives & friends, my job appears to be	.695	.936
30	All said & done, how satisfied are you with your job	.587	.937

Significance of Karma Yoga on Job satisfaction in Business Development Professionals with the help of thirty statements and respondents were requested to provide their opinion on the listed statements. In order to assess the reliability and validity of the respondents; Item-Total Correlation and Cronbach's Alpha values were analyzed and it was observed that total Cronbach's Alpha was scored at 0.939 that is statistically excellent.

Further, scale item elimination procedure was carried out to achieve greater level of consistency but the results revealed that removal of one statement might not improve overall reliability. Therefore the researcher decided to use all the statements for hypothesis testing purpose in the following section.

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FACTOR ANALYSIS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.929
Bartlett's Test of Sphericity	Approx. Chi-Square	5830.66
	df	435
	p-value	0.001*

(Source: SPSS Version 23/KMO and Barlett’s Test)

“KMO Test is a measure of suitability of data for Factor Analysis. The test measures sampling adequacy for each variable in the model and for the complete model. Bartlett’s test for homogeneity of variances is used to test that variances are equal for all samples. It checks that the assumption of equal variances is true before running certain statistical tests”

The “KMO measure of sampling adequacy is 0.929 and Barlett’s test of Sphericity with approximate chi-square value is 5830.66. These results are statistically significant at 5% level. Hence all the 30 statements are distributed normally and are suitable for data reduction”

Rotated Component Matrix						
Sl. No.	Statements	Component				
		1	2	3	4	5
1	In the society in general, as a result of the job I hold, my social status is	.706				
3	The training orientation and experiences that I have got while on job has improved my competence & efficiency as a man	.703				
5	With regard to post retirement benefits like pension, gratuity etc. I rate my job as good	.674				
7	As a result of the job that I hold my social circle has widened to me	.637				
15	On the scale of democratic functioning, I rate my job as	.583				
19	The working conditions like comfortable seating, adequate temperature, humidity, hygienic & healthy environment of office or work place are	.559				

17	My job is so absorbing that even in the absence of overtime allowance, I am willing to work on Sundays, holidays etc. & also at late hours	.556				
25	Communication network (both upward & downward) in my profession is	.533				
29	To my family, relatives & friends, my job appears to be	.526				
24	"work is worship" was perhaps spoken about the job		.702			
22	Do you feel that some job or profession in some way adds to the economy & development of the nation		.678			
30	All said & done, how satisfied are you with your job		.647			
28	How far do you agree that the hierarchy in your job leaves no scope for freedom, decision making, initiative etc. rather it produces boredom		.598			
2	With regard to economic advantages like salary allowances etc., I rate my job as		.565			
10	My job is competent for developing in me a desirable style of life, habits & attitudes		.517			
4	Keeping individual factors like intelligence, capacity, diligence, etc. in view I genuinely feel that I am		.504			
18	In some emergency after me, My job has provisions to offer job to my children or family, ex-gratia grants etc.			.755		
20	My job is light enough to enable me to undertake side jobs			.736		
14	My job in its own way is trying to improve the quality of life i.e. it endeavors to make a better man			.555		
12	My virtue of the job that hold, opportunities to get certain other positions, exofficio, etc. are			.528		
16	Keeping employment requirements like qualification, training etc. as equal, I rate my job in comparison with others as			.518		
23	If given a chance I shall put my children in the job that I am in				.583	
26	Opportunities in my job for horizontal & longitudinal mobility like promotion, increased responsibilities are				.688	
27	If given a chance, even if emoluments do not register enhancement, I will like to shift to some other job				.738	
11	My job gives me time & opportunities to attend to my family					.578
13	Places of posting in my job are irksome & inconvenient to me & my family					.545
Factors		F1	F2	F3	F4	F5

Finally, the “rotated component matrix shows the factor loadings for each attribute and highlights the factor that each attribute loaded most strongly on respective component as observed in the above table with values greater than 0.50 which was set standard”

Thus Exploratory Factor Analysis by Principal Component Analysis method derived five factors related to Karma Yoga which influence Job satisfaction among Business Development Professionals viz., F1: job prestige, F2: job contentment, F3: job security, F4: job opportunity and F5: job & quality of life.

Paired Samples Statistics					
		Mean	N	SD	Std. Error Mean
Pair 1	F1PRE	3.9149	384	.77578	.03959
	F1POST	4.2691	384	.66015	.03369
Pair 2	F2PRE	3.8274	384	.71713	.03660
	F2POST	4.1637	384	.60723	.03099
Pair 3	F3PRE	3.7057	384	.78549	.04008
	F3POST	4.0589	384	.68629	.03502
Pair 4	F4PRE	3.6910	384	.93879	.04791
	F4POST	4.0946	384	.88962	.04540
Pair 5	F5PRE	3.9076	384	1.02255	.05218
	F5POST	4.2331	384	.92102	.04700
Pair 6	JSSPRE	3.8093	384	.73283	.03740
	JSSPOST	4.1639	384	.61217	.03124

The SD is less than 1, it “indicates that there is consistency in the respondent’s opinion towards the listed Select statements influence Job satisfaction in Business Development Professionals as the aggregate mean value in post statements is more than 4 which falls on the positive side of the scale and also falls within the upper and lower confidence intervals”

Paired Samples Test									
		Paired Differences					t-value	df	p-value
		Mean	SD	Std. Error Mean	95% Confidence Interval of the Difference				
					Upper	Lower			
Pair 1	F1PRE - F1POST	.354	.73393	.03745	.42781	.28053	9.456	383	0.001*
Pair 2	F2PRE - F2POST	.336	.73353	.03743	.40991	.26271	8.984	383	0.001*
Pair 3	F3PRE - F3POST	.353	.77419	.03951	.43080	.27545	8.938	383	0.001*
Pair 4	F4PRE - F4POST	.403	.88009	.04491	.49195	.31534	8.987	383	0.001*
Pair 5	F5PRE - F5POST	.325	.95910	.04894	.42175	.22929	6.651	383	0.001*
Pair 6	JSSPRE - JSSPOST	.354	.639	.032	.41872	.29038	10.864	383	0.001*

*significant at 5% level
All values in the absolute form, ignored negative sign for inference purpose

The mean value indicated changes in post statement opinion and higher values are recorded in post survey which is a desired condition.

Based on the results of the paired sample t test on the five factors it is evidenced that post survey respondents have indicated significance of Karma Yoga on the Job satisfaction level.

Based on the results of the test, the null hypothesis H_0 : “There is no influence of Karma Yoga on Job satisfaction among Business Development Professionals” was rejected and the alternate hypothesis H_a : “There is an influence of Karma Yoga on Job satisfaction among Business Development Professionals” was accepted, since test has revealed a significant statistical reliable difference between the pre & post treatment values with p-value is less than the 5% significance level (i.e. $0.001 < 0.05$) in our study and therefore it justifies the acceptance of alternate hypothesis based on the paired sample test procedure.

FINDINGS

- Majority of the respondents (68%) belong to male category whereas female respondents account for 32% of the overall sample of the study
- 55% respondents are unmarried and 45% respondents are married w.r.t. overall sample of the study
- Large portion of respondents (65%) belong to urban category and remaining 35% respondents are from rural area
- 35% respondents are Graduates, 14% have Post-Graduate qualification, 22% respondents have Diploma Education and 8% respondents have qualification up to SSLC level.
- 40% respondents have an income in the range of Rs 20,000 to Rs 25,000, 7% respondents have a salary of more than Rs 25,000, 2% respondents have a salary of less than Rs 10,000 and only 13% respondents have income of Rs 10,000 to Rs 15,000.
- 40% of the respondents have said to my family, relatives & friends, my job appears to be excellent which is highest among the sample respondents
- With regard to economic advantages like salary allowances etc., I rate my job as good was endorsed by 22% sample respondents
- 27% sample respondents have provided neutral response to the statement my family, relatives & friends, my job appears to be satisfactory
- 17% sample respondents believe in the society in general, as a result of the job I hold, my social status is neutral
- 10% sample respondents says with regard to economic advantages like salary allowances etc., I rate my job as fair and also with regard to post retirement benefits like pension, gratuity etc. I rate my job as rational
- 10% sample respondents rate the working conditions like comfortable seating, adequate temperature, humidity, hygienic & healthy environment of office or work place are reasonable
- 43% of the respondents are completely agree that the job gives time & opportunities to attend to family.
- 43% of the respondents are completely agree that the job, has built-in programs for recreation, entertainment like picnics outings, variety programs etc.
- 47% of the respondents feel that some job or profession in some way adds to the economy & development of the nation
- 29% of the respondents assume their job in its own way is trying to improve the quality of life i.e. it endeavors to make a better man
- 29% of the respondents agree that bosses & colleagues are co-operative helpful & inspiring people for better & sincere work in the organization
- 29% of the respondents disagree that the malpractices like corruption, favoritism etc. are there in job
- 36% of the respondents agree that their job is so absorbing that even in the absence of overtime allowance, they are willing to work on Sundays, holidays etc. & also at late hours

- 42% of the respondents says their job provides facilities like medical care, housing, subsidized rationing, travelling etc.
- 37% of the respondents agree that the training orientation and experiences they have got while on job has improved their competence & efficiency
- The reliability of the survey was done using Cronbach's Alpha test and the value was scored at 0.952 that is statistically excellent.
- The validity analysis was done using Item-Total Correlation & all statements have indicated medium to strong correlation in which recorded correlation values are greater than 0.30.
- KMO test measured sampling adequacy at 0.929 which is excellent in terms of standard and Barlett's test of Sphericity with approximate chi-square value is 5830.66. These results are statistically significant at 5% level. Hence all the 30 statements are distributed normally and are suitable for factor analysis
- Factor analysis revealed five components with a cumulative value of 57.56% which is adequate for the overall variance analysis for 30 statements
- Exploratory Factor Analysis using Principal Component Analysis method derived five factors related to Karma Yoga which influenced Job satisfaction in Business Development Professionals viz., F1: job prestige, F2: job contentment, F3: job security, F4: job opportunity and F5: job & quality of life.
- Karma Yoga influence on Job satisfaction in Business Development Professionals has an aggregate mean value of more than 4 which falls on the positive side of the scale and also falls within the upper and lower confidence intervals
- Post karma yoga intervention the Job satisfaction survey indicated changes in post statement opinion and higher values were recorded as compared to pre survey
Based on the results of the paired sample t test on the five factors it is evidenced that post survey respondents have indicated significance of Karma Yoga on the Job satisfaction level.

CONCLUSION

Karma Yoga is the path of action for the attainment of self-realization. In every individual there is a mix of behavior, Skills, Competencies and Ethics on the one hand and on the other its counter motives and carvings for narrow gains. The applications of Karma Yoga is a path to lead a kindly light to mankind to emancipate from the contemporary materialistic mental darkness occupied in human beings across the globe to a great extent. Sadhana must be the way for the evolution of the marketing and sales professionals are no exception for it even though they are tempted by lucrative positions and possessions by industry to make them more pruned towards selfish ends.

Asathoma Sadgamaya Tamasoma and Mrityorma Amrutangamaya will be the path for salvation.

Om Shanti Shanti Shanti hi.

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