

Successful Decision Making Process from Shrimad Bhagwat Geeta to

Enhance Organizational Development: A Critical Review

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Abstract: Decision making process is very much important for any organization; hence, it should be done effectively so that organizational mustn't face any kind of problem. Shrimad Bhagwat Geeta provides solutions of any kind problem related to organizations; also decision making process may affect the performance and its enhancement as well. This research paper is focused on how the decision making process what can affect the organizational performance considering the Shrimad Bhagwat Geeta: A Holy book. Through this paper we explored the effects of decision making adopted from Shrimad Bhagwat Geeta for the organizations and its development.

Keyword: Decision making process, Successful Organization, Shrimad Bhagwat Geeta

I. INTRODUCTION

Decision making process is making choices by identifying a decision, gathering information, and assessing alternative resolutions for the enhancement of an organization. Effective and successful decisions make profit to the organization and unsuccessful ones make losses. Therefore, corporate decision making process is the most critical process for any organization. In decision making process, one can choose one course of action from a few possible alternatives. Also, with process of decision making, one may use many tools, techniques and perceptions. Usually, decision making is hard. Most of the corporate decision involves some level of dissatisfaction or conflict with another party.

While taking decisions one may consider his/her emotions/ feelings, i.e. in which emotional way he/she is taking decisions. As the lord Krishna explored the relationships on emotions/feelings, result focused etc. while making decision; based on this, research paper explored according to the variables explored ahead.

II. DECISION MAKING PROCESS FROM AUTHORS: WORLDWIDE REVIEW

Stephen R. Covey (1989) in this book "7 habits of highly effective people" explored the 7 habits of the people. This book explain how many individuals who have achieved a high degree of outward success still find themselves struggling with an inner need for developing personal effectiveness and growing healthy relationship with other people. Those are Be Proactive, Begin with the End in Mind, Put First Thing First, and Think win-win, Seek First to Understand, Then to Be Understood, Synergize, Sharpen the Saw. For taking perfect decision anyone must consider these 7 habits for being successful.

Spencer Jhonson (1998) in his book "who moved my cheese", addresses the fact of change in all the aspects of our lives, given how many offices it circulates in it would be fair to say that its main message relates to work. Most employees are employees because they prefer the security of a set wages under the apparent protection of the large enterprises. For others, the chief benefit may be that for most of the day they do not have to think; they "complete task". But such dependence restricts personal growth, in the same way that medieval serfs, while given a roof over

their heads on the estate, often never strayed more than a few miles beyond it and could never expect to be truly independent people.

Susan Jeffers (2007), in his book “feel the fear and do it anyway”, tried to explain to move out of comfort zones means some kind of fear. The author suggested not allowing fear to convince you that you don’t want to apply for that job, or meet that person, or go on that road trip. Your mind will come up with reasons to keep you exactly where you are. Because exactly where are you right now is alive, and that’s all your mind cares about.

B Mahadevan (2013) in his work explored widespread perception of ancient Indian wisdom is outdated, irrelevant and unscientific. According to him, every one of us faces this in our life from time to time. When we face difficult decision making situations, we seem to collapse like a pack of cards and try to run away from the situation. According to author, people must avoid tough decision, as per in Shrimad Bhagwat Geeta, Arjun’s behavior at the start of the war, there is behavioral pattern we see with respect to his reaction. This is the main subject matter for discussion in chapter 1 of Bhagwat Geeta. When leaders face tough decisions there is a method by which they avoid taking these decisions. Many a times they indeed know that there is a solution to the problem on hand. However, they realize that implementing the decision is not at all easy. In the case of Arjun, the solution was to defeat the Kauravas by killing all the leaders in the battlefield. According to the author, counseling help the people to take tough decision as Lord Krishna helped Arjun in taking such a tough decision.

Ritika Bajaj (2014) explored Krishna’s teachings for better decision making. Lord Krishna’s teaching to Arjun highlighted that all wars first exist in the mind. According to her, the decision should be taken with calm mind, give up on results, treat everyone equally, be ready for chance etc.

In a blog of *Shrishree (2018)*, explored the problem solving and decision making process with reference to Bhagwat Geeta. He explored that Arjun was filled with deep sorrow on seeing all his elders, teachers, cousins, friends and relatives in the enemy camp. But despite his sad state, Arjun asks Krishna to take him to the centre of the battlefield. He receives guidance from Krishna at the very centre. Arjun could have sought the solution without moving to the centre of the battlefield. After all Krishna was his charioteer and Arjun had to do was to seek simply ask Krishna for guidance cannot be received without reaching the center- our hearts. The practice problem solving and decision making from the center instead of looking at things from just the periphery could be helpful.

III. PROBLEM STATEMENT

Several books explained how to make decision what will be helpful for the organization development. Whatever these books explained about making decisions have been explained in Shrimad Bhagwat Geeta around 5000 years ago. With the help of Shrimad Bhagwat Geeta and other books, it can be considered these ideas may help in developing decision making skills what in turn affect employees’ performance. For any organization, decision making process affects organizational development to either positively or negatively, hence research problem is entitled as “Successful Decision Making Process from Shrimad Bhagwat Geeta to Enhance Organizational Development: A Critical Review”.

IV. OBJECTIVES OF THE RESEARCH

This research has aims at finding the importance of decision making process for an organization to enhance organizational development; therefore following are the objectives:

- To analyze the shlokas of decision making and its value for organizations and its development.
- To discuss the effects of these decision making processes for organizational performance enhancements.

V. DECISION MAKING PROCESS AND ORGANIZATION WITH REFERENCE TO SHRIMAD BHAGWAT GEETA

In Shrimad Bhagwat Geeta, Lord Krishna has explained many ways for the decision making to Arjun, now these decision making process can straight way be applied to any organization through which any organization can

enhance their performance. Also this decision may help the employees in making decision and be stoned on their commitments. Those techniques and methods are as per below:

A. Feelings/Emotions and Decision Making

When Arjun came to battle ground and saw his relatives and denied for fighting (Chapter 1 -Shloka 28-32). Lord Krishna saw his emotion and feelings (Happy, Sorrow, Anger etc.); he decided to make him feelings and emotion free and told to Lord Krishna:

“दृष्ट्वेमं स्वजनं कृष्ण युयुत्सुं समुपस्थितम् ॥
सीदन्ति मम गात्राणि मुखं च परिशुष्यति ।
वेपथुश्च शरीरे मे रोमहर्षश्च जायते ॥
गाण्डीवंसं स ते हस्ता त्वक्चैव परिदह्यते ।
न च शक्नोम्यवस्थातुं भ्रमतीव च मे मनः ॥
निमित्तानि च पश्यामि विपरीतानि केशव ।
न च श्रेयोऽनुपश्यामि ह त्वास्वजनमाहवे ॥
न काङ्क्षे विजयं कृष्ण न च राज्ञ्यं सुखानि च ।
किं नो राज्येन गोविन्द किं भोगैर्जीवितेन वा ॥”

With this shloka, Arjun told to Lord Krishna that he is trembling to see these relatives; his bow was falling down, he could not fight with them as he didn't feel any goodness with killing them. It means he was totally emotional due to attachments. The Lord Krishna told Arjun:

“अशोच्या नन्वशोचस्त्वं प्रज्ञावादांश्च भाषसे ।
गतासूनगतासूंश्च नानुशोचन्ति पण्डिताः ॥
न त्वेवाहं जातु नासं न त्वं नेमे जनाधिपाः ।
न चैव न भविष्यामः सर्वे वयमतः परम् ॥”

With these shlokas, Lord Krishna convinced Arjun not to do sorrow as he was most knowledgeable and warrior. As according to Lord Krishna, whenever person feelings/emotions are lacking or it shows attachment with any object then person can't take decision right way. If somehow, he takes decision then any person can face big trouble in his/her life. In an organization, if the organization's director, head/manager of department, team leader comes in attachment of any employee(s), the concern can't take decision regarding that employee(s). If he takes decision, that makes his/her organization to fall down its all respects in industry. Hence, to take decision in favor of organization, the director/head/manager must free from such kinds of attachments and feelings. For being successful, Bhagwat Geeta teaches to be proactive for taking decision.

B. Believe & Faith and Decision Making Process

Lord Krishna told Arjun,

“अश्रद्धया हुतं दत्तं तपस्तप्तं कृतं च यत् ।
असदित्युच्यते पार्थ न च तत्प्रेत्यनो इह ॥”

With this sholaka (Chapter 17, Shloka 28), Krishna meant to focus on believe & faith that whatever he was doing was a noble deed what would benefits even after death. Hence, if this concept is considered, any business can be developed if the organization has believe & faith in their decision making. With the beliefs and faith, the success rate of decision grows to higher, hence before taking decision on any issue the person must think and put beliefs and faith in that decision.

C. Result Focus and Decision Making

Lord Krishna made Arjun understand not to focus on Result, he had to face. He must do his work (Chapter 2, Shloka 47). Below Shloka justifies:

“कर्मण्येवाधिकारस्तेमाफलेषुकदाचन |
माकर्मफलहेतुर्भूमतिसङ्गोऽस्त्वकर्मणि ||”

With this Shloka, Lord Krishna told Arjun that he must focus on his deeds not on the result. According to Lord Krishna, result orientation may affect persons' deeds. In an organization, if an employee focuses on the result, then he can do several mistakes in order to fulfill the results which in turn harm the organization. Hence, while making decision in an organization for being as director/head/manager, they must forget about the results.

D. Action Followed

Lord Krishna while talking about “Karmyoga”, made Arjun to understand about the action of great man is often followed whatever decision being taken will be followed by other person that is Lord Krishna himself doing his “Karma” in a right way otherwise all people in world will be finished (Chapter 3, Shloka 21).

“यद्यदाचरतिश्रेष्ठस्तत्तदेवेतरोजनः |
सयत्प्रमाणंकुरुते लोकस्तदनुवर्तते ||”

According to this Shloka, whatever great person does is being followed by all people. In an organization, director/head/manager must think about their status/post as it will be followed by their employees. For example, if an organization has poor director/manager as he can't control work quality or can't take decision on it then their employees will do such useless thing in the organization and diminish. Hence, while taking decision, director/head/manager must consider that their actions will be followed by their employees.

E. Decision Accordingly Organizations' Development

Lord Krishna told Arjun that even he is doing deeds in favor of his people as he has nothing to get or nothing lose as people follow Lord Krishna. He made Arjun to understand whatever is good for society can be consider good for any single person as well (Chapter 3, Shloka 24).

“उत्सीदेयुरिमे लोकान कुर्याकर्मचेदहम् |
सङ्करस्य च कर्ता स्यामुपहन्यामिमाः प्रजाः ||”

With this Shloka, Lord Krishna explored his decision may affect whole people development or destruction. It means what is good for you, may not be good for society, but what is good for society is always good for you. In an organization, whatever is decision is good for organization development can be good for director/head/manager/employees not individually. Hence, organizational development is prime focus on decision making process.

F. Trust in Organization

Lord Krishna (Chapter 5, Shloka10, and all) justified to Arjun that whatever people do must devote to the Lord and believe on them without any extra achievement.

“ब्रह्मण्याधाय कर्माणि सङ्गं त्यक्त्वा करोति यः |
लिप्यते न स पापेन पद्मपत्रमिवाम्भसा ||”

Similarly, the employees must believe/trust on the director/head/manager of the organization for the organizational development without seeking extra advantages or achievement. Hence, while making decision regarding work, employees/manager must trust on the director/head/manager.

VI. DISCUSSION AND FINDINGS

This research paper, explored the literatures and Shrimad's shlokas, through this I can state how much decision making process is important. Also, I have observed B. Mahadevan justified not taking decision without any counseling from the expert or with that one who can suggest a better solution for that decision. The Lord Krishna given better counseling to Arjun with that he could take decision at tough condition. Similarly, in organization we must discuss on critical problem with senior so that an effective solution can be gotten (Chapter 1 – Shloka 28-32). Shrishree justified the problem solving strategies as proper guidance needed while not being able to take decision. For taking decision, an employee should be calm mind, treat equally and give up on results (also justified by Shrimad Bhagwat Geeta Chapter 2, Shloka 47) for being successful and business development as it was explored by Ritika. Even the author Spencer Jhonson explored changes are the nature so don't hesitate in taking decision but never expect to be independent person in an organization (it has been explored on Shrimad Bhagwat Geeta Chapter 3 Shloka 21-24). From chapter 1 of Shrimad Bhagwat Geeta (Shloka 28-32), we can find that Arjun was in fear in battling with their relatives which was his comfort zone. Lord Krishna taught him to come out of fear or comfort zones which were further explored by Susan Jeffers. It can be found out that for taking decision; we must consider the criteria explored in Shrimad Bhagwat Geeta for decision making process with this organization can be developed at certain level.

VII. CONCLUSION

It can be concluded that for making decisions, we should avoid all kinds of feeling/emotions which obstruct in organizational developments. Believe and faith is two pillars what help people out to take efficient decisions on certain situation. Hence, believe and faith is on your ability and director/head/manager. If an employee doesn't believe on these two then he/she can't take decision. Result focusing employee can't take any right decision, therefore while taking decision we must avoid focusing on results.

Evenwhile taking decision in an organization for being as employee/head/manager/director we must consider the other people linked with organization they may affect if taken bad decision. We must come out of our comfort zone while taking decision. These all conditions may help in decision making process and help any organization to enhance their performance and develop.

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