

## Chapter3: Research Methodology

### 3. Research Methodology

#### 3.1. Rationale of the Study

The doctrine of the *Nishkam Karma Yoga* (निष्काम कर्म योग) given in the *Shrimad Bhagvad Geeta* (श्रीमद्भगवद्गीता) is one such model which discusses the right attitude towards work and work ethics, so that whatever the consequences of sincere efforts be, the individual employee is always focused, enthusiastic and motivated, thus playing his/her part in moving the organization towards its strategic direction. On primary study of relevant literature, apparently no such attempt has been made to create an understanding of the *Nishkam Karma Yoga* (निष्काम कर्म योग) from a management perspective.

Businesses operate in an environment that is dynamic and to an extent unpredictable. The biggest challenge that enterprises face is to keep the human resources motivated at all times to give consistently quality performance, for a sustainable competitive advantage for the enterprise. Managerial effectiveness and professionalism have been identified as attributes that play an important role in dictating the success or failure of any organizational venture. In the phase of the giant recession, many business empires have collapsed, and especially the western economies have faced a fatal blow, proving the fundamental philosophies on which they were working as grossly wrong. Hence, the world needs more profound and concrete management models and ideologies, that would hold true at all times, through all management styles and can guide managerial decision making in the face of adversities. It can be hold by having an understanding of managerial effectiveness and professionalism.

On the basis of conceptual framework and review of literature regarding the variables under study, the researcher could not identify any integrated research of this nature. Hence, in pursuit of arranging, rearranging, new knowledge generation, and integrating the existing knowledge in the context of management, the present study stands justified. The present study establishes its rationale as it develops a clear understanding of the concept of *Nishkam Karma Yoga* (निष्काम कर्म योग); and professionalism in management discipline. It also enquires correlation, between *Nishkam Karma Yoga* (निष्काम कर्म योग), and managerial effectiveness and professionalism, if any, to strategically develop 'the right attitude towards work'. The study is focused on to find how managerial effectiveness and professionalism can be achieved and improved

through imbibing the essence of *Nishkam Karma Yoga* (निष्काम कर्म योग); and establishing its relevance and universal applicability in the context of management.

### **3.2. Objectives of the Study**

For the research topic - Impact of *Nishkam Karma Yoga* (निष्काम कर्म योग) on Managerial Effectiveness and Professionalism, following objectives were framed and arranged:

1. To create an understanding of *Nishkam Karma Yoga* (निष्काम कर्म योग) from the classical Indian thought, examine its relevance in the context of management, and explore its applicability in all management cultures.
2. To identify the different attributes of Professionalism and its implication for business.
3. To explore the correlation between *Nishkam Karma Yoga* (निष्काम कर्म योग), managerial effectiveness and professionalism.
4. To study the impact of *Nishkam Karma Yoga* (निष्काम कर्म योग) on managerial effectiveness and professionalism.

### **3.3. Methodology of the Study**

#### **3.3.1. The Study**

The study relates to concept of *Nishkam Karma Yoga* (निष्काम कर्म योग), managerial effectiveness and professionalism. It enquires the relationship of *Nishkam Karma Yoga* (निष्काम कर्म योग) with that of managerial effectiveness and professionalism. Initially, the extensive literature review established the need for a valid and reliable scale to measure *Nishkam Karma Yoga* (निष्काम कर्म योग); hence an exploratory investigation was conducted to develop such a scale. In case of managerial effectiveness, a literature was found with scales on managerial effectiveness. Managerial Effectiveness Scale by E. P. Mott (1971) was used [Appendix – V; X(b)]. In the case of professionalism also, the literature review indicated the need for a valid and reliable scale to measure professionalism that could be applicable throughout all professions and occupations; hence, an exploratory investigation was conducted to develop such a scale.

The concepts of *Nishkam Karma Yoga* (निष्काम कर्म योग) and professionalism were dealt with intensively and exhaustively in order to build reliable and valid scales for their measurement. Both the scales were empirically developed with validity and reliability. Then, Impact of *Nishkam Karma Yoga* (निष्काम कर्म योग) was judged on managerial effectiveness and professionalism.

### **3.3.2. Nature of the Study**

The study is basically explorative and descriptive in nature. *Nishkam Karma Yoga* (निष्काम कर्म योग) was considered as an independent variable. Managerial effectiveness and professionalism were considered as dependent variables. Impact of independent variable was seen on dependent variables, individually.

### **3.3.3. Sample Design**

#### **3.3.3.1. Universe**

Organizational personnel including entrepreneurs with managerial or administrative authority at various levels of organizational hierarchy in the private as well as the public sector, with a minimum of ten years of work experience constituted the universe for this study.

#### **3.3.3.2. Sample**

50 Judges were administered with the initial inventory of items at the content development stage of the *Nishkam Karma Yoga* (निष्काम कर्म योग) scale. For the content development of the professionalism scale, a panel of 25 professionals participated in the first round and a forum of 8 experts participated in the second round of the Delphi exercise. For the main study a sample of 200 respondents were taken from the universe representing various professions; these were managers, administrators, doctors, chartered accountants, teachers, engineers, hoteliers, banking professionals, entrepreneurs, etc.

#### **3.3.3.3. Sampling Technique**

A purposive sampling technique was adopted so as to overcome the difficulty associated with the variables. Instead of administering questionnaires randomly, only those professionals, who had a minimum of ten years of work experience, were currently in leadership positions in their organizations and; who were willing to contribute in this study were administered with the questionnaires.

### **3.3.4. Scope of the Study**

The study was contained within the bounds of the variables in question viz., *Nishkam Karma Yoga* (निष्काम कर्म योग) as the independent variable and managerial effectiveness and professionalism as dependent variables; and the objectives thus framed.

### **3.3.5. Tools for Data Collection and Analyses**

Primary data was collected using a set of questionnaires consisting of three subsets regarding *Nishkam Karma Yoga* (निष्काम कर्म योग), managerial effectiveness and professionalism. While new scales were developed for measuring *Nishkam Karma Yoga* (निष्काम कर्म योग) and professionalism, managerial effectiveness was measured using a scale developed by E.P. Mott (1971) was used. The questionnaires were distributed physically and on e-mail. All statistical analyses were conducted using MS Excel and SPSS 16.0 for WINDOWS. The results have been presented separately.

### **3.3.6. Objective-wise Outcomes**

To achieve the first two objectives, conceptual framework and literature review were prepared and presented for *Nishkam Karma Yoga* (निष्काम कर्म योग) and professionalism. Additionally, scales to measure *Nishkam Karma Yoga* (निष्काम कर्म योग) professionalism were developed. To achieve the third objective, the relationship between *Nishkam Karma Yoga* (निष्काम कर्म योग) and managerial effectiveness and; *Nishkam Karma Yoga* (निष्काम कर्म योग) and professionalism was seen using Karl Pearson's coefficient of correlation. To achieve the fourth objective, the impact of the independent variable on the dependent variables was observed through comparison of means. To enquire the impact of *Nishkam Karma Yoga* (निष्काम कर्म योग) on managerial effectiveness and professionalism was done by comparison of means with the help of Independent t-tests on SPSS version 16.0.

### **3.3.7. Limitations of the Study**

The study faces the limitations arising due to an independent, individual researcher compared to that of a group or specialized research supported by institutional aids. The study was conducted within a limited time frame; hence this was also factor of constraint. The study was limited to only the variables in question, the relationship of the independent and dependent variables with other managerial variables that may be relevant to the outcomes of this study were out of the scope. Moreover, the interactive effect of *Nishkam Karma Yoga* (निष्काम कर्म योग), managerial effectiveness and professionalism with each other were not seen. Owing to practical constraints of time, feasibility, etc., the sample size was restricted, which is one of the major limitations of an individual researcher. The effect of demographic variables on the relationship between *Nishkam Karma Yoga* (निष्काम कर्म योग), managerial effectiveness and professionalism were not seen. The study was restricted to a stringent respondent profiling i.e., questionnaires were administered to only organizational personnel

including entrepreneurs with managerial or administrative authority at various levels of organizational hierarchy in the private and public sector, with a minimum of ten years of work experience; with a purposive technique of sampling; the study may be conducted with a different sample design and tools and techniques in future.