

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.

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 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.

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 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 0.929 and Bartlett'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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