CHAPTER – 2

2.0   LITERARY RESEARCH

The literature reviewed includes scared books on *Karma Yoga*, works of the authorities in Marketing, Research Projects, Working Papers, Publications by various Sanatana Institutions, proceeding of the Conferences on the themes of *Karma Yoga*, industry brochures, journals, articles from the periodicals and other available knowledge including e-resources. The review of literature is carried more specifically keeping the topic chosen for the study on hand and very specifically on the objectives of the study.

Literature Review on *Karma Yoga*

While the literature on *Karma Yoga* in the field of management research is still in its infancy, the idea is undoubtedly the most commonly studied, commented on, and misunderstood part of the Indian worldview (Mahadevan, 1958).Given the term's roots in Hindu philosophy [equivalent to "Indian philosophy" (Fenton, 1988)], this is not surprising (Hodge, 2004). According to Reat, even well-known terms like "Brahman" and "Dharma" can refer to a wide range of differing spiritual schools (1990). We focused on *Karma Yoga* studies aimed at employees because the current study's stated objective is on workplace satisfaction (workplace context).

As previously noted, there has been a growing interest among management experts in examining the notion of *Karma Yoga* as a result of the Bhagavad Gita's sluggish but increasing popularity in recent years in addressing organisational difficulties (Sharma, 1999). As a result, Chakraborty (1993) claims that it is both energy-saving and mind-purifying because it encourages one to labour for a purpose greater than one's ego. of Gandhi's (2001) Bhagavad Gita interpretation However, basing it exclusively on Gandhi's perspective reveals a level of subjectivity that necessitates a reconsideration.

Last-minute tweaks to Mulla & Krishnan's (2006) analysis result in several factor additions and deletions with little justification. That is why Mulla & Krishnan (2009) added equanimity to *Karma Yoga*, whereas they dropped it in favour of their two-factor technique (Mulla & Krishnan, 2006). The same authors then added equanimity as a third component to the construct (Mulla & Krishnan,). Their concept includes four factors: work relevance, success, separation, and example. That is, executing one's job but avoiding connection to results (Narayanan and Krishnan, 2003). It was then incorporated to Mulla and Krishnan's (2006) two-factor *Karma Yoga* paradigm, which included duty orientation and lack of reward desire (Mulla

& Krishnan, 2009).

Karma Yoga is a "method for completing actions in such a way that the soul is not bound by the ramifications of the actions" (Mulla & Krishnan, 2006; Mulla & Krishnan, 2007). There's no proof for Menon & Krishnan's four-factor *Karma Yoga* operationalization. Mulla and Krishnan (2006) attempted a more extensive operationalization of the construct using the Bhagavad Gita as a content study and interpretation.

According to Srirangarajan et al (2011), *Karma Yoga* benefits both parties. Employees will be happier and more fulfilled at work, while the firm will profit from greater production and performance. Because there is no consensus on how to operationalize *Karma Yoga*, the research and findings are suspect. The prior attempts at operationalization were crude and simplistic, imposing rather than theorising aspects. For example, Narayanan & Krishnan (2003) refused to explain how they arrived at the dimensions of obligation and results.

Literature Review on Job Satisfaction

Mullins, 2005. Job satisfaction is a diverse and subjective concept. Job satisfaction is usually linked to motivation, however the link is ambiguous. Happiness is not motivation. Job satisfaction is an attitude, not a state. It could be quantitative or qualitative.

Sweney & McFarlin Even if the effects are slight, job satisfaction helps reduce employee absence. Unlike other factors of absence, satisfaction is theoretically controllable (e.g. illness, accidents). Of course, circumstances can affect the equation. By enforcing business standards, you may be tacitly encouraging absenteeism as a manager. Employees are more likely to be absent if they are paid for sick days and must be used or they will be forfeited. In other words, you've contributed to the development of an absenteeism culture capable of overcoming the "satisfaction" effect. Scott conducted a different study.

Swortzel and Taylor (2005) in order to see how demographic characteristics influenced Extension agents' work satisfaction in Mississippi. They argued that demographic variables should be taken into account in order to fully comprehend the aspects that contribute to job satisfaction and discontent. Their research used a descriptive correlation methodology based on Hackman and Oldham's (1980) theory, which defines a job feature as a job attribute that provides conditions for high job motivation, satisfaction, and performance. The study employed a modified version of Hackman and Oldham's Job Diagnostic Survey (JDI), which

consists of two sections of the job satisfaction construct, namely personal satisfaction and context satisfaction. Internal work motivation, growth satisfaction, and overall contentment are among the questions posed in the personal satisfaction construct. Job security, compensation, coworker interactions, and supervisory oversight were utilised to assess context satisfaction. Gender, age, race, marital status, education level, former employment, and present position held by Extension agents were the subscales of demographic characteristics employed in the study.

Armstrong, 2006 Job satisfaction refers to a person's attitude about their job. Positive attitudes toward work indicate job happiness. Negative and unfavourable attitudes regarding work reflect job unhappiness.

Kaliski, et al., 2007. Employees that are happy at work feel accomplished and successful. It's often linked to personal and professional success.... Job satisfaction is defined as enjoying one's work and being paid for it. The passion for one's job is also called job satisfaction. Job satisfaction is vital for promotion, income, and other goals.

George and co., 2008. Job satisfaction relates to how people feel about their jobs. In addition to having opinions on their jobs, people's levels of job satisfaction might vary greatly. People might also have thoughts about their occupations, coworkers, supervisors, or subordinates, and salary.

Literature Review on Job Motivation

Deci,. 1975 . Organizations encourage their employees to perform well by rewarding them for good work and maybe disciplining them for poor work. There has been a change in the perception of what the term "rewards" signifies in an organisational environment during the last century or so. Psychologists say people might be motivated to act even if no external reward is there. In this situation, people are considered intrinsically driven.

McCormick and Tifflin (1979),Intrinsic and extrinsic motivation exist. Intrinsic job motivations are established when an individual completes a task or achieves a goal. Extrinsic rewards include pay, perks, security, advancement, service contract, work atmosphere, and circumstances. These company-specific motivations may be difficult to alter. Intrinsic motivation includes the ability to apply one's talents, a sense of challenge and accomplishment, respect, positive acknowledgment, and respect.

Dessler 1980 According to both the easiest and most difficult administrative jobs, motivation is one of the most challenging. It's simple: humans are naturally motivated or forced to perform in ways that lead to rewards.

Daschler and Ninemeier (1984)"A state or force within an individual that propels the employee to attain a goal," they write. Motivating others to take required actions is what a supervisor does.

Drummond (1990) Behaviours can be explained by personal motivation.That which motivates people to perform in certain ways. It's challenging to fulfil employee needs because they vary. All of these aspects must be taken into account by organisations. They must inspire employees by establishing a motivating workplace. This is largely because what inspires employees changes constantly.

Bowen &Radhakrishna (1991). It is hard to understand, explain, or predict human behaviour without motivation. They pioneered the human relations approach to management, prioritising employee needs and motivation.

'Bong' (1996) On the basis of their theoretical orientation, motivation models can be split into two categories: cognitive and social-cognitive models. Individual attributes are emphasised above job and work environment factors in cognitive motivation theories, which "place a greater emphasis on understanding learners' hidden cognitive processes, sometimes disregarding the impact of social and contextual elements." The goal of a socio-cognitive strategy is to establish and test 41 hypotheses regarding the nature and direction of social and environmental influences. As a result of their differing theoretical approaches, academic motivation researchers frequently reach differing conclusions about which potentially significant features to include in or exclude from their conceptualizations.

Ajila (1997) will be dedicated to his career to the extent that it entails tasks that are personally rewarding to him. A person who is extrinsically driven will be dedicated to the extent that he or she can achieve or get external incentives for their work. He went on to say that in order for someone to be motivated at work, they must have a need that they perceive as having a chance of being met through some sort of incentive.If the reward is inherent to the job, then it is intrinsic. Extrinsic motivation occurs when the reward is unrelated to the task.

Sorge and Warner (1997),The primary outcome of work motivation is job satisfaction. They claimed that when a person is in need of something, that need will generate tension, which will lead to behaviours aimed at accomplishing goals that may lead to the fulfilment of his needs, which would, in turn, lead to satisfaction

Young (2001) defined motivation is the internal force that governs work effort, direction, and persistence." Notably, Frey uses the word "external intervention." Extrinsic motivation, says Frey, is driven by norms and instructions as well as external incentives. To comprehend how organisational changes effect employee performance, one must comprehend how organisational changes affect employee motivation. Even if people are capable of doing a task, their performance is poor. Even if individuals are capable of executing a given job, their performance will be low. Employee performance will suffer if they are unwilling to give their all while doing so. As a result, employee motivation is a critical factor in workplace success.

Houkes (2001). Greenberg et al (2003) defines 'The set of mechanisms that excite, guide, and maintain human behaviour toward the achievement of some objective"

Bassett-Jones &Lloyd (2005) According to Bassett-Jones and Lloyd (2005), early research into employee motivation was based on these two perspectives of human nature. The first viewpoint is that of Taylor, who saw humans as "lazy and work-averse" and thus believed that external stimuli were the only way to inspire them. The second point of view is based on Hawthorn research, which asserts that people are pushed to work efficiently both for "its own sake" and for social and financial advantage. This type of motivation is referred to be "internally motivated" at this school.

Literature Review on Job Involvement

Miguel Pina e Cunha (2002) studied how control and employee loyalty are built by managing culture, structure, and leadership. A high-profile culture, low-profile leadership, and minimal structure create a vibrant and loyal organisation. In his opinion, the processes function effectively together. This subtle management approach fosters employee loyalty and fits both the company's and professionals' needs**.**

P.C.Mishra and Minum Sharma (2005) Research was done to evaluate the association between social support and job involvement among prison officials. Involvement in the workforce is positively impacted by social support in terms of appraisal, physical, and belonging. The study found that total social support predicts job participation among prison guards. The others are belonging, appraisal, and tangible

assistance.

Abraham Carmeli (2005) proposes and evaluates a model to explain the impact of environmental and personal elements in top executives' commitment to their jobs. The data reveal that work involvement is influenced by both situational and personal factors. Emotional commitment mediates the link between perceived external prestige and workplace participation, while normative commitment mediates the link between protestant work ethic and job involvement, according to the findings.

Frederick Reichheld (born Frederick Reichheld) is a German (2006) Individuals who intend to stay with a firm for at least two years can be influenced by a range of factors, including perks and compensation, working environment, job satisfaction, and customers, according to his research. Staff loyalty is critical for firms since employee turnover, also known as churn, may be costly. Making employees feel valued is one of the most effective ways to increase employee loyalty, according to his research. In his report, only 55% of employees interviewed felt treated fairly. An employee feedback system could help enhance employee loyalty by allowing two-way contact between employees and management. Employees will be more loyal to the firm if they believe the company is listening to them and appreciating their accomplishments.

Ongori is a term used to describe a (2007) Work-related involvement or preoccupation is defined as the degree to which an employee recognises his or her own job. Workplace involvement also highlights the importance of work on a worker's self-perception. As a result, an employee's own perspective on life is largely shaped by his reading. There are other organisational and vocational characteristics to consider (Moynihan & Pandey, 2007). As a result, job involvement is an organisational attitude that shows how much an employee psychologically identifies with the employer organisation and values their work, boosting self-esteem.(Robbins, 1998: 142; Weidmer, 1998). There have been two ways to job involvement explored. Job involvement is assumed to arise when particular requirements, values, or personal attributes lead people to become more or less interested in their occupations, according to the first way. The second method looks at job involvement as a reaction to the uniqueness of a particular work situation.

Chughtai, Aamir Ali (2008),Aamir Ali Chughtai evaluated the impact of job involvement on self-reported measures of job performance and organisational citizenship . This study established a link between work engagement and both in-role job performance and organisational citizenship. Work involvement-performance relationship partially moderated by organisational commitment. Moreover, job participation influenced organisational citizenship behaviour more than in-role performance.

Ravindra Pathak and Dr. Manoj Patwardhan (2011) highlighted the elements of work involvement and organisational success, as well as the relationship between the two. Employees directly contribute to organisational performance through their working style, approach to achieving organisational goals, quality improvement, and acquisition of fresh talent and abilities, according to this study. 2011 (Ekmekci).

Khan et al., 2011) Khan Job involvement, commitment, and performance are among the most explored themes in organisationalbehaviour and human resource management. They went on to state that job involvement is one of the best ways to improve employee engagement and commitment. Job involvement, on the other hand, is tied to how employees see their jobs. When a person's employment is rewarding, his readiness and accomplishment rise (Ekmekci, 2011). Employees who are involved in decisions impacting their job and responsibilities feel more ownership.

Job participation is linked to employee commitment. This clearly shows that employees in organisations with a job involvement culture are more loyal to the company than employees in firms without it (Khan et al., 2011).

2.1 REVIEW OF ANCIENT LITERATURE

Chapter 2 Verse 48 Sankhya Yoga

योगस्थः कुरुकर्माणिसङ्गंत्यक्त्वाधनञ्जय|
सिद्ध्यसिद्ध्योः समोभूत्वासमत्वंयोगउच्यते|| 48||

yoga-sthaḥkurukarmāṇisaṅgaṁtyaktvādhanañjaya
siddhy-asiddhyoḥsamobhūtvāsamatvaṁ yoga uchyate

Perform your job unattached to success or failure, O Arjuna. Yoga is serenity.

Chapter 2 Verse 57 Sankhya Yoga

यः सर्वत्रानभिस्नेहस्तत्तत्प्राप्यशुभाशुभम्|
नाभिनन्दतिनद्वेष्टितस्यप्रज्ञाप्रतिष्ठिता || 57||

yaḥsarvatrānabhisnehas tat tatprāpyaśhubhāśhubham
nābhinandatinadveṣhṭitasyaprajñāpratiṣhṭhitā

A person who is unaffected by good or ill, neither appreciating nor despising it, is confident in perfect knowledge.

Chapter 3 Verse 5 *Karma Yoga*

नहिकश्चित्क्षणमपिजातुतिष्ठत्यकर्मकृत्|
कार्यतेह्यवशः कर्मसर्वः प्रकृतिजैर्गुणैः || 5||

*na hi kaśhchitkṣhaṇamapijātutiṣhṭhatyaKarma-kṛit
kāryatehyavaśhaḥKarmasarvaḥprakṛiti-jairguṇaiḥ*

Everyone is compelled to behave helplessly in accordance with the attributes he has inherited from material nature's modes; as a result, no one can refrain from acting, even for a time.

Chapter 3 Verse 6 *Karma Yoga*

कर्मेन्द्रियाणिसंयम्ययआस्तेमनसास्मरन्|
इन्द्रियार्थान्विमूढात्मामिथ्याचारः सउच्यते || 6||

*karmendriyāṇisanyamyayaāstemanasāsmaran
indriyārthānvimūḍhātmāmithyāchāraḥsauchyate*

A pretender is someone who restrains their senses of action while their minds are preoccupied with sense items.

Chapter 3 Verse 7 *Karma Yoga*

यस्त्विन्द्रियाणिमनसानियम्यारभतेऽर्जुन |
कर्मेन्द्रियै: कर्मयोगमसक्त: सविशिष्यते || 7||

*yastvindriyāṇimanasāniyamyārabhate 'rjuna
karmendriyaiḥKarma-Yogamasaktaḥsaviśiṣhyate*

A serious individual who starts Karma-Yoga without attachment and tries to manage the active senses with the mind is considerably superior.

Chapter 3 Verse 8 *Karma Yoga*

नियतंकुरुकर्मत्वंकर्मज्यायोह्याकर्मण: |
शरीरयात्रापिचतेनप्रसिद्ध्येदकर्मण: || 8||

*niyataṁkuruKarmatvaṁKarmajyāyohyaKarmaṇaḥ
śharīra-yātrāpi cha tenaprasiddhyedaKarmaṇaḥ*

Perform your assigned duties since it is preferable to not working. Without employment, one cannot even maintain one's physical body.

Chapter 3 Verse 9 *Karma Yoga*

यज्ञार्थात्कर्मणोऽन्यत्रलोकोऽयंकर्मबन्धन: |
तदर्थंकर्मकौन्तेयमुक्तसङ्ग: समाचर || 9||

*yajñārthātKarmaṇo 'nyatraloko 'yaṁKarma-bandhanaḥ
tad-arthaṁKarmakaunteyamukta-saṅgaḥsamāchara*

Work must be undertaken as a sacrifice to Vishnu; else, work results in slavery in this material realm. As a result, O son of Kunti, execute your allotted responsibilities for His satisfaction, and you will always be free of bondage.

Chapter 3 Verse 14 *Karma Yoga*

अन्नाद्भवन्तिभूतानिपर्जन्यादन्नसम्भव: |
यज्ञाद्भवतिपर्जन्योयज्ञ: कर्मसमुद्भव: || 14||

*annādbhavantibhūtāniparjanyādanna-sambhavaḥ
yajñādbhavatiparjanyoYajñaḥKarma-samudbhavaḥ*

Food grains, which are created by rain, are essential to all living organisms. Rains are caused by the execution of yajna [sacrifice], and yajna is caused by the fulfilment of prescribed chores.

Chapter 3 Verse 19 *Karma Yoga*

तस्मादसक्तः सततंकार्यंकर्मसमाचर |
असक्तोह्याचरन्कर्मपरमाप्रोतिपूरुषः || 19||

tasmādasaktaḥsatataṁkāryaṁKarmasamāchara
asaktohyācharanKarmaparamāpnotipūruṣaḥ

As a result, one should operate as a matter of duty rather than becoming connected to the benefits of one's activity, because working without attachment leads to the Supreme.

Chapter 3 Verse 25 *Karma Yoga*

सक्ताः कर्मण्यविद्वांसोयथाकुर्वन्तिभारत |
कुर्याद्विद्वांस्तथासक्तश्चिकीर्षुर्लोकसंग्रहम् || 25||

saktāḥKarmaṇyavidvānsoyathākurvantibhārata
kuryādvidvānstathāsaktaśhchikīrṣhurloka-saṅgraham

The learned may act similarly like the ignorant, but without attachment, for the aim of bringing people down the right road.

Chapter 3 Verse 26 *Karma Yoga*

नबुद्धिभेदंजनयेदज्ञानांकर्मसङ्गिनाम् |
जोषयेत्सर्वकर्माणिविद्वान्युक्तः समाचरन् || 26||

nabuddhi-bhedaṁjanayedajñānāṁKarma-saṅginām
joṣhayetsarva-karmāṇividvānyuktaḥsamācharan

A learned person should not try to persuade stupid men to quit working in order to avoid disrupting their thoughts. Rather, he should involve them in a variety of activities by working in a devotional spirit.

Chapter 3 Verse 30 *Karma Yoga*

मयिसर्वाणिकर्माणिसंन्यस्याध्यात्मचेतसा |
निराशीर्निर्ममोभूत्वायुध्यस्वविगतज्वरः || 30||

mayisarvāṇikarmāṇisannyasyādhyātma-chetasā
nirāśhīrnirmamobhūtvāyudhyasvavigata-jvaraḥ

So battle, O Arjuna, giving all your works to Me, with complete knowledge of Me, without cravings for profit, without claims to proprietorship, and free of laziness.

Chapter 3 Verse 38 *Karma Yoga*

धूमेनाव्रियतेवह्निर्यथादर्शोमलेनच |
यथोल्बेनावृतोगर्भस्तथातेनेदमावृतम् || 38||

dhūmenāvriyatevahniryathādarśomalena cha
yatholbenāvṛitogarbhastathātenedamāvṛitam

Like smoke covers fire, dust covers a mirror, and the womb covers the embryo, lust covers the living creature in varying degrees.

Chapter 4 Verse 42 *Karma Yoga*

तस्मादज्ञानसम्भूतंहृत्स्थंज्ञानासिनात्मनः |
छित्त्वैनंसंशयंयोगमातिष्ठोत्तिष्ठभारत|| 42||

tasmādajñāna-sambhūtaṁhṛit-sthaṁjñānāsinātmanaḥ
chhittvainaṁsanśhayaṁyogamātiṣhṭhottiṣhṭhabhārata

So, with the sword of knowledge, sever your inner doubts. Establish *Karma Yoga*, O Bharat scion. Rise up and act!

Source:

https://www.holy-bhagavad-gita.org/chapter/2/verse/48

Bhagavad Gita The Song of God Commentary by Swami Mukundananda