

The Influence of Indian Knowledge Systems (IKS) on Ethical Leadership among Managers

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Abstract

Indian knowledge systems (IKS) are an important tool for managers in making ethical decisions. This offers a foundation for leaders in creating a supportive and integrated workplace. The purpose of this research is to identify the impact of IKS in improving ethical leadership practices. The survey was a cross-sectional quantitative survey done on a sample of 71 managers who were selected using purposive sampling. A five-point, eight-item Likert questionnaire created on Google Forms was used to gather data. Descriptive statistics, reliability testing, Pearson correlation and multiple regression analysis were done using IBM SPSS. Results suggest a strong connection between mindfulness, cultural values, the IKS-based model and ethical leadership activities.

Keywords

Ethical Leadership, IKS, IKS-Based Managerial Models, Mindfulness practices, Values.

INTRODUCTION

In this modern landscape, working practices have changed completely and enhanced the necessity for ethical leadership. It has emerged as a critical requirement where managers are expected to balance responsibility and organisational profits [1]. Workers expect ethical behaviour from managers as it shows commitment that increases stakeholder engagement [2]. Indian Knowledge Systems (IKS) is a vital framework, offering a rich repository of managerial insights to guide leaders. Ethical conduct within organisations can improve employee behaviour as it enhances the feeling of value. This framework is based on values like dharma that represent duty; Satya highlight importance of truth; and seva showcases uninterrupted service [3]. Leadership ethics revolve around these principles in Indian workplace settings.

Research Aim and Objectives

This research aims to analyse the impact of IKS on ethical leadership practices among managers of different organisations.

OB1: To discuss the influence of mindfulness practices within IKS in shaping ethical leadership behaviours among managers.

OB2: To understand values and cultural practices derived from IKS, creating a huge impact on managerial integrity.

OB3: To analyse IKS-based managerial models like principles of Arthashastra and Bhagavad Gita in making ethical decisions.

OB4: Assess the overall impact of Indian Knowledge Systems on ethical leadership outcomes across diverse organisational contexts.

Research Question

To what extent do mindfulness practices, values and IKS-driven managerial models influence ethical leadership?

LITERATURE REVIEW

There is a growing recognition that sustainable organisational growth encompasses far more than economic growth alone. According to ethical practices within organisations highlight a complex interplay of equity, environmental stewardship and responsibility [4]. Fair leadership practices require integrity and accountability as key attributes. Ethical leaders are considered role models as they create collaborative organisational cultures that promote values. IKS extends the perspective related to ethical leadership by integrating environmental care, social harmony and spiritual advancement [5]. Indian work process is based on ethics due to the influence of social beliefs. The contribution of IKS needs to be discussed with the support of literature to analyse ethical leadership practices among managers.

Practices regarding mindfulness, IKS-based managerial activities and cultural practices are key factors influencing leadership perspectives. In understanding organisational psychology, it is required to analyse strategies for minimising stress. Mindfulness is a tool for leaders to balance work-related pressure among employees by promoting wellbeing [6]. In the Indian context, mindfulness is rooted in meditation to improve the mental state of employees and reduce work fatigue [7]. This process is also critical in enhancing clarity regarding job roles. Mindfulness can improve relations between leaders and employees through promoting wellbeing [8]. It strengthens the activities of leaders and allows them to make ethical decisions.

Studies show that leaders who practice mindfulness are better equipped to handle conflicts through maintaining fairness [9] [10]. Therefore, Ancient Indian texts like Kautilya's Arthashastra and Bhagavad Gita provide structured models for ethical leadership [11]. These texts help leaders to be mindful, make ethical decisions and create

opportunities for each employee. Leaders can use the principles of Arthashastra, as it promotes pragmatic decision-making by suggesting the importance of accountability [12]. Responsibility, selfless action and duty are key aspects of the Bhagavad Gita that enhance the capability of leaders in maintaining ethics [13]. In offering practical guidance related to ethical dilemmas, the IKS framework can be used among managers.

Indian cultural values non-violence and truthfulness within the work environment. Service is the core principle of leadership that ensures continuous growth [14]. Ethical

leadership ensures a non-violent workplace setting where all employees feel integrated. India has a diverse population that enhances conflicts within organisations due to clashes in perspectives [15]. Ethical leadership has become extremely important for this society to manage relationships between teams through developing similar values. These values translate into practices that prioritise employee well-being, social responsibility and transparency in decision-making. Promoting cultural values enhances engagement of employees within organisations and also increases stakeholder loyalty.

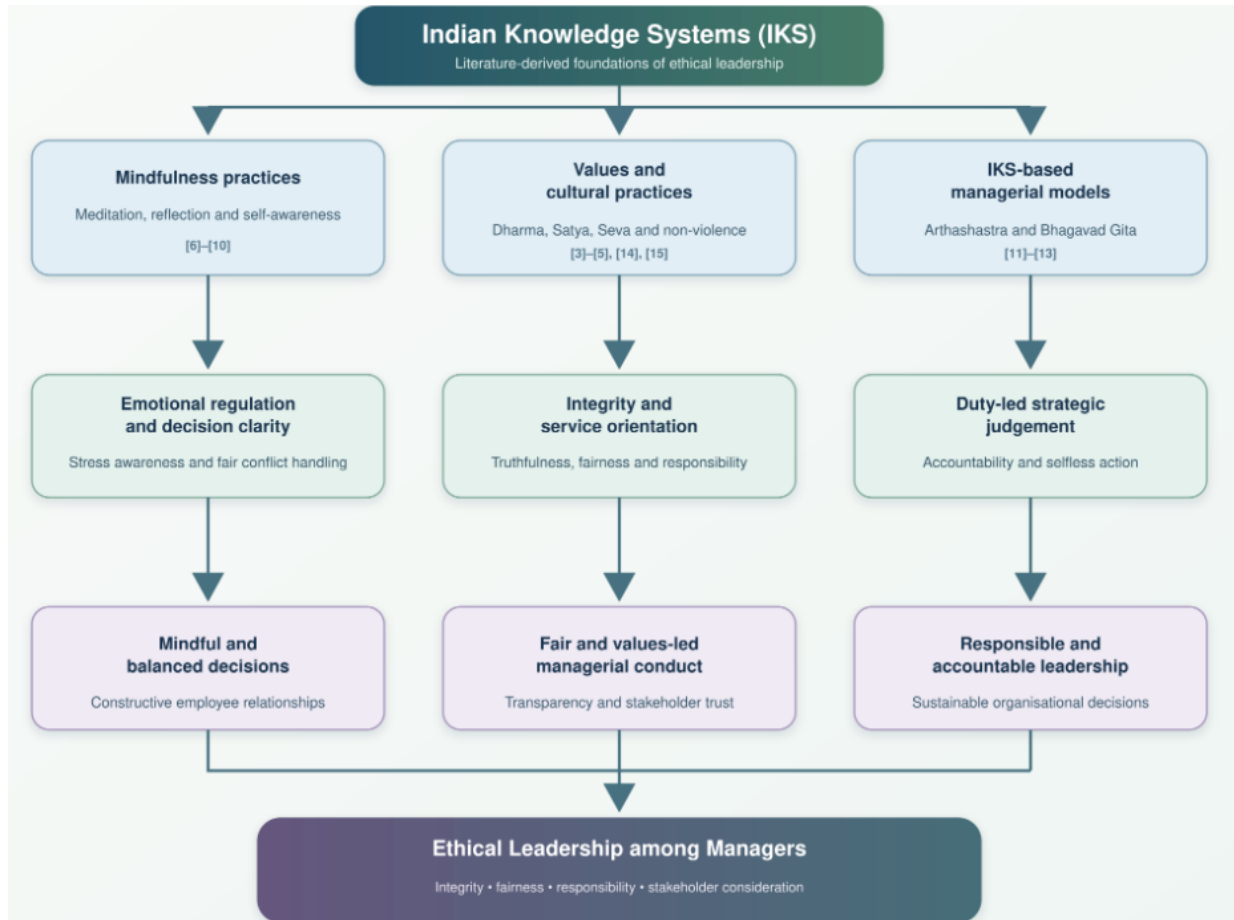


Figure 1. Conceptual Framework
Source: Self-developed

This framework hypothesises that mindfulness activities, cultural values and IKS-based managerial paradigms affect ethical leadership in three ways: emotional management, values-oriented behaviour, and responsible decision-making. These channels combined ensure integrity, fairness, responsibility and consideration of stakeholders among managers. The arrows are the relationships obtained in the literature and tested in the quantitative survey, not established causality.

METHODOLOGY

The research was posed in a cross-sectional quantitative survey that was informed by a positivist philosophy. Positivism was suitable since the study involved quantifiable

relations between the dimensions of the Indian Knowledge System and ethical leadership [16]. The deductive method was employed to determine the relationship between mindfulness practices, values and cultural practices, and IKS-based managerial models and the ethical leadership of managers. The design was a statistical estimation of relationships at one time only and did not assert causality.

The sample used comprised 71 managers whose occupations were in various industries. Purposive sampling was used as participation entailed a present managerial or supervisory role and adequate experience to assess leadership decisions [17]. The questionnaire was conducted using the electronic application, Google Forms. It had four demographic questions that included age, gender, educational

qualification and managerial experience, including respondents of various age groups, male and female respondents, and differences in levels of academic qualifications (undergraduate, postgraduate and professional) and differences in length of managerial experience (early-career and highly experienced managers) [18]. These demographic variables were introduced to put the sample profile in perspective and aid in the interpretation of behaviour and perception differences in responses. This was preceded by eight scale items [19]. The questionnaire was created based on the research objective and literature review, and the full tool is illustrated in Appendix 1. The data were collected until 71 full responses were achieved. Two mindfulness practices (MP1–MP2), two values and cultural practices (VCP1–VCP2), two IKS-based managerial models (MM1 mm2), and two measures of ethical leadership (EL1 EL2). The responses were made through a five-point Likert scale that had a range of 1 = strongly agree to 5 = strongly disagree. A lower score thus indicated greater support for every statement. They were volunteered; informed consent was obtained, and responses were anonymous and would not serve any commercial interest.

Finalizing responses were then exported to IBM SPSS to be analysed. Data were verified in terms of completeness, valid code and missing data; all 71 responses were complete. Demographic characteristics were summarised by frequencies and percentages, but means and standard deviations characterised the eight scale items. Cronbach's alpha was used to determine internal consistency, with values of 0.70 and above considered acceptable [20]. Pearson correlation was used to test item-level relationships between items, and multiple linear regression was used to test the aggregate effect of MP1-MP2, VCP1-VCP2 and MM1-MM2 on the outcome of ethical leadership, which was obtained after EL1-EL2. At $p < 0.05$, two-tailed tests were used to determine statistical significance.

Descriptive Stats

Table 1. Descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age group	71	1	4	2.31	.821
Gender	71	1	2	1.45	.501
Educational qualification	71	1	4	2.51	.772
Years of managerial experience	71	1	4	2.34	.970
MP1	71	1	5	2.06	1.194
MP2	71	1	5	1.97	1.146
VCP1	71	1	5	2.07	1.313
VCP2	71	1	5	1.93	1.257

FINDINGS

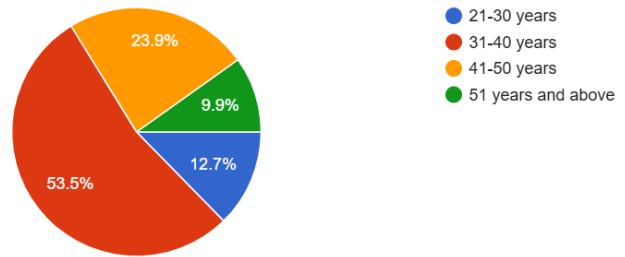


Figure 2. Age group
(Source: Google Form)

Figure 2 showcases the age group division for the current research. Age groups are divided into 4 categories involving 21-30, 31-40, 41-50 and 51 years and above. Involvement of participants from different age groups highlights different beliefs regarding the impact of IKS among managers. 53.5% is the highest percentage of participants belonging to the age group of 31-40 years. This data showcases the perception of young professionals regarding the importance of ethical leadership and the influence of IKS.

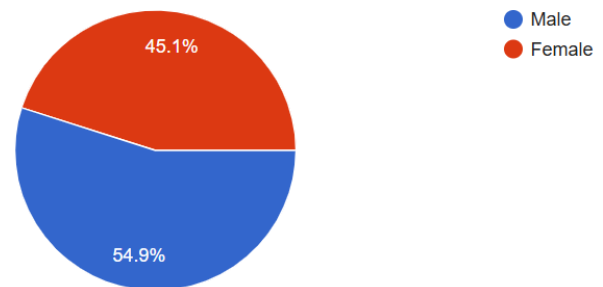


Figure 3. Age group
(Source: Google Form)

Figure 3 demonstrates the age group that is involved in this study. 54.9% of Male and 45.1% of female participants participated in this study. Males and females experience different consequences in organisations, that make it important to collect data from each gender. Involvement of both gender groups in almost similar ratios enhance credibility of this research to provide results.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
MM1	71	1	5	2.01	1.325
MM2	71	1	5	1.97	1.253
EL1	71	1	5	2.15	1.305
EL2	71	1	5	1.99	1.336
Valid N (listwise)	71				

(Source: IBM-SPSS)

Table 1 shows descriptive analysis, indicating 2.31 as the mean of age group. These data suggest involvement of the 31-40 years age category more than any other group. The mean value of educational qualification is 2.51, showing most respondents hold a Bachelor's and Master's degree. Mean IVs and DV items are around 2.0, indicating respondents agreed with statements about mindfulness, values, managerial models and ethical leadership. Value standard deviations (SD) can be analysed between 1.2 and 1.3 among all variables showing moderate variability in responses.

Reliability

Table 2. Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.854	12

(Source: IBM-SPSS)

Cronbach's Alpha is 0.854 across 12 items based on the reliability test presented in Table 2. This value is above the threshold reliability value of 0.7, confirming strong internal consistency of the survey instrument. High reliability showcases the positive connection of ethical leadership with IKS in an effective manner.

Correlation

Table 3. Correlation analysis

Correlations									
		MP1	MP2	VCP1	VCP2	MM1	MM2	EL1	EL2
MP1	Pearson Correlation	1	.575**	.398**	.517**	.388**	.517**	.370**	.412**
	Sig. (2-tailed)		.000	.001	.000	.001	.000	.001	.000
	N	71	71	71	71	71	71	71	71
MP2	Pearson Correlation	.575**	1	.647**	.593**	.376**	.646**	.576**	.671**
	Sig. (2-tailed)	.000		.000	.000	.001	.000	.000	.000
	N	71	71	71	71	71	71	71	71
VCP1	Pearson Correlation	.398**	.647**	1	.661**	.623**	.635**	.727**	.652**
	Sig. (2-tailed)	.001	.000		.000	.000	.000	.000	.000
	N	71	71	71	71	71	71	71	71
VCP2	Pearson Correlation	.517**	.593**	.661**	1	.721**	.661**	.520**	.671**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	71	71	71	71	71	71	71	71
MM1	Pearson Correlation	.388**	.376**	.623**	.721**	1	.688**	.651**	.557**
	Sig. (2-tailed)	.001	.001	.000	.000		.000	.000	.000
	N	71	71	71	71	71	71	71	71
MM2	Pearson Correlation	.517**	.646**	.635**	.661**	.688**	1	.719**	.691**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	71	71	71	71	71	71	71	71

Correlations									
		MP1	MP2	VCP1	VCP2	MM1	MM2	EL1	EL2
EL1	Pearson Correlation	.370**	.576**	.727**	.520**	.651**	.719**	1	.755**
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000		.000
	N	71	71	71	71	71	71	71	71
EL2	Pearson Correlation	.412**	.671**	.652**	.671**	.557**	.691**	.755**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	71	71	71	71	71	71	71	71

****.** Correlation is significant at the 0.01 level (2-tailed).

(Source: IBM-SPSS)

As per Appendix 1, variables like mindfulness practices are coded as MP1, MP2 that showcases moderate positive correlations with ethical leadership which is coded as EL1 and EL2. Based on Table 3, MP2 and EL2 suggest a Pearson Correlation value of 0.671 that is significant at 0.01 level. VCP1 and VCP2 also have strong correlations with EL2, as

VCP1 and EL1 show Pearson correlation 0.727. IKS-based managerial models coded as MM1 and MM2 have a strong correlation with ethical leadership, with 0.719 Pearson correlation value. Results clarify that all IVs are positively connected with the DV at the significant level of below 0.01.

Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.682	.652	.770

a. Predictors: (Constant), IKS-based managerial models, Values and cultural practices, Mindfulness practices

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	81.325	6	13.554	22.846	.000 ^b
	Residual	37.971	64	.593		
	Total	119.296	70			

a. Dependent Variable: Ethical Leadership among Managers
b. Predictors: (Constant), IKS-based managerial models, Values and cultural practices, Mindfulness practices

Table 4. Regression analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.272	.214		1.275	.207
	MP1	-.044	.099	-.041	-.446	.657
	MP2	.180	.134	.158	1.348	.182
	VCP1	.407	.111	.409	3.656	.001
	VCP2	-.288	.125	-.278	-2.298	.025
	MM1	.311	.121	.315	2.563	.013
	MM2	.358	.125	.344	2.864	.006

a. Dependent Variable: Ethical Leadership among Managers

(Source: IBM-SPSS)

Table 4 is about regression analysis showcases $R = 0.826$ and $R^2 = 0.682$. These data suggest strong connections among variables with significant coefficient value. ANOVA indicates $F = 22.846$, $p < 0.001$, proving that the regression model is statistically significant. Regression analysis proves that truthfulness and non-violence are the strongest predictors of IKS-based models. Cultural value is predicted as the strongest factor for promoting ethical leadership.

RESULTS AND DISCUSSION

Findings from this study suggest that the findings reveal that IKS influences ethical leadership among managers. The above analysis discloses many important insights regarding modern organisational perspectives. As an example, correlation analysis demonstrated strong positive relationships between organisational values, managerial models and ethical leadership. It suggests requirements of employees to promote values through ethical activities that enhance engagement. Results also indicate that mindfulness-driven leadership practices showed positive associations, while there is no statistically significant effect in regression. These data explain that values can be supportive for promoting ethical leadership rather than direct role.

CONCLUSION

In conclusion, it is analysed that modern working practices in India need the involvement of IKS to improve productivity. This framework provides a foundation for leaders in promoting ethical practices. It is clarified from research findings that values rooted in truthfulness, along with indigenous managerial models, enhance integrity. Mindfulness practices, on the other side contribute to promoting collaborative leadership that promote integration. IKS offers a holistic framework to managers in strengthening ethical leadership practices that increase the relevance of their work. This strategy can guide leaders toward sustainable and responsible decision-making that helps to achieve continuous growth.

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