

Resilience in Fintech: A study of Consumer Trust Dynamics

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A study to evaluate the perception of women of different age groups on 5S implementation at their home with reference to Coimbatore

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Navigating Cycles and Uncertainty: A Contemporary Management Perspective on Global Shipping Markets

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A Study on Mind, Motivation and Morality: Indian Perspectives on Organisational behaviour

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Sample Journal Reference

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EDITORIAL

It is heartening to see that the ninth issue of the VICHAARA AN INTERNATIONAL JOURNAL OF MANAGEMENT has been brought out successfully. An educational journal is a platform where knowledge gets amplified and disseminated; research results and innovations are documented and unique experiences are shared for enhancement of knowledge. The design architecture of Vichaara is made in such a way that it becomes a comprehensive document to reflect the different dimensions of Management discipline. Business Research forms the core part wherein original, empirical based research papers are included. This issue comprises articles on recent issues in business world from different disciplines. These articles show a methodological way of conducting a research and presenting their findings. Findings on technology influence, cultural changes in the organizations, behavioural changes among the consumers and their expectations have been presented with relevant facts. We invite scholarly articles and research papers and write ups on robust cases. Suggestions and views from readers and scholars are solicited for the qualitative improvement of the Journal.

A STUDY ON MIND, MOTIVATION AND MORALITY: INDIAN PERSPECTIVES ON ORGANISATIONAL BEHAVIOUR

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Abstract

Organizational Behaviour (OB) research has been predominantly shaped by Western management and psychological theories that emphasize efficiency, performance, and individual achievement. While these frameworks have contributed significantly to organizational effectiveness, they often underplay cultural, ethical, and philosophical dimensions of human behaviour at work. Indian philosophical traditions offer a comprehensive and value-oriented approach to understanding organizational behaviour by integrating the concepts of mind, motivation, and morality. Drawing insights from classical Indian texts such as the Bhagavad Gita, Upanishads, Arthashastra, and Yoga Sutras, this paper examines how Indian perspectives enrich contemporary OB discourse. The study highlights the role of mind management in enhancing emotional stability and decision-making, intrinsic and duty-oriented motivation rooted in dharma and karma yoga, and morality as a foundational principle guiding ethical leadership and organizational sustainability. By conceptually linking ancient wisdom with modern organizational challenges, this paper proposes a culturally grounded and human-centric framework for organizational behaviour. The findings suggest that integrating Indian perspectives can improve employee well-being, ethical conduct, leadership effectiveness, and long-term organizational performance, making them highly relevant for present-day organizations operating in complex and dynamic environment.

Keywords: Organizational Behaviour; Indian Philosophy; Mind Management; Work Motivation; Morality; Dharma; Karma Yoga; Ethical Leadership; Employee Well-being; Sustainable Organizations

1. Introduction

Organizational Behaviour (OB) is a multidisciplinary field that examines the behaviour of individuals and groups within organizations with the objective of improving effectiveness, productivity, and employee satisfaction. Conventional OB theories are largely derived from Western socio-economic contexts and emphasize individualism, performance metrics, and extrinsic rewards. Although effective in many respects, these approaches often fail to address deeper issues such as ethical erosion, workplace stress, alienation, and lack of purpose among employees.

India's intellectual and philosophical heritage provides alternative perspectives that view work not merely as an economic activity but as a meaningful and moral endeavor. Indian philosophy integrates material progress with ethical responsibility and inner development.

Vichaara – an International Journal of Management, Volume 12, Issue 1, March 2026

Concepts such as dharma (righteous duty), karma (action), and yoga (discipline) offer timeless insights into work behaviour, leadership, and motivation. In the context of increasing workplace stress, ethical failures, and leadership crises, there is a growing need to explore indigenous and value-based approaches to organizational behaviour. This paper aims to examine Indian perspectives on OB by focusing on three interrelated dimensions—mind, motivation, and morality—and to demonstrate their relevance to contemporary organizational practices.

2. Review of Literature

Early studies on organizational behaviour primarily focused on motivation, leadership, and job satisfaction using Western theoretical models (Maslow, 1954; Herzberg, 1966; McGregor, 1960). These models emphasized need fulfillment, hygiene factors, and managerial assumptions about human nature.

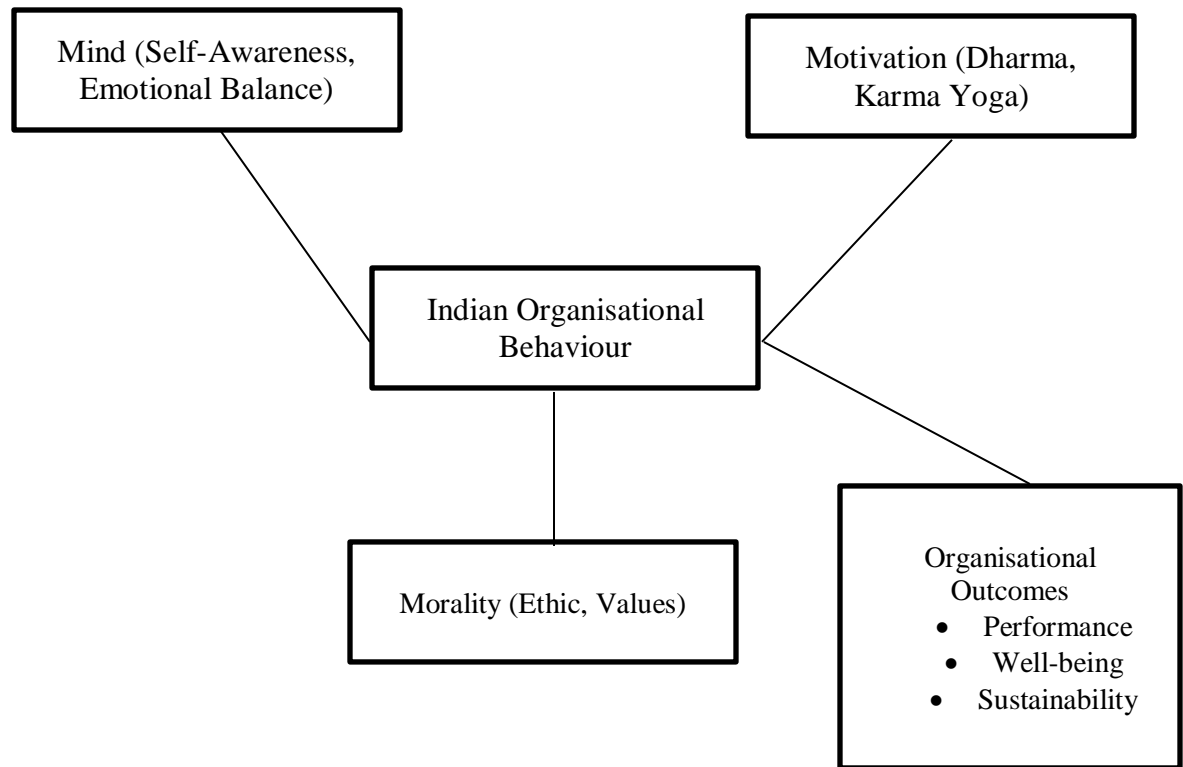
Indian scholars such as Chakraborty (1991) and Sharma (2007) introduced value-based management perspectives rooted in Indian philosophy. Research indicates that concepts like karma yoga and dharma significantly influence work attitudes, ethical behaviour, and organizational commitment. Recent studies have also demonstrated the effectiveness of yoga and mindfulness practices in reducing stress and improving employee performance. Vignesh et al. (2026) signifies that employee well-being is directly influenced by work-life enrichment. Further positive psychological resources shall be promoted to strengthen work-life enrichment. Venkatalakshmi et al.(2025) signifies that in education sector the professional success is determined by the communication skills of the tutors which shall be supported with Transformer- Based Intelligent Tutoring System. It facilitates in achieving highest grammar accuracy, fluency, intent alignment and coherence with the course. Kalaivani and Suganya (2025) DEI practices in organisations boost employee engagement, especially in the IT sector. Commitment of the leaders in practising DEI enhances the trust, commitment and ownership of the employees.

However, there remains a conceptual gap in systematically integrating mind, motivation, and morality into a unified Indian framework of organizational behaviour. This paper attempts to bridge this gap through a comprehensive conceptual analysis.

3. Theoretical Framework: Indian Perspective on Organizational Behaviour

Indian organizational thought is holistic in nature, viewing the individual as an integration of body, mind, intellect, and spirit. Unlike mechanistic approaches, it emphasizes harmony between internal consciousness and external action.

Figure 1: Conceptual Framework of Indian Organizational Behaviour



The framework illustrates how mind, motivation, and morality—rooted in Indian philosophical thought collectively influence organizational behaviour and lead to sustainable organizational outcomes such as performance, employee well-being, and long-term sustainability.

4. Mind Management in Indian Philosophy

The mind (manas) occupies a central position in Indian philosophy. The Bhagavad Gita describes the mind as both a source of bondage and liberation depending on its regulation. An uncontrolled mind leads to stress, impulsive decisions, and conflict, while a disciplined mind enhances clarity and wisdom.

Indian practices such as yoga, meditation, and mindfulness aim at achieving mental equilibrium and self-awareness. From an organizational perspective, mind management contributes to emotional intelligence, resilience, and improved interpersonal relations.

Table 1: Mind Management Practices and Organizational Outcomes

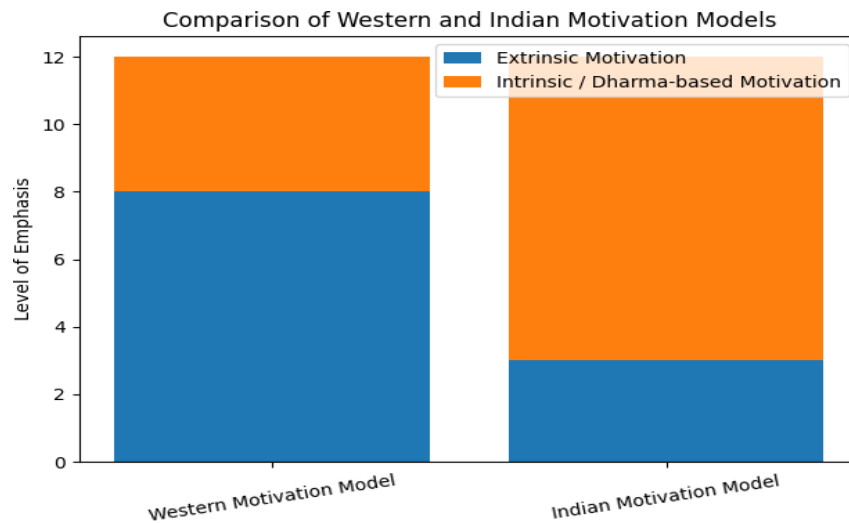
Mind Management Practice	Description (Indian Perspective)	Impact on Employees	Organizational Outcomes
Meditation (Dhyana)	Practice of mental discipline and self-awareness aimed at controlling thoughts and emotions	Reduced stress, emotional stability, enhanced concentration	Improved decision-making, reduced absenteeism, higher productivity
Yoga	Integration of physical postures, breathing techniques, and mental focus	Improved physical health, mental clarity, resilience	Lower healthcare costs, enhanced employee well-being, sustained performance
Pranayama (Breath Regulation)	Conscious control of breathing to regulate the mind and emotions	Reduced anxiety, improved emotional regulation	Better workplace relationships, calm handling of work pressure
Mindfulness	Awareness of the present moment without judgment	Enhanced focus, reduced mental fatigue	Improved task efficiency, fewer errors, better quality of work
Self-Reflection (Atma-Chintana)	Introspective evaluation of one's thoughts, actions, and responsibilities	Greater self-control, ethical sensitivity	Ethical decision-making, responsible behaviour, trust-based culture
Detachment from Outcomes (Nishkama Karma)	Performing duties without excessive attachment to results	Reduced performance anxiety, intrinsic motivation	Long-term commitment, consistent performance, reduced burnout

5. Motivation from an Indian Perspective

Motivation in Indian philosophy is deeply rooted in intrinsic values rather than external rewards. The concept of Nishkama Karma emphasizes performing one's duty without attachment to results. Such motivation encourages commitment, excellence, and ethical conduct.

Unlike extrinsic motivation, which may lead to short-term performance, intrinsic and duty-based motivation fosters long-term organizational loyalty and satisfaction.

Figure 2: Comparison of Western and Indian Motivation Models



The chart illustrates the dominant emphasis on extrinsic motivation in Western models, such as rewards and incentives, compared with the Indian motivation model, which prioritizes intrinsic and dharma-based motivation rooted in duty, self-fulfilment, and moral responsibility.

6. Morality and Ethical Behaviour in Organizations

Morality is integral to Indian organizational thought. The concept of dharma provides ethical guidelines for individual and organizational actions. Kautilya's Arthashastra emphasizes ethical governance, accountability, and justice as prerequisites for organizational stability.

Ethical behaviour in organizations manifests through transparency, fairness, social responsibility, and stakeholder trust. Indian philosophy asserts that ethical lapses ultimately weaken organizational foundations.

7. Indian Perspective on Leadership

Indian leadership philosophy advocates servant leadership and moral authority rather than coercive power. Leaders are expected to lead by example, practice self-discipline, and prioritize collective welfare. The Bhagavad Gita portrays leadership as guidance through wisdom and compassion. Such leadership builds trust, enhances morale, and ensures long-term organizational success.

8. Implications for Contemporary Organizations

Integrating Indian perspectives into modern organizational practices can address challenges such as employee disengagement, ethical failures, and leadership crises. Mindfulness programs, value-based training, and ethical leadership development initiatives are increasingly gaining acceptance in corporate and academic institutions.

Figure 3: Impact of Indian Value-Based Practices on Organizational Outcomes



This demonstrates that Indian value-based practices significantly influence organizational outcomes. Ethical compliance shows the highest impact, indicating the strong role of moral and dharma-based principles in guiding organizational conduct. Enhanced employee well-being reflects the benefits of mind management practices such as yoga and meditation, while improved productivity highlights the long-term effectiveness of intrinsic and duty-oriented motivation.

9. Conclusion

Indian perspectives on organizational behaviour offer a comprehensive and holistic framework that seamlessly integrates mind, motivation, and morality, thereby addressing both individual and organizational dimensions of work life. By emphasizing inner discipline, Indian philosophy encourages self-regulation, emotional balance, and clarity of thought, enabling employees and leaders to respond effectively to workplace challenges. Duty-oriented motivation, rooted in the principles of dharma and karma yoga, shifts the focus from short-term rewards to purposeful and meaningful work, fostering intrinsic motivation and long-term commitment. Furthermore, the strong emphasis on ethical conduct and moral responsibility promotes transparency, trust, and accountability within organizations. When aligned with modern management practices, these indigenous insights contribute to sustainable organizational success by enhancing employee well-being, strengthening ethical leadership, and building resilient, value-driven, and human-centric organizations capable of thriving in complex and dynamic business environments.

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RNI Registration No. TNENG/2014/59303



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