

Leadership of Renunciation: A Hindu Perspective of Overcoming Employee Disengagement

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Hinduism vs. Sanatana Dharma

- *Hinduism* is more of an identifier of *indigenous religion of India*.
 - *Indu*: Land beyond the Indus river.
 - *-ism* signifies a particular and somewhat singular idea or belief. *Communism*, *vegetarianism*, *pacifism*, *consumerism*, *ethnocentrism*.
- *Sanatana Dharma*: Eternal principles
 - Not overly concerned with ideas and **belief**.
 - Dynamic and diverse set of knowledge from various traditions.
 - It is not something one man or woman can know or master in a lifetime.



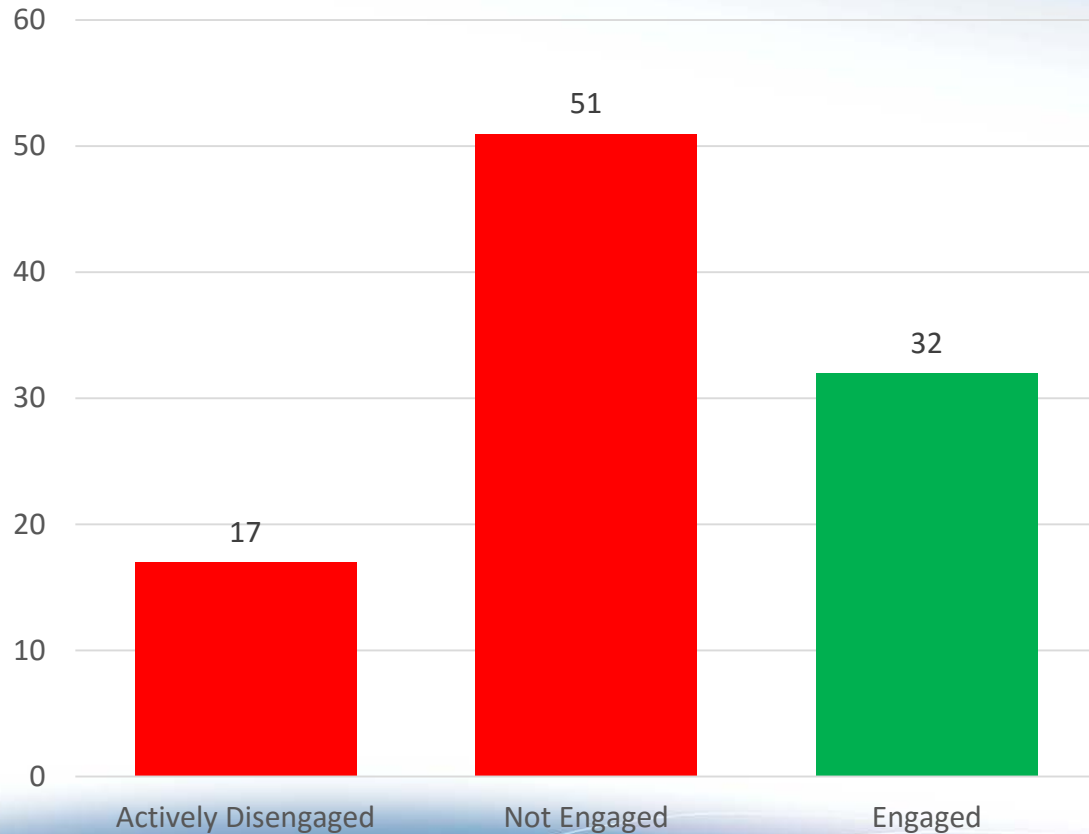
Employee Engagement

- Employees are considered engaged when they work in heightened states of motivation and invest completely into their workplace roles (Kahn, 1990; Rich, Lepine, & Crawford, 2010).
- Engaged employees are:
 - Enthusiastic about their work and work hard
 - Eager to learn and develop
 - Likely to be more productive
 - Persist in face of challenges and obstacles.
- Highly valued in the workplace.



Gallup US Employee Engagement Survey

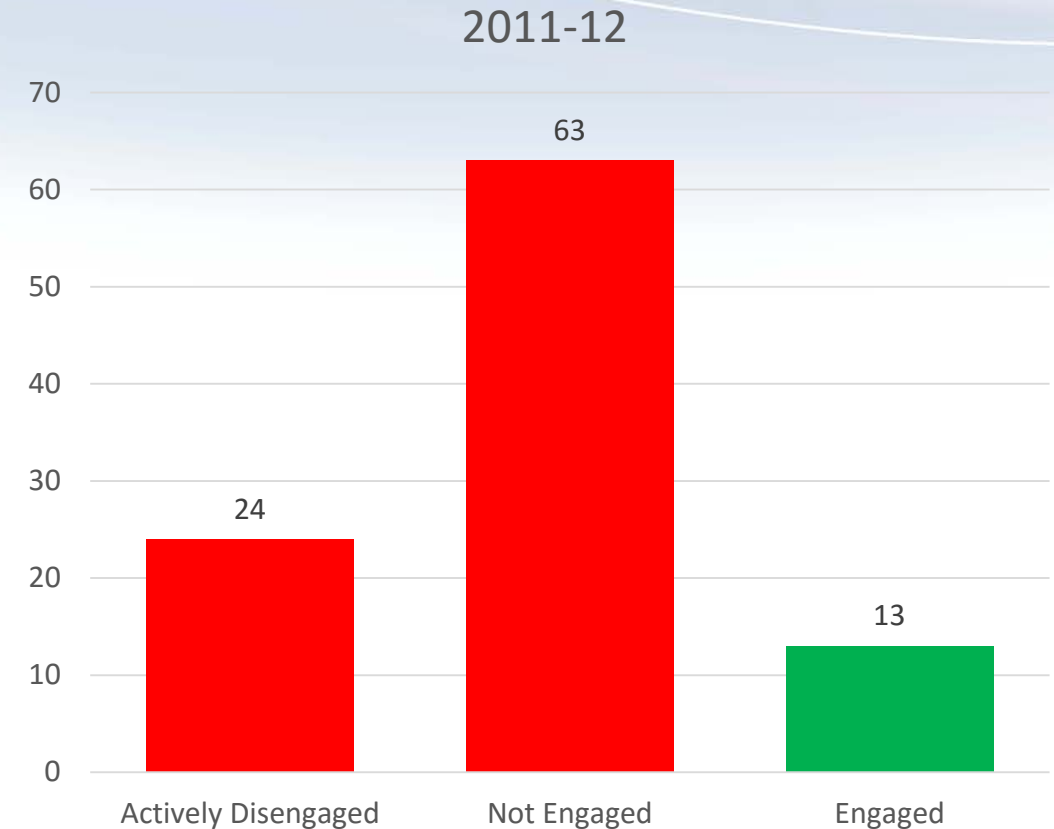
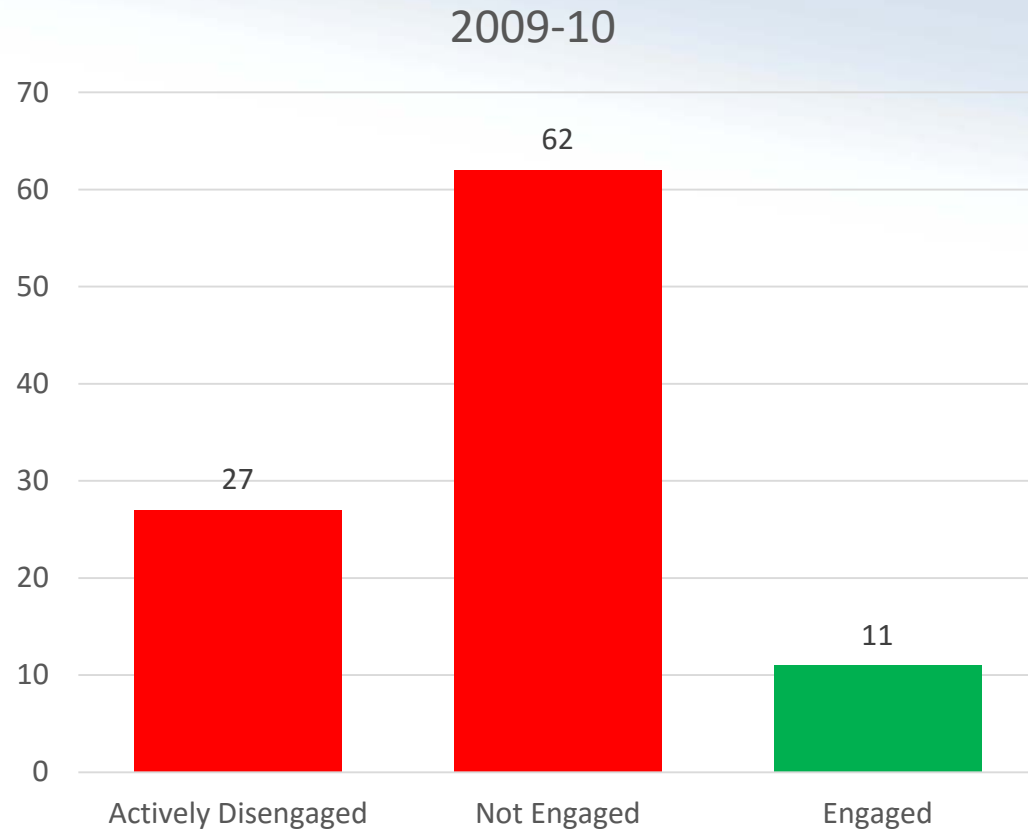
2015 US Data



- “Not engaged” → they lacked motivation and were less likely to engage in organizational citizenship behaviors.
- “Actively disengaged” → they were so unhappy and unproductive that they were even undermining the performance of others



Gallup Global Employee Engagement Survey



The Towers Watson Global Workforce Studies (2012, 2014): 60-65% of workers are not engaged at work.



Why we need to increase Job Engagement

- Job engagement → Job satisfaction (Rayton & Yalabik, 2014; Rich et al., 2010)
- Job engagement → Task performance (Rich et al., 2010).
- Job engagement → Organizational citizenship behaviors (Rich et al., 2010).
- Job engagement → Reduce absenteeism, employee turnover and safety incidents (Sorenson, 2013)
- Job engagement → Organizational productivity and profitability (Macey & Schneider, 2008; Sorenson, 2013).
- Job engagement → Provide major competitive advantages to organizations (Macey and Schneider, 2008)



Causes and Remedies of Disengagement

- Motivational Perspectives
 - Skinner's Reinforcement Theory
 - Maslow's Hierarchy of Needs & McClelland's Need Theory
 - Locke's Goal Setting Theory
 - Adam's Equity Theory & Other Organizational Justice Theories
 - Hackman and Oldman's Job Characteristics Model
- Leadership Perspectives
 - Transactional Leadership
 - Transformational Leadership
 - Authentic Leadership
 - Servant Leadership



Engaged Leadership

- A culture of high engagement could be created when people in power provide four facets of leadership (Swindall, 2011):
 - Directional leadership refers to the idea of giving a sense of direction to employees through inspiring vision and mission.
 - Motivational leadership refers to the usage of positive motivational techniques, such as focusing on what employees do well, celebrating small successes through rewards, being fair, and providing good work-life balance to employees.
 - Organizational leadership focuses on the development of teams and building diversity in the organization through hiring of right talent and empowering them.
 - The three styles of leadership to work have to be tied together around one's 'character core,' meaning that they all had to be performed with integrity.



The Bhagavad Gita



Leadership of Renunciation?

- Renunciation: An act of relinquishing, abandoning, or sacrificing something, as a right, title, person, or ambition. e.g, *the king's renunciation of the throne.*



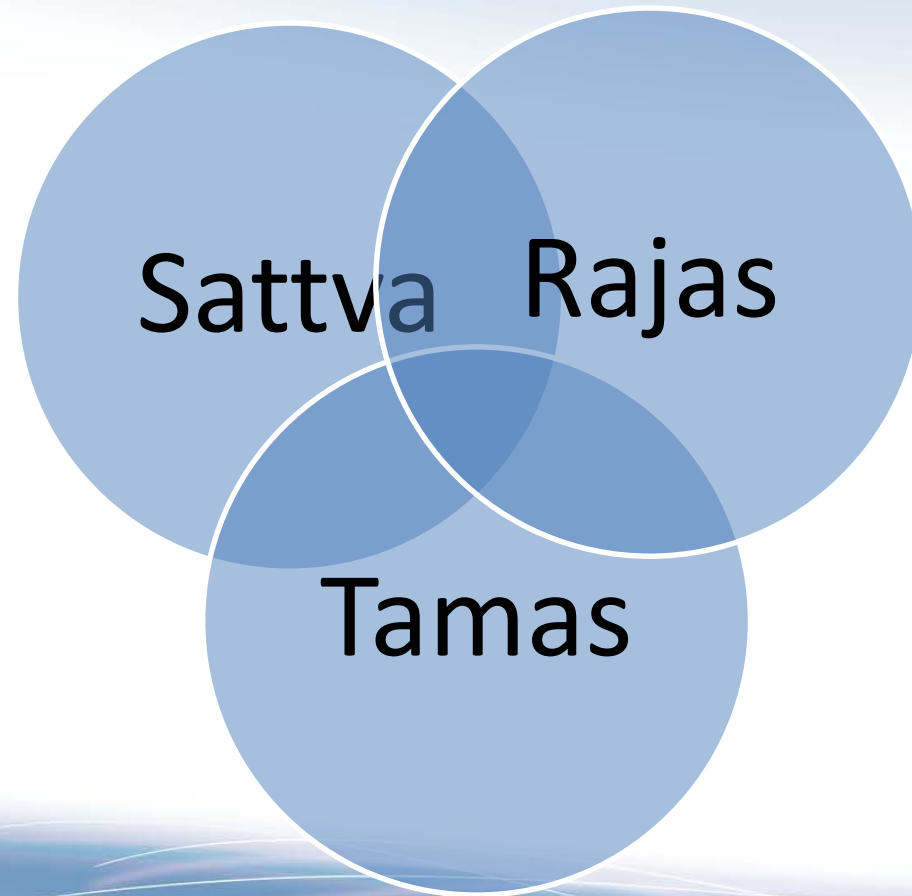
It is not Laissez Faire leadership



Guṇas

- *Purusha* (Spirit or Self) & *Prakriti* (Matter or Nature)
- *Gunas* mean characteristics or threads. They describe *Prakriti* (both the physical as well as human world).
- Individual = *Purusha* + *Prakriti* = Spirit + Matter
- ***Gunas*:**
 - ***Tamas***: Inertia (Newton's 1st Law of Motion); Laziness; Ignorance
 - ***Rajas***: Force (Newton's 2nd Law of Motion); Desire-ridden action; Agitation, Stress
 - ***Sattva***: Balance (Newton's 3rd Law of Motion); Balance; Awareness & Clarity





Human Gunas

Tamas

- Laziness and procrastination
- Addicted to lust
- Taking drugs, alcohol
- *Yuchisuta*: Living by taking loans on credit cards. Or take away from others.
- *Krurata*: Hatred when they have energy
- Little bit of tamas is good, otherwise you won't get sleep.
- In extreme: Depression and suicidal tendency.

Rajas

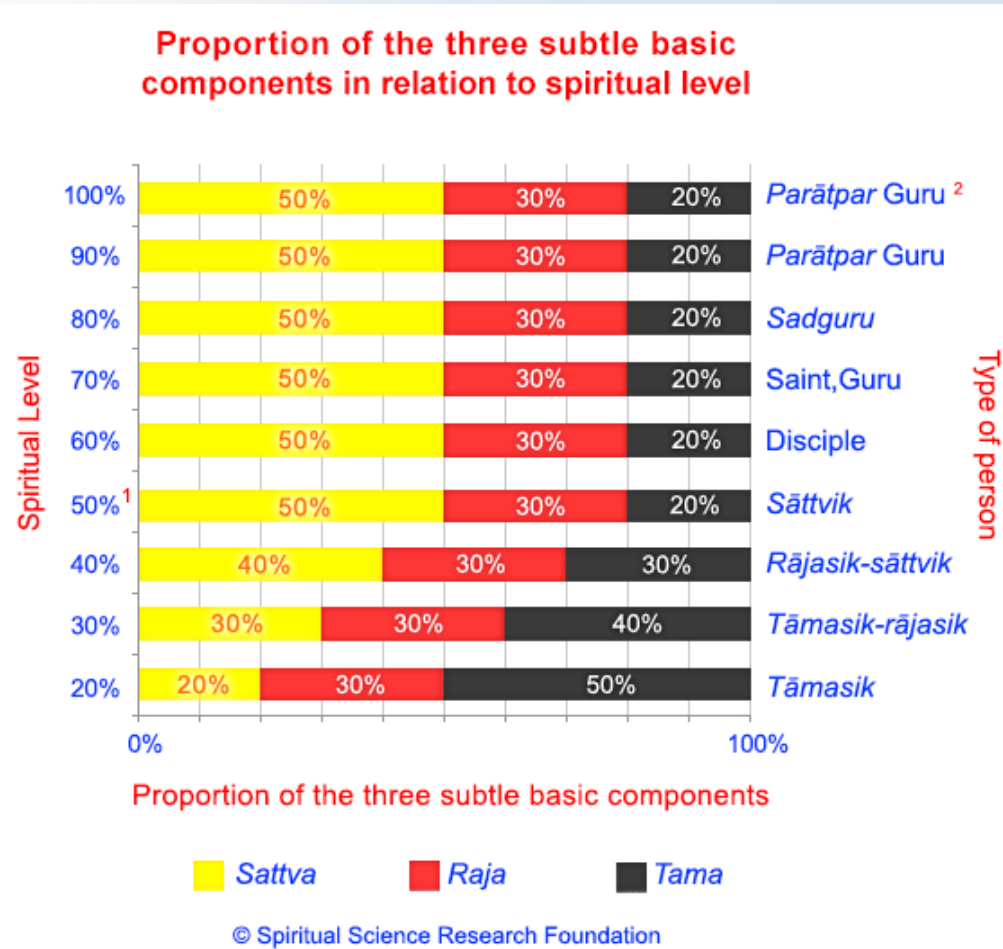
- *Vishaya Asikta*: Desires; Ambitious; Engages in activities that are even unethical.
- *Aaramb Ruchita*: Likes to start projects
- Impatience
- Activity both in thoughts and behaviors
- Attachment to action
- In extreme:
 - Indecisiveness
 - Irritability → Anger and hostility
 - Unpredictable walking volcano

Sattva

- *Tapa*: delayed gratification
- *Indriya nigraha*: Willpower: I won't power
- *Vigyan*: Wish knowledge
- *Sudhata*: Purity even of the body
- *Dharma kriya*: Helping others, altruism
- *Atmachintan & Dhyana*: Reflection and meditation
- High Sattvas:
 - Meditation is easy
 - Joyous and cheerful
- You work less but things work out (opposite of working very hard and still things not working out) → It's almost like you become very lucky in life.



The Three Gods



TRINITY

BRAHMA = God of creation

VISHNU = God of maintenance

MAHESH = God of destruction



Disengagement → Engagement

- Disengagement → Engagement
- Tamas → Rajas
 - Existing approaches
- Tamas → Rajas → Sattva
 - Ethical approaches
 - “Those who revel in *tamasic* happiness are in blind darkness, but those who revel in *sattvic* happiness alone are in even greater darkness.” -- *Isha Upanishad, 9*
 - *E.g., By grace of God everything is fine.*
 - Because you get stuck there
- Tamas → Rajas → Sattva → Purusha
 - Spiritual practices (MSR still hasn't covered this)



Nishkama Karma

Sakama Karma

- Focused on fruits (or rewards)
- Success
- Competitive rivalry
- Psychological burnout (→ tamasic)

Nishkama Karma

- Psychological energy conservation
- Freedom from bondage
- Leads to yoga with the transcendent Self



Tamas

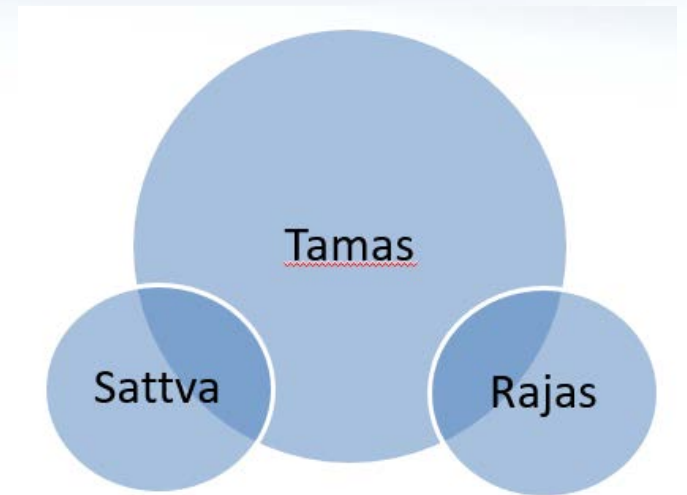
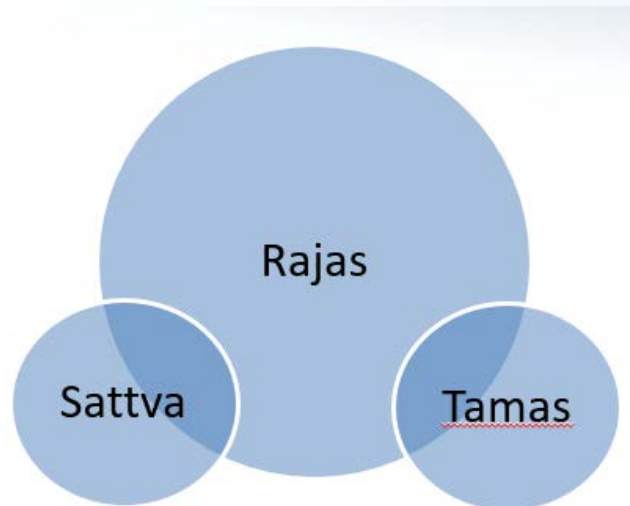
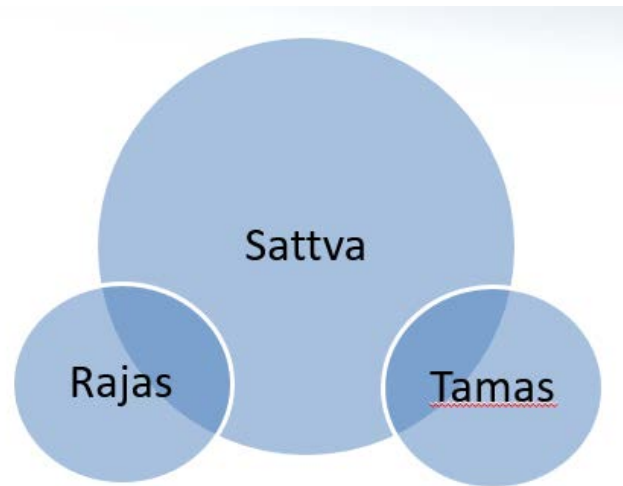
- It is that which makes us give up our obligatory duties.
- That which makes us try drugs.
- Take loans that they cannot handle.
- Credit cards purchases that we can't afford.
- Heedlessness and recklessness.
- Don't bother about consequences.
- Drinking coke while being 100 pounds overweight.



Rajas

- Rajas people are running around.
- Rajas binds us by attachment to action
- Greed: It's like fire. It consumes everything.
 - You are pretty. You want to be prettier.
 - You are wealthy. You want to be wealthier.
 - You are knowledgeable. You want to be more knowledgeable.
- Rajasic choses the corporate world “dog eat dog world,” “rat race”





Primary → Secondary	Sattva	Rajas	Tamas
Sattva	Sattvic-sattvic	Rajasic-sattvic	Tamasic-sattvic
Rajas	Sattvic-rajasic	Rajasic-rajasic	Tamasic-rajasic
Tamas	Sattvic-tamasic	Rajasic-tamasic	Tamasic-tamasic



Thank You



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