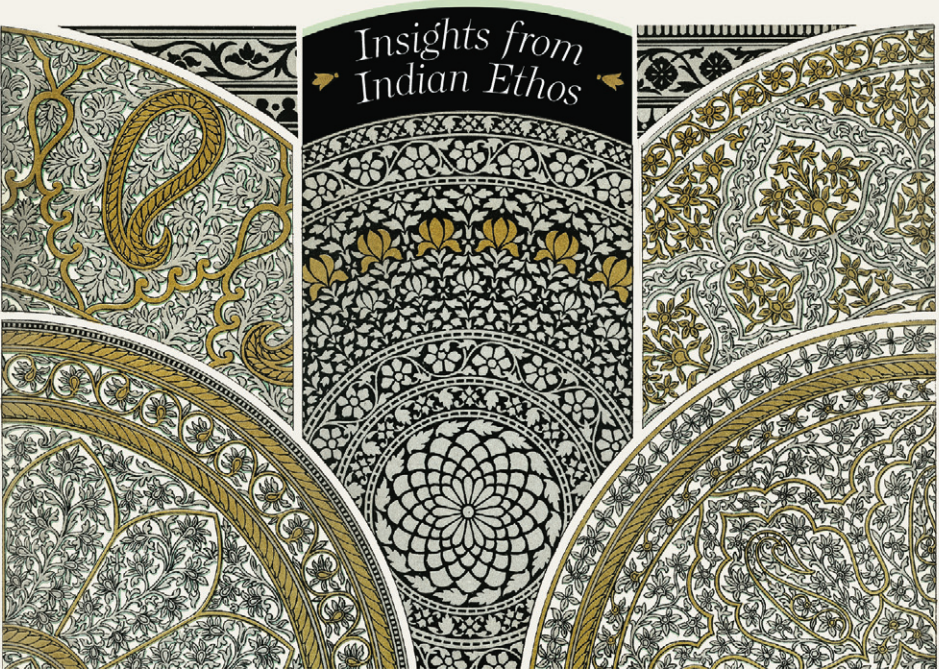




BUSINESS MANAGEMENT
AND ETHICS



Edited by
P. MARY JEYANTHI, NIRANJAN RAJPUROHIT
and DIEU HACK-POLAY

Business Management and Ethics

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Business Management and Ethics: Insights from Indian Ethos

EDITED BY

P. MARY JEYANTHI

Jaipuria Institute of Management, Jaipur, India

NIRANJAN RAJPUROHIT

National Law University, Jodhpur, India

AND

DIEU HACK-POLAY

Crandall University, Canada; University of Lincoln, UK



United Kingdom – North America – Japan – India – Malaysia – China

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INVESTOR IN PEOPLE

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About the Editors

Dr P. Mary Jeyanthi is a Business Analytics Professor at Jaipuria Institute of Management, Jaipur. She brings a wealth of expertise as a Data Science professional in the banking sector, with significant skills and experience in Business Intelligence, metaheuristic algorithms, and a strong passion for mentoring to foster a knowledge-rich and self-disciplined environment. Her research acumen spans diverse fields, including AI/ML, Blockchain, Generative AI, Business Intelligence and decision-making, Business Analytics, Data Analytics, Digital Transformation, Data Governance, Cybersecurity, and FinTech. With a decade of industry experience at HDFC Bank Ltd.'s Business Intelligence Unit in Chennai, Tamil Nadu, she has honed her proficiency in Business Intelligence and forecasting analytics. Dr Jeyanthi's research, titled "*A New Implementation of Mathematical Models with Metaheuristic Algorithms for Business Intelligence*", underscores her innovative approach to solving complex business challenges.

Dr Niranjan Rajpurohit is currently working as an Associate Professor in the Faculty of Management at National Law University, Jodhpur. He has extensive experience in both industry and academia. During his tenure at the School of Business Management, NMIMS Indore, he also taught 'Indian Ethos and Business Ethics' to MBA students. During his 6-year tenure at BHEL, a Maharatna PSU, in the Group-A executive cadre, he managed a wide range of HR, IR, and CSR activities while working in different plants and offices across India. He received the 'InsideIIM's Professor of the Year' recognition in both 2020 and 2021, an achievement he deeply cherishes. His consultancy assignments and MDPs have encompassed large organizations such as Indore Smart City Dev. Ltd., AU Small Finance Bank, Canara Bank, A-One Products, Wonder Home Finance, and BPCL. He has also served as a Subject Matter Expert for AICTE's SLA project.

Dieu Hack-Polay is a Professor in Organizational Studies at Crandall University (Canada) and Lincoln International Business School, University of Lincoln (UK). He worked for several years in various sectors of activity including the voluntary sector and local government as a human resources and training practitioner in the United Kingdom. He also has several years of experience as an academic. He worked for various institutions internationally. He obtained his PhD in Sociology at the University of Surrey, UK. His research focuses on migrant workers and expatriates. He has published several books and journal articles in leading international journals.

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About the Contributors

Anitha K. is the Head of the Department of Management Studies at Meenakshi Academy of Higher Education and Research (MAHER), India. She qualified for the UGC NET in Management and HRM in 2014. Her research focuses on AI applications in HRM, marketing, and sustainability. She has contributed to several book chapters published by prominent publishers like Springer, Taylor & Francis, CRC Press, Nova Science Publishers, and IGI Global. She has 6 years of teaching and 4 years of industry experience and regularly presents at conferences, consistently winning Best Paper awards. She authored a book and is the editor of the upcoming publication “Fintech Innovation – Practise and Progress in AI and ML Techniques for Finance” by Bentham Science Publishers. A Life Member of ERDA, she also serves as a resource person for faculty development programs and guest lectures. At MAHER, she is the Placement Officer and Assistant Director of Online Education.

S.A. Thameemul Ansari is a University Teacher by profession. His research areas include discourse studies, human rights and literature, cross cultural communication, business communication, issues in interpretation, culture dialogue, critical studies, and second language education. The books that he has authored are *An Interpretative Discourse on the Concept of Freedom, Dimensions in Discourse: Elementary to Essentials, Perspectives in Post Modernism: A Terminological Debate, A Study on the Language of Resistance and Rebellion* and *Paradoxes in Scattered Reflections*. He is currently serving as a Professor at School of Liberal Arts and Sciences, Mohan Babu University, Tirupathi. Andhra Pradesh.

B.S. Arjun is an Assistant Professor at the School of Business and Management, CHRIST (Deemed to be University) in Bengaluru. He has 12 years of teaching experience in graduate and postgraduate levels and one year of industry experience. He has done his doctoral degree from Bharathiar University, Coimbatore. His areas of specialization are finance and taxation. He has presented many research papers in national and international conferences and won three best research paper awards and has published research work in Scopus-indexed journals. His current research interests include risk management, derivatives, volatility measurement, ESG investing, and sustainable finance. He has cleared SEBI approved NISM Equity Derivatives Certification Examination and is pursuing Investment Operations Certificate (IOC) offered by CISI, UK. He has conducted national-level workshops and training sessions on investment

management, derivatives, financial risk management, tax planning, filing income tax returns, SPSS, and EViews (Econometrics).

Arshdeep is an Assistant Professor of Commerce at MCM DAV College for Women, Chandigarh. With a Master's degree in Management, she received her PhD (Business Management and Commerce) from the Panjab University, Chandigarh. Her research interests include investment management, financial services, human resource management, and organization behavior.

Asmabi K.K. is a Research Scholar, School of Management Studies, Cochin University of Science and Technology. She is a pioneer in the field of research and has completed her Master's in Psychology from Central University of Punjab. She has contributed to the *Journal of Indian Association of Clinical Psychologists* with her publication titled 'Extraversion, Neuroticism, Religiosity, and Self-perceived effects of Pornography Consumption among Young Adults of Kerala, India'. She is very enthusiastic and energetic in the field of research and interested in the domain areas of personality, spirituality, existential psychology, leadership, and environmental psychology.

Prashant Ramesh Dhage received his Bachelor of Arts (BA), Master of Arts (MA in History), and PhD from Rashtrasant Tukdoji Maharaj Nagpur University, Nagpur, Maharashtra. Dr Prashant's research interests include regional and local history throughout India's colonial period, as well as the contributions of political leaders, business groups, and social reformers in the Vidarbha region of Maharashtra. The research evaluated creative means of the movement against foreign domination, their policies and culture, as well as their impact on society and intensified the waves of nationalism in India.

Indrajit Ghosal is an Associate Professor and Research Coordinator at Brainware University, Kolkata, India, in the Department of Management. He earned his PhD in Online Marketing (Management) in 2020 and FRPM in 2017. With over 16 years of teaching experience, he has published 65 research papers in renowned journals such as ABDC, ABS, Scopus, and WOS, along with six patents. Dr Ghosal has presented papers at 36 international and seven national conferences, as well as four case studies. He has authored six books and edited nine forthcoming publications with notable publishers like Taylor & Francis, Emerald, Wiley, and Routledge. Additionally, he has published eight book chapters. Currently, he is supervising three PhD scholars and has successfully guided four MPhil scholars. As a keynote speaker and resource person, he has been invited to 30 conferences and workshops. His research interests include digital marketing, consumer behavior, online marketing, entrepreneurship, and e-commerce.

Aditee Anand Godbole is a permanent faculty at Symbiosis Law School, Nagpur, who has completed PhD from RTM Nagpur University, Nagpur, in Competition Law. Her area of research is inclusive of, but not limited to, commercial law, corporate law, competition law, and constitutional law. Her previous publications include research articles in *Russian Law Journal*, *Journal of Critical Review*, and *Journal of Arts, Humanities and Social Sciences*, an international multidisciplinary

quarterly bilingual peer-reviewed journal and Shodh Sanchar. She has also contributed a book chapter titled "Feminism: A Concept Misconceived" in *Women, Law And Society*, a book published by Victorious Publishers India (National Publisher) and another book chapter titled "International Humanitarian Law And the Challenges of Counter Terrorism" in *International Humanitarian Law: A reflection on 70 years of Geneva Conventions 1949* published by Satyam Books Pvt. Ltd.

Mohammad Irfan is an Associate Professor at the School of Business and Management, Christ University, Lavasa, Pune, India. He earned his PhD from the Central University of Haryana and holds an MBA in Finance, an MCom in Accounts and Law, and an MA in Economics. He has also qualified for UGC-JRF/SRF/NET in Management and Commerce and holds certifications from NSE (NCFM) and BSE. With over 16 years of experience, Dr Irfan specializes in SAPM, AI, machine learning, blockchain, cryptocurrency, financial engineering, fintech, green finance, and alternative finance. He has published over 40 Scopus-indexed articles in prestigious journals like *The Journal of Economic Cooperation and Development*, *International Journal of Business Excellence*, and *Cogent Business & Management*. His research has garnered 300+ citations with a 12 H-index. Dr Irfan has also authored seven books with Springer and IGI Global, all Scopus-indexed.

Kiran Jindal is an Assistant Professor of Commerce at MCM DAV College for Women, Chandigarh, India. She has more than 20 years of experience in teaching and research. Her areas of research are investment management, financial markets and services, derivatives, and corporate social responsibility.

Sonum Khajuria is an Assistant Professor in the School of Management at Atlas Skilltech University, Mumbai. She has over 3 years of teaching experience across the diverse cultures of Bangalore, Kashmir, Haryana, and Mumbai in the areas of Indian philosophy, English literature and business communication. She has published seven papers in reputed national and international journals and holds a rich research experience of 5 years on the topic: Exploring 'meaning' in select Mystic Poetry through *Dhvani Siddhanta*. Her areas of expertise include Indian poetics, poetry, mysticism, business English, and philosophy.

Lakshmi R.B. is an Assistant Professor at Christ University in Bangalore, known for her expertise in various areas. Her commitment to academic excellence is evident in her contribution to curriculum crafting. Dr Lakshmi organizes industry exchange programs, facilitates final placements, and orchestrates student internships. She is a lifelong learner, engaging in various national and international faculty development programs and publishing in UGC Care, Scopus-indexed, and ABDC journals. Her engagement transcends borders, coordinating international webinars, contacting students at premier institutes, and moderating panel discussions. As a recognized expert, she has served as a resource person for several faculty development programs and a national-level webinar on "Design thinking." Her multifaceted contributions to academia have earned her the prestigious AVLG Women's Achievers Award, further solidifying her position as a trailblazer in Business and Management education.

Ritika Mahajan is a faculty member at the Department of Management Studies at MNIT Jaipur. She holds a PhD from IIT Roorkee as a UGC-sponsored fellow. Previously, she worked at TERI SAS and coordinated the MBA (Sustainability Management) program. She has been a Visiting Trainer at the Indian Institute of Coal Management and the Rajasthan Police Academy. She has taught as a Visiting Faculty at Shiv Nadar University, IIIT Lucknow, and the University of Delhi. She has completed GRI-certified training on sustainability reporting (2021) standards and delivered over 50 sessions in international and national programs.

Sarthak Mishra is a Research Scholar in Organizational Behavior and Human Resource Management at Sri Sri University, Cuttack, Odisha, India. His area of research is related to green human resource management. He has published three papers in reputed journals under Web of Science, UGC Care Listed, and Scopus-indexed category. In addition, one of his papers has been published as conference proceedings and another as a book chapter. He has also presented papers in various international and national conferences.

Smarty P. Mukundan is an Associate Professor at the School of Management Studies, Cochin University of Science and Technology, Kerala, India. She has over two decades experience as an academician, trainer, and HR consultant. She has authored numerous research publications in the fields of HR and OB, sustainability, and gender studies. These publications have been featured in both national and international journals, by prestigious publishers such as Emerald, Taylor & Francis, etc. She has coauthored a book called *Data Analysis for Business Decisions using Excel*, Bharti Publishers, India. Dr Smarty worked with the State Bank Institute of Leadership (SBIL) in Kolkata, which is an apex training institute for leadership of the State Bank of India. During her tenure there, she successfully trained over 2,500+ top-level management executives from both the public sector banking industry and the BFSI sector on various topics such as emotional intelligence, resonant leadership, crucial communications, and negotiations.

Nagarjuna G. is an Assistant Professor in the Department of Tourism Management, School of Business and Management, Bannerghatta Campus, Christ (Deemed to be University). His research interests include sustainable tourism, cultural and heritage tourism, education, and wildlife tourism. His doctoral research was on Sustainable Tourism Management: Issues and Challenges of Eco and Wildlife Resorts in Karnataka.

Sathish Pachiyappan is currently serving as an Assistant Professor at CHRIST (Deemed to be University), Bannerghatta Road Campus, Bengaluru. He has done his doctoral degree from VIT (Deemed to be University), Vellore. He has completed MBA from Anna University and BCom from SRM University, Chennai. Currently, as a part of his research work, he had published articles in peer-reviewed journals which includes Scopus-indexed journals, Web of Science indexed journals, Australian Business Deans Council (ABDC) listed journals, and EBSCO host journals. Also, he published book chapters in Elsevier, Emerald, Springer, and IGI global. He went as a resource person for various FDP, Guest

Lecture, Session Chair for conference and workshop to various reputed colleges. He is well versed in handling Python, STATA, E-Views (Econometrics), SPSS for financial data analysis in research area. He is a gold medalist and earned first rank in BCom at SRM University, Chennai, and also earned class topper in MBA and 39th rank holder in Anna University.

Roopa Patavardhan is currently working as an Assistant Professor of Economics at the School of Social Sciences at Christ University (Bangalore, India). She is a passionate Teacher interested in exploring innovative methods for economics teaching. Dr Patavardhan holds a PhD in Economics from the University of Mysore and boasts a robust academic background with several merit scholarships since school. With experience as a Lecturer and an Assistant Professor at diverse institutions, her expertise lies in development economics, with a focus on labor, gender, and health economics. Driven by a passion for research, she has presented at numerous national and international conferences, with some of the works published in peer-reviewed journals, including her latest on the Brand Bengaluru, Populism, abortion laws, and female labor force participation. Beyond research, Dr Patavardhan is a dedicated educator, employing thought experiments and class engagement strategies. She also delivers insightful guest lectures, covering topics from gender segmentation in employment to exploring career opportunities in economics.

Shubhangi Rajawat is a Research Scholar pursuing her PhD at the Department of Management Studies, Malaviya National Institute of Technology Jaipur. Her research interests lie in corporate sustainability, sustainability reporting, and banking.

Gowri Shankar Ramachandran is an esteemed faculty member at the School of Business and Management at Christ University in Bangalore. He holds an MCom, MBA, and PhD and is an Assistant Professor in the Department of Business and Management. Dr Shankar's contributions to the institution and his field of expertise are significant, and he plays a crucial role in shaping future leaders in business and management. He has authored several articles and book chapters in Scopus-indexed journals. In addition to his impressive educational credentials and professional accomplishments, Dr Gowri Shankar Ramachandran is known for his passion as a Professor. He is deeply committed to helping his students learn and grow, and he takes great pride in seeing them succeed in and out of the classroom.

Namita Rath is an Associate Professor in Organizational Behavior and Human Resource Management at Sri Sri University, Cuttack, India. She did her PhD in Personnel Management Industrial Relations from Utkal University. She has teaching experience of over 17 years in business schools with Bachelor's and Master's programs. She has published 26 papers in Scopus-indexed, UGC listed, and different peer-reviewed indexed journals and 11 book chapters along with three books to her credit. She presented papers in different national and international conferences. Her research interests include organizational behavior,

industrial relations, and talent management. She is currently guiding three doctoral candidates.

Dr Janani Ravinagarajan is an Assistant Professor at Shiv Nadar University, Chennai. She holds a PhD in Finance from VIT, Chennai, with research focusing on arbitrage opportunities in algorithmic trading and other modes. With over 13 years of combined academic and corporate experience, she specializes in teaching Financial Accounting, Portfolio Management, and Risk Management. Dr Janani has published in Scopus and ABDC-indexed journals and is a recipient of the Raman Research Award. She also brings 6 years of corporate experience in securitization, portfolio management, and real estate underwriting.

Surya Rashmi Rawat is a distinguished academician and researcher affiliated to HPKV Business School, Central University of Himachal Pradesh, Dharamshala. With a Master's degree in International Business and a PhD in Green Marketing, her expertise lies in understanding consumer behavior toward various facets of contemporary fields in marketing. Her areas of interest include organizational behavior and Indian knowledge system including values and ethics. Prof Rawat has undertaken significant research projects funded by prestigious institutions like the EURASIA, Erasmus + program of the European Union, and the Indian Council of Social Science Research. Her dedication to academia extends to mentoring PhD and MPhil students, guiding them in their research endeavors. Prof Rawat's prolific publication record in reputable journals underscores her commitment to advancing knowledge in her field.

Nuzhat Fatima Rizvi is currently working in the Department of Humanities, in Symbiosis Law School, Nagpur. She has done her PhD in English from RTM Nagpur University. Her research interests include postcolonial literature, diaspora, migration, and culture studies.

Aditi Sharma is an esteemed academic and researcher who specializes in management, leadership, and organizational behavior. She currently serves as an Assistant Professor at HPKV Business School, School of Commerce and Management Studies, Central University of Himachal Pradesh. She holds a PhD in Management from Panjab University, Chandigarh, and an MBA from Himachal Pradesh University, Shimla. With over a decade of teaching experience, she has contributed significantly to the development of future business leaders. Dr Sharma's research interests are diverse and relevant, encompassing topics such as workplace behavior in healthcare and organizational culture and leadership dynamics.

Ruchi Sharma, PhD in Management from Himachal Pradesh University Shimla, serves as an Assistant Professor at HPKV Business School, SCMS, Central University of Himachal Pradesh. Formerly at the National Institute of Technology, Hamirpur, her expertise spans consumer behavior and general management. She has published many research articles in marketing in various national and international journals and presented research papers in the field of consumer behavior in national and international conferences. Dr Sharma's dedication to understanding consumer

behavior dynamics underscores her role as a respected academic and researcher, contributing significantly to the field while imparting valuable knowledge to students.

Mylavaram Chandra Shekar is an Associate Professor at the Institute of Public Enterprises Hyderabad. He writes frequently for *The Journal of Management Accountants* and *Forbes India*. As an academic and thought leader, he writes essays for *Business Line* and *The Financial Express*. Due to his accounting, corporate finance, and financial modeling expertise, Shekar's teaching and research on Indian start-ups and corporate finance are innovative. His impressive resume includes work at NIIT University and the Indian School of Business, Hyderabad. As a trainee academic associate at IIM Ahmadabad, he was groomed to teach and research in management.

Amit Shrivastava is a Professor of Accounting and Finance at the Jaipuria Institute of Management, Indore. He is a Visiting faculty member at IIM Kozhikode, IIM Indore, IIPH Gandhinagar, TISS Mumbai, and the Masters' Union. Previously, he was an Associate Professor at the Adani Institute of Infrastructure Management and an Assistant Professor of Finance at the SBM-NMIMS University, Mumbai campus. Amit was also an Academic Associate in Accounting and Finance at IIM Ahmedabad. He has conducted management development programs for senior executives at various renowned organizations, including TCS, IOCL, NOVARTIS India, HOWE India, Ahmedabad Municipal Corporation, Sardar Sarovar Narmada Nigam Ltd., and several ADANI group companies.

Rushina Singhi is an Associate Professor at School of Mathematics, Applied Statistics and Analytics, Narsee Monjee Institute of Management Studies. She has more than 19 years of experience in teaching, research, and corporate training. Her areas of research are business analytics, operation management, operation research, healthcare management, spirituality, and management.

K. Sreshta Rebecca is a banking professional in the Mortgage industry, working as an Assistant Manager with HDFC Bank Limited, India. She has pursued a Master in Business Administration (MBA) in Banking, Insurance, and Financial Service and a Bachelor of Engineering (BE) with a specialization in computer science and engineering. She is interested in writing for journals and business newspapers, with one notable contribution to *Sustainable Accounting Practices* published by Taylor and Francis.

Anubha Srivastava is a proven academician, researcher, and corporate leader who is working as an Associate Professor (Accounting and Finance) at Christ University Bangalore, India. In the past, she has worked as a Visiting Faculty (Accounting) at Universitas Diponegoro (International Division) and UNESS University Semarang, Indonesia. During the last 13+ years, she performed a key role in academic and training institutions in Indonesia, India, and Africa. Her research areas are value relevance, IFRS, capital market, banking, corporate finance, option pricing, etc.

Binoy Thomas, currently serving as an Assistant Professor and Research Coordinator at Sahrdaya Institute of Management Studies, Thrissur Kerala, brings a wealth of academic experience, with nine years of teaching and three years of research experience. Holding a doctoral degree from VIT Vellore, his research primarily focuses on developmental economics and behavioral finance. His dedication to research is underscored by his publications in peer-reviewed reputable journals, comprising five Scopus-indexed and two ABDC-listed publications. He actively fosters a global perspective among students through participation in various academic conferences, seminars, and workshops nationally and internationally. Moreover, he enhances his expertise through participation in various FDPs and workshops and serves as a resource person for academic activities. His academic journey is distinguished by achievements including recognition as the University Topper and Gold Medalist in Bachelor Degree, and receiving a Research Award from VIT Vellore for outstanding publications and scholarly contributions.

Preface

The book brings together a collection of chapters that provide insights from Indian ethos, applicable to present-day management issues and challenges. The book will help the readers in making effective decisions, driven by values and ethics. In a world where ethical management and leadership are increasingly advocated in practice and academia, this book emerges at an opportune time to fill a significant gap. The topic of Indian ethos and values in management is being given a lot of thrust by NEP 2020 and bodies like AICTE and UGC. It is a new topic, and there are not many books on this theme. With the rise of India as a global economic and power house, many of the lessons emerging from this book can be drawn upon in many other contexts, particularly developing economies.

The book draws from the wisdom available in ancient Indian scriptures and philosophies, which can act as guides for students and future managers in decision-making. Specifically, these insights will enable them in exercising discretion and managing teams in a VUCA and BANI world. The book also provides insights in aligning modern-day management education with more holistic and eastern perspectives, thus making it suitable for Indian context. The book will aid character building of students and practicing managers, helping them resolve dilemmas that they can encounter in day-to-day lives.

While the subject of Indian Ethos in Management has been introduced in several B-schools, there is a dearth of books on the subject that can be referred by students. This new book will bring together key aspect in a single volume, thus addressing ethics issues holistically. The book is a collection of chapters which are directly related to the subject and can be used by teachers, students, and scholars alike. Some of the key features of the book are focus on management lessons from the Indian scriptures, Indian philosophies and approaches to ethical dilemmas, a holistic approach to the integration of business ethics and management.

This new book is relevant to many different disciplines including management, international business, sociology, cultural studies, and education, to name a few. The contents directly cover topics from course outlines of many B schools, bringing together in a single book key perspectives in Indian ethical management. Our publication can act as a reference book for courses on Indian Ethos and Business Ethics running in B schools in India and abroad.

The fluid structure of the book makes it an easy read. The introduction contextualizes Indian Ethos and Business Ethics. This is followed by a series of chapters that focus on the Historical and Cultural Context of Indian Ethos and Business Ethics and its application to various social domains including business

ethics, leadership, marketing and advertising, human resource management in Indian companies, sustainability, and cross-cultural business communication. These applications are also discussed in relation with the growing influence of globalization.

As we evaluate the reception of this first edition and prepare for future editions, feedback from our valued readership is welcome. We wish you a pleasant journey into this novel and provocative text.

The Editors

Chapter 1

Role of Ancient Indian Scriptures in Improving Environmental Ethics and Organizational Citizenship Behavior for Environment at Workplace

Sarthak Mishra and Namita Rath

Sri Sri University, India

Abstract

In order to tackle the menace of global warming, sustainable practices like efficient use of natural resources and reduction of carbon emission have become the emergent need in organizations. In this context, Green Human Resource Management (GHRM) practices with mediation of Organizational Citizenship Behavior for Environment (OCBE) can play vital role. However, considering the increased resort to greenwashing in recent times, absolute need is felt to ensure environmental ethics (EE) at workplace. The present study aims at analyzing the role of Value-based Learnings from Ancient Indian Scriptures (VLAS) in facilitating EE and strengthening OCBE through GHRM toward better environmental performance (EP). The study is qualitative in nature with the following approach: (i) Literature review on GHRM, OCBE, EE, greenwashing, and sustainable lifestyle to ascertain how these concepts have evolved; (ii) Analysis of valuable learnings and insights from ancient Indian scriptures for promoting environmental preservation; (iii) Designing conceptual model based on Ability, Motivation, and Opportunity (AMO) theory, Theory of Planned Behavior (TPB), and Norm Activation Model (NAM) to fulfill the aim of the study. The study highlights how the learnings from ancient Indian scriptures can be of vital help for sustainable lifestyle and better EE at workplace. Conceptual model of the study establishes that VLAS leads to EE, and both can play vital supporting role in strengthening GHRM practices toward stronger OCBE and much better EP. The study being a theoretical one has limitations. Empirical investigation can add value and offers scope for further research.

Keywords: Green Human Resource Management; Organizational Citizenship Behavior for Environment; environmental ethics; greenwashing; ancient Indian scriptures; Ability–Motivation–Opportunity Theory; Theory of Planned Behavior; Norm Activation Model

Introduction

The world is passing through the greatest dilemma: the choice between the path of development and growth based on fossil fuel or to save the mankind from the environmental disasters which are surfacing with greater frequency and severity. Extreme weather events causing flash floods, intense heat waves, and severe cyclonic storms are taking heavy toll of life and property at various parts of the globe. Some places get deficit rainfall leading to drought and scarcity of water. Human beings are responsible for such calamity as their activities are resulting in increased greenhouse gas (GHG) emissions leading to global warming and extreme weather conditions. Intergovernmental Panel on Climate Change (IPCC) have highlighted in the recent Synthesis Report (IPCC, 2023) that GHG emission is continuously increasing as use of energy, land, lifestyle, and patterns of consumption and production are being carried out on unsustainable basis. The report also reveals that such extreme weather and climate conditions have pushed large numbers of people to severe food and water shortages and resulted in 15 times higher human mortality in vulnerable regions. Accelerated reduction of GHG emission is now an extreme necessity which besides controlling global warming will provide several benefits like better health and well-being through lower pollution and active mobility (more of walking and cycling) as well as improvements in agricultural productivity, food security, livelihood, and conservation of biodiversity. Under the enabling conditions for climate resilient sustainable development, the report has included changed behavior backed by suitable policy, infrastructure, and sociocultural interventions as well as diverse knowledge and values.

Besides the periodical assessment of global warming/climate action by IPCC and commitments/declarations made annually by member nations through Nationally Determined Contributions (NDCs), environmental sustainability received general focus under United Nations (UN)-sponsored Millennium Development Goals (MDGs) during 2000–2015 and particular focus with launching of Sustainable Development Goals (SDGs) in 2015 with a 15-year agenda. In order to reduce adverse impact on environment and to achieve SDGs, organizations started various decarbonization measures and adopted eco-friendly human resource (HR) practices known as “Green Human Resource Management (GHRM) practices i.e. Green Recruitment, Green Training, Green Performance management and Green Rewards.” Various research studies across diverse sectors have found significant impact of GHRM practices on environmental outcome with mediation of various variables and more importantly with presence of Organizational Citizenship Behavior for Environment (OCBE) which does not come under the formal reward/recognition system but contributes toward better

environmental management. Organizations, therefore, need to give top priority to improve OCBE for better environmental outcome.

In this context, it is pertinent to note that since time immemorial, India's ancient scriptural history has a special reverence for nature which can add ethical value and can play a vital role in improving OCBE in workplace. Most of the ancient scriptures dealing with the ancient lifestyle of people have focused on five elements of nature, i.e., earth, water, air, light, and cosmos (Renugadevi, 2012). The relationship between man and nature and how human behavior/actions can affect nature's as well as human beings' well-being are vividly explained in various ancient Indian scriptures like Vedas, Puranas, Upanishads, Bhagavad Gita, and all-time great epics of Ramayana and Mahabharata. The learning from such ancient scriptures will strengthen ethical value leading to pro-environment behavior and OCBE. Ancient Hindu philosophy believes in environmental conservation in preserving mountains, forests, and rivers as well as showing compassion toward living and nonliving organisms like animals and plants. Although there are studies linking the learning from ancient scriptures with environmental management, few have linked it to GHRM and OCBE in the context of improving environmental outcome at the workplace. The present study is an attempt to bridge this gap.

This paper comprises five sections including the Introduction. The next section reviews some of the existing literature on the key concepts of GHRM, OCBE, environmental ethics (EE), as well as greenwashing and sustainable lifestyle. Section 3 covers the discussion on learning points from ancient Hindu scriptures which can facilitate ethical behavior and sustainable lifestyle. In Section 4, we propose the theoretical framework with conceptual model. The concluding Section 5 focuses on practical implications, future research direction, and limitations of the study followed by concluding remarks.

Literature Review

The present section discusses the existing literature covering five key aspects. The first subsection focuses on review of articles dealing with the relevance of GHRM followed by its relationship with OCBE and impact on environmental outcome in subsection 2.2. In the subsequent subsections, literature on the concept of EE, greenwashing, and the sustainable lifestyle and their relevance in the organizational context have been discussed.

Green Human Resource Management (GHRM)

The concept of GHRM was first proposed by Wehrmeyer (1996) in his book, "Greening People." He focused on integrating Human Resource Management (HRM) practices with environmental perspectives. Although the concept came into light during the early nineties, research-based studies on GHRM practices became more focused in the early years of the new millennium. Renwick et al. (2008) have analyzed the early 21st century trends of GHRM practices from the

available literature dealing with various Green HR activities at the workplace starting from recruitment to exit. The paper has highlighted the future research agenda that may provide useful results for employers/practitioners toward better environmental performance (EP) through effective participation/involvement of employees, more particularly in the areas of waste management and recycling. In another article (Renwick et al., 2013), the authors have reviewed articles linking GHRM practices, with “Ability– Motivation–Opportunity (AMO)” theory, found gaps, and suggested future research areas. It summarized various GHRM practices to develop green abilities of employees through appropriate recruitment, selection, training, and motivating them through performance management, reward, and providing opportunities through empowerment and supportive culture. The study has highlighted that tacit knowledge, empowerment of employees, and supportive work culture are important in improving employee involvement and EP. Employee emotion and personal values can play vital role in environmental management as employees assume ownership of the issue. The study concludes that GHRM is a potential resource for improving performance, but its full scope is not being utilized by organizations. With regard to implementation of GHRM practices in the workplace, Cherian and Jacob (2012) have revealed that the effective implementation of these practices is the key in promoting the employee morale and facilitating a long-term beneficial effect on the organization. Further, this would lead to improvement in overall retention and promote public image of the organization as a green and responsible employer. As the importance of the concept was felt more and more in the organizational perspective, the concept of GHRM has been considered a proactive approach that aligns organizational focus toward effective environmental management (Daily et al., 2012; Gonzalez-Benito & Gonzalez-Benito, 2005; Jabbour & Santos, 2008). Furthermore, with increase in concerns for environmental protection, more research-based studies have dealt with individual HR practices and policies, covering the aspects of cleaner production (Jabbour, 2013). Some of the studies (Bangwal et al., 2017; Madan, 2016) have based their research on importance of GHRM practices in the current organizational context with special reference to 21st century in connection with the ideologies of work–life balance and corporate EP. With regard to individual Green HRM practices, Govindarajulu and Daily (2004) have emphasized on Green Performance Management and Evaluation as a policy for continuously evaluating and monitoring individual employee performance with organization-specific environmental goals. Jabbour et al. (2010) illustrated Green reward system as crucial policy for better acknowledgment of employee contribution toward fulfillment of environmental management goals. With growing importance, some of the advanced GHRM concepts have laid emphasis that environmental obligations and ambitions of the organizations should be more employee-centric. A study by Gupta (2018) focused on Green employee involvement and empowerment and emphasized on providing a platform to the employees for participation in environment management initiatives and activities. Mishra (2017) in a study in manufacturing sector of India has highlighted that GHRM practices have the potential for promoting pro-environment behavior which can be developed

through mutual learning and top management support. Recent studies in the last four years have made historical evaluation on scope of GHRM practices in the organizational context. [Pham et al. \(2020\)](#) have conducted a thorough literature survey on GHRM practices and analyzed their evaluation trends from the past to the present scenario. The study revealed that Green Recruitment and Training (GRT) and Green Performance and Reward (GPR) are very essential for sustainable development of an organization and, therefore, need effective implementation. It points out the need for further research on comparison of GHRM application across: (1) different national contexts and (2) different industries and economic sectors more particularly in service and manufacturing sector organizations. The study highlighted on implementation of GHRM practices to be integrated with green organizational culture, green health and safety, and work–life balance. [Faisal \(2023\)](#) through a review study of the existing literature has explored various factors and measurement tools of GHRM like employees can be motivated to participate in the planned use of scarce resources, programs related to reduction of pollution in the workplace, effective waste management practices and recycling. Such practices not only promote better health and well-being, it would also aid in reducing the overall wastage, thereby decreasing the adverse effects on the environment.

OCBE and GHRM

Organizational Citizenship Behavior (OCB) is individual discretionary behavior not covered under the formal reward system of the organization but helps in its effective and efficient functioning ([Organ, 1988](#)). OCB is facilitated by the individual urge to go beyond one's prescribed job duties, in displaying loyalty toward the organizational interests. It has been a part of many researches in the field of social science and is classified into six main categories: helping, organizational loyalty, sportsmanship, individual initiatives, organizational compliance, and self-development ([Organ et al., 2006](#)). Accordingly, environmental OCB or OCBE can help in improving effectiveness of environment management in organizations ([Boiral, 2009](#)). Highlighting this, [Daily et al. \(2009\)](#) have emphasized on cumulative patterns of human behavior linked with environmental contributions. Various research studies have linked the antecedents of OCBE to the context of EP, with special focus on how it can influence individual employee contribution toward environment-related performance. [Boiral and Paillé \(2012\)](#) have provided in-depth understanding of OCBE and classified it under three main categories: eco-initiatives (personal initiatives of employees for the cause of environment), eco-civic engagement (employees actively contributing in environmental activities of the organization) and eco-helping (employees mutually helping for the cause of environment). The authors have given examples under above three categories of OCBE and suggested that managers can use it to measure intensity or otherwise of OCBE toward EP in terms of less paper use, less electricity consumption, reduction of GHG emission through business travel, reduction and recycling of waste, etc. OCBE, therefore, plays a key role in

energizing individual employee's passion and commitment toward the environmental contributions which are unrewarded in the workplace but facilitate individual efforts toward positive effect on the environment. As there have been environment-related pressures from different regulators, organizations are taking stock of what portion of their activities are contributing toward environmental damage. In this case, organizations have to bear the cost of the detrimental effect caused to the environment as well as their responsibility toward environmental preservation (Ones & Dilchert, 2012). This has attracted the attention of researchers toward an organization-specific environmental citizenship behavior or pro-environmental behavior which has made OCBE the center of debate across the organizational board rooms (Raineri & Paille, 2016). However, to make OCBE impactful for environmental outcomes, it is necessary that employees in an organization are trained with effective HRM practices linked with environmental perspectives. In this regard, some research studies have focused on the transformational impact of OCBE. Alt and Spitzack (2016) highlighted that OCBE plays a key role in transforming involvement and capabilities of employees toward higher EP. Studies by Daily et al. (2009) and Pinzone et al. (2016) have revealed that GHRM practices stimulate OCBE leading to better EP. Anwar et al. (2020) in their study on relationship between environment-oriented HRM practices (GHRM) and OCBE in educational institutions have assessed that OCBE as a mediator positively influences the impact of GHRM practices on EP. Lu et al. (2022) through their study have found that GHRM not only mediates the positive effects of Top Management Team Responsible Leadership (TMTRL) and employee environmental felt-responsibility (EEFR) but also promotes employee OCBE through EEFR. Hameed et al. (2020) have empirically shown that GHRM practices have notable effect on OCBE via green employee empowerment (GEE). The findings also show the link between GEE and OCBE can be further strengthened by individual green value of the employee. Muisyo et al. (2021) have analyzed the GHRM practices on the basis of AMO theory and have shown that GHRM can instill green culture leading to OCBE at the organizational level. Based on Social Cognitive Theory, Zhao and Zhou (2020) have found that moral reflectiveness completely mediates the relationship between Socially Responsible HRM (SRHRM) and OCBE. In an attempt to integrate OCBE literature with Normative Theory, Ostertag (2023) has revealed strong relationship between personal pro-environment norms of employees and their voluntary pro-environment behavior (VPEB). It adds further that pro-environment supportive work culture makes the personal pro-environment norms stronger at workplace. Su et al. (2023) have used Social Identity Theory and their study results have shown that employees' OCBE is positively impacted to a significant extent by ethical leadership (EL) at individual level. At the team level, team environmental atmosphere fully mediates the relationship between EL and employees' OCBE. Sahar et al. (2023) have used the Stewardship Theory to assess the effect of RL on OCBE through the mediating support of Environmental Corporate Social Responsibility (ECSR). Findings of their study reveal that RL positively influences OCBE and ECSR mediates the relationship

between RL and OCBE partially. Organizations, therefore, need to prioritize ECSR in their corporate social responsibility activities. Although there have been several application-related studies on OCBE in different sectors with Tourism and Hospitality sectors leading the way, still there is lack of attention on the factors and variables which facilitate OCBE at both organizational and individual level which should be an area of concern among researchers and practitioners as human behavior and human activity related to the safety of the environment as well as environmental sustenance have been some of the key global issues that need to be addressed.

Environmental Ethics

Palmer et al. (2014) describe EE as the study of ethical questions concerning human relationship with the nonhuman environment. Ethical claims are prescriptive in nature like human beings should reduce adverse impacts of their lifestyle on the environment. It cannot be reduced to descriptive by relating it to people's acts or beliefs or to predictive by relating it to possible future situations. Rather, these claims are normative and aspirational in the sense that it stipulates lifestyle and behavior traits which may be difficult but ought to be practiced in the larger interests of mankind and habitat. In order to have sound ethical reasoning, it is very essential to have correct knowledge/information about ecological status, lifestyle impacts on it as well as aspects of environment which are considered valuable, and the underlying reasons thereof. Environmental issues may be related to reducing GHGs, protecting endangered species, sustainable resource use, or reducing various other pollutants. Some of these issues may be legal or economic issues besides environmental. Therefore, it is very crucial to evaluate policies and practices before deciding what is appropriate. In the backdrop of continuous environmental degradation, EE assumed importance and emerged as a distinct field of study during the 1970s, and since then, its scope has continuously expanded. Torelli (2021) analyzed the concepts of ethics, sustainability, and responsibility with focus on their links and differences. The study proposed a critical internal path in which ethics occupies first place as it is based on basic moral values which can lead to proper subsequent commitment of sustainability followed by responsibility with just and proper action. In another way, it can be said that if behavior is responsible, it must be sustainable and ethical otherwise it is deception or forgery. Our daily actions will have greatest and desired impact if it is guided by ethics toward greater sustainability. The study has also highlighted greenwashing (or Window dressing) as a deceptive communication practice being extensively used in recent decades to garner benefits without any concrete steps/achievements or partial achievements. These practices mislead and generate misplaced positive perception about the organization among the stakeholders. Some of the studies that have been carried out in the early part of 2000s have focused on linking the role of HR of the organizations and the influence of stakeholders in motivating organizations to adopt ethical perspectives for their operations, concerned with the environment. There have also been research studies linking EE

with corporate performance and corporate competitive advantage. [Chang \(2011\)](#) examined effects of organization EE on competitive advantage in manufacturing industry of Taiwan through the mediating support of green innovation. Findings of the study reveal that not only there is direct impact of organization EE on competitive advantage but also it is having indirect impact via green product innovation. However, green process innovation was found to have no impact. Therefore, organization EE and green product innovation can play a significant role in boosting competitive advantage. Some of the recent research studies have also linked the EE with the GHRM concept. [Singh et al. \(2019\)](#) have applied Resource-Based View (RBV) and Dynamic Capability (DC) theories to test linkages among environmental training, EE, EP, and competitive advantage in 16 organizations under semi-government, government, and private sectors operating in UAE. Findings reveal that environmental training, EP, and competitive advantage are impacted by EE. Further, EP and competitive advantage are influenced by EE through the mediating support of environmental training. It has been suggested that workplace ethical practices relating to environment need to be proactive and not reactive so as to sustain synergy among environment, society, and profit. [Ahmad et al. \(2021\)](#) examined the relationship between EL and green work behavior (GWB) through the mediating support of GHRM and moderating support of environmental knowledge (EK). The study has found that GHRM partially mediates influence of EL on GWB. However, it was revealed that employees' EK magnified the indirect impact of EL via GHRM on GWB. [Ren et al. \(2020\)](#) have found that Chief Executive Officer Ethical Leadership (CEOEL) moderates positive relationship between GHRM and Top Management Team green Commitment (TMTGC) which in turn mediates the relationship between GHRM and organization's EP. Here, CEOEL means the personal values of CEOs are in consistence with organization's GHRM policies. CEOELs are more likely to strive and pursue proactive environmental strategies which ultimately contribute to organizational financial performance.

Greenwashing

[de Freitas Netto et al. \(2020\)](#) have explored the concept of greenwashing through a review of related literature published during the past one decade. The term greenwashing was introduced in 1986 by activist Jay Westerveld in his essay titled "The Greening of Corporate America" in which he criticized hotels for asking guests to reuse towels under the plea of company's water conservation strategy as environment protection measure, but the hidden agenda of hotels was to save their laundry costs. The study highlights the common definition of "Greenwashing" as a corporate action done deliberately by adding misleading elements to deceive the stakeholders. The study has observed from related articles that these practices have grown in the last decade like epidemic, and it has resulted in a trust problem among customers who face difficulties in differentiating between true and false green claims. [Sensharma et al. \(2022\)](#) have examined the extent of greenwashing in 48 Indian companies listed in National Stock Exchange under