ISSN (Online) 2456 -1304

International Journal of Science, Engineering and Management (IJSEM)

Volume 11, Issue 11, November 2024

Role of Bhagavad Gita-Based Leadership Principles in Employee Engagement

[1] Dr. Deepa Singh

[1] Assistant Professor, Department of Business Management and Entrepreneurship, Dr. Rammanohar Lohia Avadh University, Uttar Pradesh, India

*Corresponding Author Email: [1] daissey.singh@gmail.com

***Abstract*— Main implications: The Bhagavad Gita is the foundation of an Indian philosophical framework that is needed for leadership based on self-discipline, detached action, emotional balance, ethical conduct and duty. These principles are becoming more relevant to the contemporary organisation as it is going to improve the engagement of the employees within an environment that is characterised by workplace stress, changing expectations of employees and uncertainty. The main implication of the study is to examine the role of Bhagavad Gita-inspired leadership principles that are going to influence the engagement of the employees.**

***Methods:** The study is going to adapt quantitative methodology that will be grounded in positivist philosophy with a deductive approach. The primary data is to be collected by use of structured service questionnaires from 101 employees, and 3 leadership dimensions will be considered as independent variables: emotional balance and self-control; duty and responsibility-oriented leadership; and selfless and ethical leadership. Employee engagement will be treated as the dependent variable, and it will be measured by the development of two survey items. The data will be analysed by using descriptive statistics, correlation and regression analysis to examine the relationship between employee engagement and leadership principles.*

***Findings:** From the findings, it is seen that leaders who demonstrate emotional stability, responsibility, ethical behaviour and selfless commitment will be able to create a supportive organisational environment that engages employees with emotional, cognitive and behavioural effort in their work. Contributing to the growing literature that indicates the Indian knowledge system with contemporary Management by demonstrating how the philosophical concepts from the Bhagavad Gita can ground its understanding of leadership and employee engagement.*

***Index Terms:** Leadership, Bhagavad Gita, Indian Knowledge Systems, emotional balance, ethical leadership, employee motivation and employee engagement.*

I. INTRODUCTION

Employee engagement is considered one of the important organisational dimensions in modern organisations; employees can demonstrate higher commitment, greater enthusiasm, willingness and involvement that contribute to developing organisational objectives (Vashishtha & Gambhir, 2026). Contemporary leadership research recognises that employee engagement is not impacted only by financial incentives and organisational policies, but it is deeply impacted by leadership behaviour, interpersonal relationships and values. The leaders who are able to provide fairness, emotional support, purpose and ethical direction can help in strengthening the psychological connection of the employees at work.

Bhagavad Gita is considered one of the important philosophical texts of India that provides understanding of several principles that can be incorporated within contemporary leadership. Concepts of nishkama karma (selfless action without attachment to outcomes), self-control, ethical conduct,sthita-prajna (mental stability) and dharma (duty and responsibility) are provided by the Gita to develop a responsible leadership framework (Panda et al. 2025). Gita does not emphasise personal achievement; rather, emphasised in fulfilling one's responsibility, acting ethically and developing emotional equilibrium.

The main relevance of the study is to develop the leadership principles of the Bhagavad Gita in modern organisations as employees face stress, competitive expectations and uncertainty. Leaders who demonstrate ethical behaviour and emotional stability can create psychological trust and safety and communicate their purpose and responsibility, which will strengthen the sense of meaning in the workplace. Therefore, the study is going to investigate whether the Bhagavad Gita-based leadership principles are influencing employee engagement.

II. LITERATURE REVIEW

A. Leadership and Bhagavad Gita

According to authors such as Aithal & Ramanathan, (2025), the Bhagavad Gita is considered a leadership principle that is established through Arjuna and Krishna and leadership is associated with self-management, moral reasoning, responsibility and appropriate action. The guidance of Krishna emphasises the fact that individuals need to perform their duties with commitment and detached emotional outcomes. This principle is interpreted as a way to encourage leaders to focus on responsibility rather than personal rewards. Authors such as Dwivedi et al. (2026),

ISSN (Online) 2456 -1304
International Journal of Science, Engineering and Management (IJSEM)
Volume 11, Issue 11, November 2024

have provided contemporary interpretations of the Gita and argued that its teachings can contribute to leadership development by taking into consideration emotional regulation, self-awareness and ethical responsibilities with stronger organisational purpose and direction.

B. Responsibility-oriented Leadership and Duty

The concept of dharma mainly includes the importance of performing individual responsibilities, and within modern organisations, these can be interpreted as accepting accountability for taking decisions, demonstrating consistency with fulfilling commitments. These behaviours strongly impact the engagement of employees as leaders are able to provide clarity about organisational objectives and expectations. Authors such as Arya et al. (2026), have indicated that leaders who can focus on responsibility become behavioural role models within the organisation. The employees are showing higher willingness to engage with their work when they perceive that leaders are highly committed to organisational responsibility rather than just pursuing their personal interests.

C. Self-control and Emotional Balance

Authors such as Ohri et al. (2024), have demonstrated that the Bhagavad Gita mainly includes maintaining equilibrium and emotional balance during unfavourable and favourable environments. This particular principle is relevant to modern-day leadership as leaders make decisions under pressure, and it is seen that emotionally balanced leaders can respond to problems in a constructive manner rather than reacting in an impulsive way. Employee engagement can be increased if employees start experiencing predictable and stable leadership, and leaders who are able to manage stress effectively can reduce workplace load and become crucial for psychological safety in the workplace. Emotional intelligence research has shown that there is a requirement to regulate and recognise emotions in leaders.

D. Selfless and Ethical Leadership

The principle of nishkama karma suggests that one should perform their responsibility without attachment to personal rewards. Leadership in this context is interpreted as collective welfare and organisational commitment that are not exclusive to personal advancement (Srinivasan & Aithal, 2026). Selfless and ethical leaders will demonstrate integrity and fairness and they will be concerned about employees. Ethical leaders are associated with a positive attitude of employees with trust and organisational commitment that leads to stronger psychological attachment to the organisation and greater willingness to contribute.

E. Principles of Bhagavad Gita and Employee Engagement

Authors such as Deepa, (2025), have pinpointed that employee engagement is defined as the ways employees are psychologically connected to their workplace. Kahn, (1990) have conceptualized that engagement of the employees can be achieved through emotional, cognitive and physical dimensions. These are associated with leadership support, positive organisational relationships that help in the development of trust and commitment. The Gita-based leadership dimensions are based on emotional and self-control, ethical/selfless leadership and duty with responsibility that can contribute to employee engagement.

III. RESEARCH METHODOLOGY

Quantitative research methodology with positivist philosophy and a deductive approach is chosen for the research study as the research approach is going to establish the relationship between employee engagement and leadership principles. The research is going to follow a cross-sectional survey design, and primary data is going to be collected by use of a structured questionnaire that is going to be administered to 101 individuals/employees. The study is going to use a five-point Likert Scale that is going to range from 1=Strongly Disagree to 5=Strongly Agree. The respondents of the study are chosen through random sampling, and these are employees who have had experience with organisational leaflets. The questionnaire of the research study is distributed through electronic means, and all the respondents of the study were carefully chosen as per the University Ethics Guidelines. There is consideration of 3 independent variables (Duty and Responsibility-oriented leadership (DRL-IV1); Emotional Balance and Self-Control (EBSC-IV-2); Ethical and Selfless Leader (ESL-IV-3) each of which has 3 questions, and Employee Engagement (EE-DV), which has 2 questions (total items considered are 11) and 5 demographic questions.

IV. FINDINGS AND DISCUSSIONS

A. Findings

Demographics Analysis

Statistics						
		Gender	**Age**	**Work experience**	**Sector**	**Job level**
N	**Valid**	101	101	101	101	101
	Missing	0	0	0	0	0
	Mean	1.49	2.19	2.33	2.02	2.56

ISSN (Online) 2456 -1304

International Journal of Science, Engineering and Management (IJSEM)

Volume 11, Issue 11, November 2024

Statistics					
	Gender	**Age**	**Work experience**	**Sector**	**Job level**
Median	1.00	2.00	2.00	2.00	2.00
Mode	1	2	2	2	2
Std. Deviation	.502	.689	.960	.678	.899

Figure 1. Demographic analysis
(Source: IBM SPSS)

From Figure 1, it is seen that the demographic analysis is fit for the research study, and it is seen that the SD for all the items are showing widespreadness, which indicates good statistical measurement that can be assessed for the research study. The SD value ranges from 0.502 to 0.960.

Descriptive Statistics

Descriptive Statistics					
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
DRL 1	**101**	1	5	4.28	1.297
DRL 2	**101**	1	5	4.16	1.354
DRL 3	**101**	1	5	4.22	1.308
EBSC 1	**101**	1	5	4.22	1.354
EBSC 2	**101**	1	5	4.13	1.376
EBSC 3	**101**	1	5	4.28	1.297
ESL 1	**101**	1	5	4.26	1.339
ESL 2	**101**	1	5	4.16	1.340
ESL 3	**101**	1	5	4.28	1.209
EE 1	**101**	1	5	4.26	1.254
EE 2	**101**	1	5	4.21	1.306
Valid N (listwise)	**101**				

Figure 2. Descriptive analysis
(Source: IBM SPSS)

Figure 2 of the research findings shows that there are higher levels of agreement within the research variables. The mean values of three items of Duty and Responsibility-oriented leadership is between 4.28, 4.16 and 4.22. The values of the emotional balance and self-control items are 4.22, 4.13 and 4.28. Ethical and Selfless Leadership shows the mean scores of 4.26, 4.16 and 4.28. The Dependent variable, Employee Engagement, shows the higher mean values of 4.26 and 4.21. These findings are indicators of the fact that leadership characteristics and employee engagement are perceived positively by the respondents. The relatively high mean scores among the variables indicate the organisational context is shaped by these leadership characteristics.

Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.946	**16**

Figure 3. Reliability analysis
(Source: IBM SPSS)

Figure 3 presents the reliability test, and it is seen that the reliability of the findings is high as the Cronbach's Alpha Coefficient is 0.946 for 16 items. This shows higher levels of internal consistency among the parameters, and this indicates that the 16 items have collectively measured the items of the research consistently. This indicates that correlation and regression analysis can be interpreted with higher confidence.

Validity Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.908**
Bartlett's Test of Sphericity	Approx. Chi-Square	2166.814
	df	55
	Sig.	.000

Figure 4. Validity Testing
(Source: IBM SPSS)

From Figure 4, the suitability of the dataset is tested, and it is seen that the Kaiser-Meyer-Olkin measure was 0.908, which exceeds the minimum value of 0.60. This is indicative

ISSN (Online) 2456 -1304

International Journal of Science, Engineering and Management (IJSEM)

Volume 11, Issue 11, November 2024

of the fact that sampling adequacy is excellent. Bartlett's Test of Sphericity had a chi-square value of 2166.814 with 55 degrees of freedom and statistical significance of 0.000. This shows that the correlation matrix is statistically different from the identity Matrix and the variables contain shared variance.

Correlation Analysis

Correlations

		DRL 1	DRL 2	DRL 3	EBSC 1	EBSC 2	EBSC 3	ESL 1	ESL 2	ESL 3	EE 1	EE 2
DRL 1	Pearson Correlation	1	.908**	.883**	.860**	.893**	.840**	.880**	.878**	.900**	.958**	.904**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
DRL 2	Pearson Correlation	.908**	1	.889**	.799**	.853**	.755**	.793**	.868**	.822**	.882**	.823**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
DRL 3	Pearson Correlation	.883**	.889**	1	.916**	.873**	.836**	.875**	.899**	.872**	.898**	.898**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
EBSC 1	Pearson Correlation	.860**	.799**	.916**	1	.898**	.865**	.879**	.858**	.873**	.880**	.902**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
EBSC 2	Pearson Correlation	.893**	.853**	.873**	.898**	1	.865**	.872**	.846**	.832**	.861**	.858**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
EBSC 3	Pearson Correlation	.840**	.755**	.836**	.865**	.865**	1	.949**	.832**	.888**	.859**	.892**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
ESL 1	Pearson Correlation	.880**	.793**	.875**	.879**	.872**	.949**	1	.863**	.876**	.889**	.958**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
ESL 2	Pearson Correlation	.878**	.868**	.899**	.858**	.846**	.832**	.863**	1	.917**	.880**	.872**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
ESL 3	Pearson Correlation	.900**	.822**	.872**	.873**	.832**	.888**	.876**	.917**	1	.941**	.894**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	101	101	101	101	101	101	101	101	101	101	101
EE 1	Pearson Correlation	.958**	.882**	.898**	.880**	.861**	.859**	.889**	.880**	.941**	1	.925**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	101	101	101	101	101	101	101	101	101	101	101
EE 2	Pearson Correlation	.904**	.823**	.898**	.902**	.858**	.892**	.958**	.872**	.894**	.925**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	101	101	101	101	101	101	101	101	101	101	101

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

Figure 5. Correlation Analysis
(Source: IBM SPSS)

ISSN (Online) 2456 -1304

International Journal of Science, Engineering and Management (IJSEM)

Volume 11, Issue 11, November 2024

From the Pearson Correlation results in Figure 5, it is seen that all the parameters are showing statistically significant positive associations with Employee engagement. Most of the correlation is exceedingly above 0.75 and DRL (Duty and Responsibility-oriented leadership item 1) is having higher correlation with Employee engagement 0.985 followed by ESL-3 with a value of 0.941. All the items included show positive association with employee engagement, and this indicates that employees who can see ethical, emotionally balanced and duty-oriented leaders are most likely to have higher levels of engagement.

Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2	Sig. F Change
1	.980[a]	.960	.956	.263	.960	243.381	9	91	.000

a. Predictors: (Constant), Ethical and Selfless Leadership, Emotional Balance and Self-Control, Duty and Responsibility-oriented leadership

Figure 6. Regression Analysis
(Source: IBM SPSS)

From Figure 6, it is observed that the regression analysis shows higher explanatory capacity of the leadership dimensions. R value is 0.980, and the R^2 value is 0.960, which is indicative of the fact that 96% of the variance of the study can be explained by the 16 items considered in the research study.

ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	151.032	9	16.781	243.381	.000[b]
	Residual	6.275	91	.069		
	Total	157.307	100			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Ethical and Selfless Leadership, Emotional Balance and Self-Control, Duty and Responsibility-oriented leadership

Figure 7. ANOVA
(Source: IBM SPSS)

The overall model is showing higher statistical significance with an F value of 243.381 and $p < 0.001$, as seen in Figure 7. This suggests that the overall model is statistically significant and all the dimensions of leadership are having strong explanations for employee engagement.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.056	.099		-.562	.576
	DRL 1	.451	.075	.467	6.026	.000
	DRL 2	.110	.059	.119	1.853	.067
	DRL 3	.088	.070	.092	1.259	.211
	EBSC 1	.070	.063	.076	1.119	.266
	EBSC 2	-.079	.059	-.087	-1.353	.179
	EBSC 3	-.121	.078	-.125	-1.539	.127
	ESL 1	.168	.078	.179	2.146	.035
	ESL 2	-.212	.062	-.227	-3.412	.001

ISSN (Online) 2456 -1304

International Journal of Science, Engineering and Management (IJSEM)

Volume 11, Issue 11, November 2024

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
ESL 3	.530	.080	.511	6.634	.000

a. Dependent Variable: Employee Engagement

Figure 8. Coefficient results
(Source: IBM SPSS)

The Coefficient results show that individual leadership indicators are not contributing equally, and it is seen that DRL 1 is more physically significant and has a positive impact on employee engagement (β = .467, t = 6.026, p < .001), and it is the strongest predictor of leadership characteristics. The DLR 2 and 3 are not statistically significant at the 5% level. Three parameters of EBSC are not individually statistically significant. This shows that emotional balance and self-control can contribute to employee engagement. Ethical and Selfless Leadership dimensions are more statistically important, as it shows positive coefficients: ESL1 **(β = .179, p = .035); ESL2 (β = -.227, p = .001);** and ESL3 **(h β = .511, t = 6.634 and p < .001).**

A. Discussion

From the above understanding of the findings, it can be presented that leadership principles are mainly rooted in responsibility, emotional regulation, selflessness and ethical behaviour. The high R-squared value with statistically significant ANOVA has shown that all the leadership dimensions are important for employee engagement in an individual manner. The organisation needs to make attempts to strengthen its employee engagement by implementing leadership behaviours that can be translated into selfless leadership values, ethical conduct with responsibility that are required for everyday management of leadership practices.

V. CONCLUSION

From the understanding of the above analysis, it can be concluded that principles of Bhagavad Gita-based leadership are important for employee engagement. Gita-based leadership management can help in providing a valuable framework to understand employee engagement through the principles of emotional equilibrium, ethical and selfless behaviour, nishkana karma, and it can be interpreted as practical leadership behaviour rather than just a philosophical concept.

REFERENCES

[1] Aithal, P. S., & Ramanathan, S. (2025). Ethical Leadership in the Light of the Bhagavad Gita: Exploring Dharma-Centered Management Practices for the 21st *Century. Book: Relevance of.* DOI:10.5281/zenodo.18352857

[2] Arya, A., Khari, A., & Teotia, Y. (2026). Value-Driven Management in the Bhagavad Gita: A Framework for Sustainable and Ethical Organizational Practices. *International Journal of Aquatic Research and Environmental Studies,* 6(S5), 392-403. . https://doi.org/10.70102/IJARES/V6S5/6-S5-1300

[3] Deepa, B. S. (2025). The Impact of Bhagavad Gita on Leadership Education. *Sanskriti and Science: Perspectives on the Indian Knowledge System,* 4, 61. https://www.researchgate.net/publication/396309931_Sanskriti_Science_Perspectives_on_Indian_Knowledge_System

[4] Dwivedi, S., Choudhary, K. K., & Jain, P. (2026). SPIRITUAL ORGANISATIONAL LEADERSHIP: A SYNTHESIS OF INDIAN WISDOM, ETHICAL LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP. *Journal of Daoist Studies,* 19(S7), 550-567. https://journalofdaoiststudies.org/index.php/journal/article/download/1264/833/223

[5] Ghosh, P. (2026). Dharmic Leadership in the Age of Algorithms: Lessorts in Human Resource from the Bhagavad Gita for the Al Era. *Udyam-The Journal of Business Insights,* 48-71. https://www.udyammitsde.com/index.php/udyam/article/view/15

[6] Mishra, S., Sinha, D., Kumar, S., & Sonawane, A. (2025). Dharma-Driven Innovation: Integrating Bhagavad Gita Principles into the Super-Entrepreneurship Model. *Shodh Sagar Journal of Language, Arts, Culture and Film,* 2(4), 18-35. https://www.researchgate.net/publication/398783663_Dharma-Driven_Innovation_Integrating_Bhagavad_Gita_Principles_into_the_Super-Entrepreneurship_Model

[7] Neupane, K. (2026). Integrating spiritual wisdom into occupational health practice: Insights from the Bhagavad Gita. *International Journal of Occupational Safety and Health,* 16(2), 415-422. https://www.researchgate.net/publication/408732652_Integrating_spiritual_wisdom_into_occupational_health_practice_Insights_from_the_Bhagavad_Gita

[8] Ohri, R., Yadav, S., Pradhan, S., & Kesharwani, A. (2024). Influence of Bhagavad Gita on Management and Corporate Governance. *IUP Journal of Corporate Governance,* 23(3), 59-67. https://www.iimrohtak.ac.in/panel/assets/images/research/publication.pdf

[9] Panda, M., Das, M., Singh, K., & Puri, R. (2025). Ancient Wisdom for Modern Management: Leadership Insights from the Bhagavad Gita. *PURUSHARTHA-A*

journal of Management, Ethics and Spirituality, 18(2), 64-82. DOI:10.21844/16202118205

[10] Srinivasan, R., & Aithal, P. S. (2026). Spiritual Pragmatism in Governance: Lessons from the Bhagavad Gita for Policy-Making in Crisis. *Poornaprajna International Journal of Philosophy & Languages (PIJPL), 3*(1), 597-611. https://www.poornaprajnapublication.com/index.php/pijpl/article/view/116/112

[11] Vashishtha, S., & Gambhir, V. (2026). Leadership and Management Lessons from Bhagavad Gita-A Literature Review. *International Journal of Special Education*, 41(5s), 416-437. DOI:10.36018/dsiij.v3i0.32

APPENDIX

Title: Role of Bhagavad Gita-based Leadership Principles in Employee Engagement

Scale:
1- Strongly Disagree
2-Disagree
3-Neutral
4-Agree
5-Strongly Agree

Section A: Demographic Questions

Gender
- Male
- Female

Age
- 20-30 years
- 31-40 years
- 41-50 years
- Above 50 years

Work Experience
- Below 2 years
- 2-5 years
- 6-10 years
- Above 15 years

Sector
- Private
- Public
- Non-profit

Job Level
- Junior
- Middle
- Senior
- Managerial

Section B: Duty and Responsibility-oriented leadership (IV1)

DRL 1: My leaders show a strong sense of responsibility towards organisational duty

DRL 2: My leaders encourage the employees to perform their duties consistently and sincerely

DRL 3: My leaders take into consideration accountability for their actions and decisions

Section C: Emotional Balance and Self-Control (IV2)

EBSC 1: My leader remains calm when there is a difficult situation

EBSC 2: My leader can control their emotional reaction when they are dealing with employees

EBSC 3: My leader maintains a positive attitude and balance during stressful situations

Section D: Ethical and Selfless Leadership (IV3)

ESL 1: My leader makes decisions based on ethical principles and fairness.

ESL 2: My leader places their organisational and employee interests over their personal interests

ESL 3: My leader can demonstrate integrity and honesty in workplace situations

Section E: Employee Engagement (DV)

EE 1: I feel active and enthusiastic while doing my work

EE 2: I am willing to provide additional effort to achieve organisational objectives