

Mind Management and Motivation for HRD: A Bhagavad Gita perspective

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Abstract

In today's rapidly evolving organizational environment, effective mind management and the cultivation of intrinsic motivation have become essential pillars of Human Resource Development (HRD). Conventional HRD strategies often emphasize external rewards, skills training, and structural engagement, frequently neglecting the inner psychological and ethical foundations essential for sustained growth and well-being. This paper explores how insights from the Bhagavad Gita can transform mind management and motivation within HRD.

This paper employs a qualitative hermeneutic and interpretive approach. By analyzing key verses, it brings forth concepts such as Karma Yog (performing duties without attachment to outcomes), the guiding role of intellect (Buddhi) in regulating desires and emotions, and practical disciplines like Abhyasa (consistent practice) and Vairagya (detachment). The study emphasizes that by managing desires and fostering equanimity, individuals can reduce stress and fatigue. This also helps strengthen resilience, support ethical choices, and promote more meaningful participation at work. By integrating these significant teachings with modern HRD needs, the paper proposes strategies for fostering intrinsic motivation, emotional regulation, and a balanced pursuit of organizational goals. Thus, the paper positions the Bhagavad Gita as a valuable resource for creating holistic HRD models that nurture both individual growth and organizational success.

Keywords: Mind management, motivation, HRD, Karma Yog, Bhagavad Gita, Mana, Buddhi, Abhyasa, Vairagya, workplace well-being.

INTRODUCTION

In today's work environment, managing the mind and staying internally motivated have become key factors for both personal and organizational success (Ryan & Deci, 2000). As workplaces grow more demanding, employees and leaders often struggle with stress, burnout, mental exhaustion, and a lack of motivation. These problems not only affect individual well-being but also hurt overall organizational performance, causing high staff turnover, lower creativity, and ethical challenges (Leiter & Maslach, 2023).

Current Human Resource Development (HRD) practices mostly focus on external rewards like bonuses, structured training, and meeting productivity goals. Though these approaches can be useful, they often ignore the deeper mental, emotional, and ethical aspects that truly drive people (Yuwono & Rachmawati, 2024). When organizations focus only on outward results and ignore inner development, it creates an unstable base that cannot support lasting motivation, ethical behavior, or genuine engagement (Deci et al., 1999).

In this context, the Bhagavad Gita stands out as a valuable source of wisdom. It offers timeless guidance on how to manage the mind and build inner motivation (Easwaran, 2007; Priyasad et al., 2019). Its teachings are not just spiritual, they provide practical tools for emotional balance, self-discipline, and working with purpose (Patel, 2024).

This paper explores how key lessons from the Bhagavad Gita can improve mind management and motivation strategies in HRD. It aims to connect traditional HRD approaches with more holistic methods that support both personal growth and long-term organizational success. By combining ancient wisdom with modern workplace needs, this study offers practical ways to create more resilient, ethical, and purpose-driven organizations (Patel, 2024).

LITERATURE REVIEW

Many recent studies have looked at how the Bhagavad Gita can add value to Human Resource Development (HRD). For example, Weerawardena et al. (2025) explain that the Bhagavad Gita promotes a work culture based on qualities like fearlessness, self-control, and helping others, which encourages teamwork and stronger loyalty at work. This matches well with today's need for ethical and purpose-driven leadership.

Other researchers highlight how the Bhagavad Gita teaches balancing personal duties with the good of the organization and society through ideas like devotion (Bhakti) and rational thinking (Yukti). These ideas help improve employee engagement and reduce conflicts at work (Weerawardena et al., 2025). Mukundananda (2013) adds that the Bhagavad Gita's focus on finding inner fulfillment rather than just external success can help people deal with modern work stress and burnout.

Mallik (2024) underlines that the Bhagavad Gita helps employees handle anxiety and stay calm and clear-headed, which is very useful in today's fast-paced workplaces. Others point out how digital tools—like apps that encourage mindfulness and positive thinking—can spread Bhagavad Gita-inspired practices widely, combining ancient wisdom with modern technology (Sharma, 2015)

Even with all these promising ideas, there are still few studies that test these concepts in real workplaces or develop clear methods for including the Bhagavad Gita's teachings in everyday HRD programs. More practical, evidence-based research is needed to bring these age-old insights together with modern psychology and workplace realities. This will help create workplaces where people are motivated from inside, act ethically, and stay strong through challenges.

Research Gap

Human Resource Development (HRD) has traditionally focused on improving individual and organizational performance through structured programs such as training and leadership development. Established motivation theories—including Maslow's Hierarchy of Needs (Rigby & Ryan, 2018), Herzberg's Two-Factor Theory, and Self-Determination Theory (Ryan & Deci 2000)—mainly emphasize external needs or internal psychological drivers like autonomy, competence, and relatedness. Additionally, concepts from Emotional Intelligence (Goleman, 2007) and Psychological Capital (Luthans et al., 2007) highlight self-awareness and positivity as keys to engagement. However, despite these advances, many HRD approaches still depend heavily on external rewards and measurable outcomes, often neglecting deeper mental, moral, and emotional factors that greatly influence motivation, ethical behavior, and long-term engagement at work.

The Bhagavad Gita offers a holistic framework that addresses these often-overlooked dimensions by integrating philosophical and psychological teachings—such as Karma Yog (selfless action), multi-dimensional mind management (Mana, Buddhi, Chitta, and Ahamkara), Abhyasa (consistent practice), and Vairagya (detachment)—which align well with emerging ideas on purpose-driven and ethical leadership (Brahmacari, 2024). Although scholarly interest is rising, much of the existing research remains conceptual or interpretive, with limited empirical validation or practical frameworks showing how to embed the Bhagavad Gita's insights into HRD strategies like leadership development, wellness programs, coaching, and organizational culture transformation. The gap in operationalizing these teachings presents a critical opportunity to develop evidence-based, integrative HRD models that foster resilient, ethically grounded, and intrinsically motivated professionals, better prepared for the complex challenges of today's work environments (Yuwono & Rachmawati, 2024).

METHODOLOGY

This study uses a qualitative, interpretive method known as hermeneutics to understand how the teachings of the Bhagavad Gita can guide mind management and motivation in Human Resource Development (HRD). Hermeneutics is the study of interpreting texts, especially deep or philosophical ones, to find meaning beyond literal words (Young, 1997; Ghimire, 2018).

The Bhagavad Gita is a thoughtful dialogue that deals with deep psychological, ethical, and life-related questions, making it highly suitable for this kind of analysis. This study closely examines selected verses that focus on key ideas such as Karma Yog (doing one's duty without selfish desires), Buddhi (the guiding intellect), Abhyasa (regular, disciplined practice), and Vairagya (mental detachment from outcomes) (Patel, 2024; Priyasad et al., 2019). Rather than just summarizing these verses, the approach also connects their meanings with present-day HRD and psychology. This helps to show how ancient wisdom can provide practical solutions for today's organizational problems—such as stress, lack of motivation, or ethical conflicts (Ghimire, 2018).

Thus, this approach highlights how the Bhagavad Gita's timeless teachings can offer meaningful insights for improving workplace culture and performance in the modern world.

Discussion and Meaning Making

The Bhagavad Gita offers great insights into how the mind functions and influences human behavior, motivation, and decision-making, which are the core concerns in HRD. To fully appreciate the Bhagavad Gita's guidance on managing the mind and fostering ethical, resilient behavior at work, it is essential to understand its model of the mind, which divides mental processes into four interrelated

dimensions. Exploring these dimensions provides a valuable foundation for applying ancient wisdom to contemporary challenges in organizational life.

The Four Dimensions of the Mind (Mana, Buddhi, Chitta, Ahamkara)

According to Vedic psychology, also reflected in the Bhagavad Gita, the mind is not a single entity but operates through four interconnected functions: Mana (the mind in the sense of emotional thought and sensory processing), Buddhi (the intellect or discriminative faculty), Chitta (the subconscious storehouse of impressions), and Ahamkara (the sense of ego or 'I'-ness) (Brahmacari, 2024). Understanding these dimensions is essential for developing a comprehensive approach to mind management in HRD (Kessi & Sumarni, 2023).

Mana (Mind)

Mana is the faculty that receives sensory inputs and generates immediate thoughts and feelings. It responds quickly to things like praise, criticism, or deadlines. This can cause mood swings or quick emotional reactions. To manage Mana, employees need emotional awareness and tools to pause before reacting. This helps reduce impulsive behavior and workplace tension (Reis da Silva, 2024).

Buddhi (Intellect)

Buddhi serves as the rational and discriminating aspect of the mind. It is our inner guide that helps us think clearly and choose wisely. In the workplace, a strong Buddhi leads to better decision-making and fewer emotionally driven mistakes. The Bhagavad Gita (2.52) says that when Buddhi rises above confusion, we gain clarity and peace from unnecessary desires. Developing Buddhi correlates with improved leadership effectiveness and ethical decision-making (Brahmacari, 2024).

यदा ते मोहकलिलं बुद्धिर्व्यतितरिष्यति |

तदा गन्तासि निर्वेदं श्रोतव्यस्य श्रुतस्य च || 2:52 ||

yadā te moha-kalilam buddhir vyatitariṣhyati

tadā gantāsi nirvedaṁ śhrotavyasya śhrotasya cha

Chitta (Subconscious)

Chitta holds the deeper impressions and patterns formed by past experiences. In organizations, unresolved fears, limiting beliefs, or habitual stress responses often stem from subconscious conditioning. Recognizing the role of Chitta underscores the need for HR initiatives like coaching, mentoring, and affirmations that help employees reprogram unhelpful patterns and unlock higher potential (Brahmacari, 2024).

Ahamkara (Ego)

Ahamkara is the aspect of the mind that creates a sense of self and personal identity. In the workplace, when this ego is out of balance, it can appear as overconfidence, defensiveness, or unwillingness to accept feedback. By understanding Ahamkara, HRD can develop programs that promote humility, collaborative mindsets, and a focus on collective success over individual prestige (Bilalli Abduraimi et al., 2023).

Thus, these four dimensions provide a powerful framework for understanding the complexities of human thought, decision-making, subconscious influences, and self-identity within organizational settings. By aligning HR practices with this holistic view of the mind, organizations can move beyond surface-level interventions to more effectively address the internal drivers that shape employee behavior, motivation, and workplace culture (Kessi & Sumarni, 2023).

Karma Yog: Work without Attachment

A central teaching of the Bhagavad Gita is Karma Yog, the path of selfless action performed without attachment to personal gain. In verse 2.47, Lord Krishna counsels Arjun:

कर्मण्येवाधिकारस्ते मा फलेषु कदाचन |

मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि || 2:47 ||

karmanya-evādhikāras te mā phaleṣhu kadāchana

mā karma-phala-hetur bhūr mā te saṅgo 'stvakarmaṇi

“You have a right to perform your prescribed duties, but you are not entitled to the fruits of your actions. Never consider yourself the cause of the results of your activities, nor be attached to inaction.” (Bhagavad Gita 2.47)

This principle, known as Nishkam Karma, instructs individuals to focus on sincere effort and duty, without becoming obsessed with potential rewards. In the context of Human Resource Development, this provides an effective way to address many of the key challenges today's organizations face. In today's performance-driven workplaces, employees and leaders frequently experience stress and fatigue due to persistent pressure to meet targets and maintain competitive status (Scharp et al., 2021; Brykman et al., 2024).

Karma Yog offers a different perspective of looking at work by focusing on the inner value of the effort rather than the outcome. It encourages individuals to commit fully to their duties and aim for excellence, without becoming overly attached to the results. This mindset does not mean giving up goals or motivation. Instead, it supports a healthier balance where people find purpose in the act of working itself (Suma & Sunil, 2025). By shifting attention away from constant result-based pressure, this approach helps lower anxiety and build emotional stability. It also creates a safer environment where creativity and risk-taking can flourish. When organizations value effort as much as results, they build stronger, more ethical teams that are better equipped to handle challenges and change. Leaders who follow the principles of Karma Yog earn trust by demonstrating steadiness and clarity, even in difficult or unpredictable situations.

In this way, when the principle of working without obsession is embedded into HRD frameworks, organizational cultures can be transformed from high-stress environments toward purpose-driven and sustaining ones (Yuwono & Rachmawati, 2024).

Managing Desires and Anger: The Emotional Circuit

The Bhagavad Gita offers a remarkably detailed psychological map of how unregulated desires can spiral into destructive emotions and decisions. In verses 2.62–63, Shree Krishna describes a sequence that modern organizational psychologists would recognize as a cognitive-emotional cascade:

ध्यायतो विषयान्मुंसः सङ्गस्तेषूपजायते |

सङ्गात्सञ्जायते कामः कामात्क्रोधोऽभिजायते || 2:62 ||

क्रोधाद्भवति सम्मोहः सम्मोहात्स्मृतिविभ्रमः |

स्मृतिभ्रंशाद् बुद्धिनाशो बुद्धिनाशात्प्रणश्यति || 2:63 ||

dhyāyato viṣhayān puṁsaḥ saṅgas teṣhūpajāyate

saṅgāt sañjāyate kāmāḥ kāmāt krodho 'bhijāyate

krodhād bhavati sammohaḥ sammohāt smṛiti-vibhramah

smṛiti-bhranśhād buddhi-nāśho buddhi-nāśhāt praṇaśhyati

“While contemplating the objects of the senses, one develops attachment to them. From attachment, desire is born. From desire, anger arises. From anger comes delusion; from delusion, bewilderment of memory. When memory is bewildered, intellect is destroyed; and when intellect is destroyed, one is ruined.” (Bhagavad Gita 2.62–63)

In the workplace, this tendency appears when employees overly focus on promotions, incentives, or peer comparisons. This obsession leads to deeper attachment and heightened expectations. When such desires remain unfulfilled, they often result in frustration or anger, which might spoil workplace relationships (Sharmin et al., 2024).

From an HRD perspective, understanding this chain is critical for designing interventions that support emotional intelligence, psychological safety, and healthy ambition. By training employees and leaders to recognize the early stages of this sequence, especially how constant focus on external rewards can amplify desires, organizations can act before the problems worsen. (Prajapati, 2025). Workshops on emotional self-regulation, reflective dialogue sessions, and mentoring can help the employees in this context and inspire them to perform more meaningfully and constructively.

Thus, the Bhagavad Gita teaches how to manage desires and anger. These teachings give a helpful way to deal with hidden psychological pressures that can harm both personal well-being and ethics in the workplace. (Patel, 2024).

Role of Intellect (Buddhi) in Decision-Making

In the Bhagavad Gita, Buddhi, or the faculty of discriminative intellect, is repeatedly emphasized as the guiding force that governs desires, emotions, and ultimately, actions. In verse 2.52, Lord Krishna highlights the transformative power of a clear intellect:

यदा ते मोहकलिलं बुद्धिर्व्यतितरिष्यति |

तदा गन्तासि निर्वेदं श्रोतव्यस्य श्रुतस्य च || 2:52 ||

yadā te moha-kalilam buddhir vyatitariṣhyati

tadā gantāsi nirvedaṁ śhrotavyasya śhrotasya cha

“When your intellect crosses the quagmire of delusion, you will become indifferent to what has been heard and what is to be heard.” (Bhagavad Gita 2.52)

This verse indicates that a well-guided Buddhi helps individuals rise above confusion and emotional influence, promoting steadiness and fairness. (Priyasad et al, 2019). In organizational contexts, this principle is particularly vital for effective leadership and sound decision-making.

Leaders often face tough situations where they have to decide quickly but fairly. Without the balancing power of *Buddhi*, decisions can be driven by temporary feelings, like fear when things are unclear or too much excitement over short-term rewards. This can lower ethical standards, break trust among the teams (Prajapati, 2025).

Fostering *Buddhi* in the workplace means developing the ability to think reflectively, make ethical choices, and keep a long-term view. HRD programmes like ethics training with real-life scenarios, reflective journaling, and coaching that encourages deeper thinking help strengthen this kind of intellectual clarity. It also means guiding leaders to pause and judge decisions on how well they reflect core values and protect organizational integrity (Yuwono & Rachmawati, 2024).

Thus, by fostering *Buddhi*, organizations help people stay calm in uncertain situations, avoid being misled, and stick to their values even under pressure. This ultimately strengthens the organization.

The Practice of *Abhyasa* (Consistent Practice) and *Vairagya* (Detachment)

In the *Bhagavad Gita*, Shree Krishna shares an important truth about the mind. In verse 6.35, He tells Arjun that the mind is restless and hard to control, but it can be managed through regular practice (*Abhyasa*) and detachment (*Vairagya*) from results.

असंशयं महाबाहो मनो दुर्निग्रहं चलम् |

अभ्यासेन तु कौन्तेय वैराग्येण च गृह्यते || 6:35 ||

śhrī bhagavān uvācha

asanśhayaṁ mahā-bāho mano durnigrahaṁ chalam

abhyāsenā tu kaunteya vairāgyeṇa cha grīhyate

This two-part approach, working steadily and learning to stay emotionally detached, provides a strong way to handle the mind, which is especially useful in Human Resource Development.

In workplaces, both employees and leaders face ongoing stress, shifting tasks, and temptations for quick rewards. Without intentional habits, it's very hard to stay focused, keep learning, and maintain emotional balance. *Abhyasa* here means building daily routines that strengthen mental stability and skills, like regular training, leadership reflection, or mindfulness exercises. Repeating these habits helps build resilience and flexibility (Prajapati, 2025).

Vairagya adds balance by teaching people not to cling too much to the outcomes of their efforts. It encourages fully engaging in work while not getting caught up in worries about success or failure. This mindset helps lower emotional ups and downs, keeps motivation steady over time, and prevents burnout caused by stressing over specific goals (Yuwono & Rachmawati, 2024).

Abhyasa and *Vairagya* create a healthy workplace culture where learning is ongoing but pressure is relieved by a broader perspective. HRD programs can put these ideas into practice by combining clear development plans with activities that help employees step back from constant performance pressure, such as mindfulness, value-based talks, or mentoring focused on personal satisfaction (Kessi & Sumarni, 2023).

Thus, by using both consistent practice and wise detachment, organizations build environments where employees stay dedicated yet mentally free.

Happiness and Mindset: Reframing Success

Throughout history and across cultures, people have always sought happiness. In the workplace, this often looks like chasing promotions, money, or recognition—focusing mainly on pleasure and avoiding discomfort. Although this reaction is natural, such focus often brings only short-term happiness.

The *Bhagavad Gita* offers a different way of understanding happiness, known as eudaimonic well-being. It teaches that true happiness comes from doing one's duty (*Svadharmā*) with honesty and inner calm, no matter what happens outside.

श्रेयान्स्वधर्मो विगुणः परधर्मात्स्वनुष्ठितात् |

स्वधर्मे निधनं श्रेयः परधर्मो भयावहः || 3:35 ||

śhreyān swa-dharmo viguṇaḥ para-dharmāt sv-anuṣṭhitāt

swa-dharme nidhanaṁ śhreyaḥ para-dharmo bhayāvahaḥ

Instead of tying joy to results alone, it encourages finding deep satisfaction in meaningful work aligned with one's values (Ryan & Deci, 2001).

This change in mindset has important lessons for Human Resource Development. When companies define success only by profits or targets, employees may start to believe their value depends solely on their output. This can cause worry, unhealthy competition, and ethical problems. By embracing the *Bhagavad Gita*'s view, HRD can guide employees and leaders to see success as a balance where purpose, personal growth, and peace of mind go hand in hand with ambition (Patel, 2024).

Practical ways to bring this idea into workplaces include workshops that focus on purpose-driven leadership, stories that highlight resilience and making ethical choices, and programs encouraging employees to enjoy problem-solving or mentoring others. This helps keep motivation alive beyond short-term rewards and builds a culture where happiness is a constant mindset, not just a future goal (Kessi & Sumarni, 2023).

In this way, the Bhagavad Gita reminds us that true fulfillment at work comes not just from chasing awards but from learning to find joy in the journey itself.

Subconscious Mind and Affirmations

Beyond our conscious thoughts and intellect, the subconscious mind (called Chitta in Vedic and Yogic philosophy, including the Bhagavad Gita) plays a powerful but often overlooked role in shaping our attitudes, behaviors, and work performance. The subconscious stores deep impressions (Samskaras) created by past experiences and repeated thinking patterns. These stored influences affect how a person faces challenges, interacts with others, and handles stress at work (Murphy, 1963).

In the workplace, hidden subconscious beliefs—like fears of not being good enough, expecting conflict, or avoiding feedback—can quietly limit a person’s potential. Modern methods such as Neuro-Linguistic Programming (NLP), cognitive behavioral coaching, and positive psychology stress the importance of consciously changing these subconscious patterns through visualization, affirmations, and mental reframing (Murphy, 1963).

This idea fits well with the ancient wisdom in the Bhagavad Gita (verses 2:62; 63), which teaches that the mind becomes what it focuses on. When people keep thinking about insecurities or strong desires, these mental habits grow stronger, often leading to anxiety, anger, or poor ethical choices. On the other hand, focused positive self-talk and intentional mental training build inner strength and balanced reactions (Narasimhananda, 2020).

In Human Resource Development, using practices that target subconscious conditioning—like regular positive affirmations, imagery that supports professional values, and coaching to identify and change limiting beliefs—can greatly boost employee confidence and flexibility. Examples of empowering affirmations include statements such as, “I am focused and resilient,” or “My work contributes meaningfully to the larger purpose.” These help slowly replace negative internal stories with stronger, positive ones (Patel, 2024).

Combining these techniques with reflective practices inspired by the Bhagavad Gita’s teaching on managing thoughts helps organizations foster employees’ internal positive dialogue. This improves each person’s well-being and builds a workplace culture filled with optimism, clear ethics, and lasting high performance.

Meditation and Mindfulness

The Bhagavad Gita often highlights the importance of focusing the mind with discipline to achieve inner peace and clear thinking.

बन्धुरात्मात्मनस्तस्य येनात्मैवात्मना जितः |

अनात्मनस्तु शत्रुत्वे वर्ते तात्मैव शत्रुवत् || 6:6 ||

bandhur ātmātmānas tasya yenātmāivaātmanā jitaḥ

anātmānas tu śhatrutve vartetātmāiva śhatru-vat

Meditation (Dhyana) is a key part of this teaching, especially in chapters that explain the restless nature of the mind and how to calm it. Shree Krishna explains that through steady meditation, one can calm mental distractions, let go of worries, and develop centered awareness that helps make wise decisions (Narasimhananda, 2020).

In modern workplaces, meditation and mindfulness have become essential parts of programs for employee wellness and leadership strength. Research shows these practices help reduce stress, prevent burnout, improve emotional control, and boost concentration and creativity. Whether through mindfulness sessions, guided imagery, or quiet reflection spaces, many organizations understand that encouraging inner calmness directly improves work performance (Kessi & Sumarni, 2023).

This fits perfectly with the Bhagavad Gita’s teachings. Just like Krishna tells Arjuna to withdraw his senses inward like a turtle pulls in its limbs, mindfulness helps employees step back from constant external demands and reconnect with a calm, watchful mind.

यदा संहरते चायं कूर्मोऽङ्गानीव सर्वशः |

इन्द्रियाणीन्द्रियार्थेभ्यस्तस्य प्रज्ञा प्रतिष्ठिता || 2:58 ||

yadā sanharate chāyaṁ kūrmo ’ṅgānīva sarvaśhaḥ

indriyāṇīndriyārthebhyas tasya prajñā pratiṣṭhitā

Techniques like focusing on the breath or repeating a mantra are similar to those described in Eastern texts to quiet mental chatter and keep attention steady (Kessi & Sumarni, 2023).

For Human Resource Development, meditation can be built into daily routines as short mindfulness breaks, workshops on stress resilience, or encouraging leaders to pause thoughtfully before important decisions. These practices not only strengthen individual well-being but also help create workplace cultures marked by patience, clear communication, and less reactive behavior.

When rooted in the deep psychological insights of the Bhagavad Gita, meditation becomes much more than a relaxation method. It becomes a key strategy for developing focused, balanced, and ethically strong professionals (Narasimhananda, 2020).

Scope for Future Research

Although there is increasing interest in using the Bhagavad Gita's teachings in Human Resource Development (HRD), more research is needed to fully understand and apply its ideas. Future studies should look at how concepts like Karma Yog (selfless action), Buddhi (intellect), Abhyasa (consistent practice), and Vairagya (detachment) actually influence employee motivation, well-being, leadership skills, and overall organizational success. It would also be helpful to compare how these Eastern ideas fit with Western HRD approaches, especially in diverse and global workplaces. Research could develop practical tools and programs based on the Gita's model of the mind—covering emotions, intellect, subconscious, and ego—that organizations can use for leadership and wellness development. Exploring the use of technology, such as apps and virtual coaching, to spread mindfulness and positive thinking techniques from the Gita is another promising area. Finally, combining the Gita's ethical teachings with modern psychology and neuroscience could create new, richer ways to support motivation, emotional balance, and ethical behavior in today's workplaces, helping build healthier, more resilient, and values-driven organizations.

CONCLUSION

This paper has explored how the profound teachings of the Bhagavad Gita can enrich contemporary approaches to mind management and intrinsic motivation within Human Resource Development (HRD). By interpreting concepts such as Karma Yog, Buddhi, Abhyasa, Vairagya, and mindful detachment, it becomes evident that the Bhagavad Gita offers more than spiritual philosophy—it provides a robust psychological framework for navigating complex organizational realities.

Modern HRD strategies often emphasize external motivators, skills training, and measurable outputs. While these are essential, they frequently overlook the deeper mental, emotional, and ethical dimensions that sustain long-term engagement and well-being (Yuwono & Rachmawati, 2024). The Bhagavad Gita fills this gap by illuminating how managing desires, cultivating a balanced mindset, strengthening intellectual discernment, and nurturing subconscious patterns directly impact workplace resilience, ethical clarity, and enduring motivation.

Practical applications drawn from these insights, ranging from leadership programs that emphasize reflective decision-making to employee wellness initiatives rooted in consistent practice and mindful detachment, demonstrate how ancient wisdom can be woven into modern organizational life (Ryan & Deci, 2000).

In an era marked by rapid change, increasing pressures, and the search for meaningful work, integrating these timeless principles into HRD offers a pathway to nurture not just competent professionals but fulfilled, purpose-driven, and ethically grounded individuals. Thus, the Bhagavad Gita stands as a valuable resource for reimagining HRD in ways that holistically support both personal flourishing and organizational excellence.

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