

## Evaluating the impact of integrating the Indian knowledge system with modern management Models for strategic decision making

Hardi Bimalkumar Bhatt<sup>1</sup>, Dr. Hetal V. Jani<sup>2</sup>

<sup>1</sup>Research Scholar, <sup>2</sup>Associate Professor

<sup>1, 2</sup> Affiliation Address: Silver Oak University, Ahmedabad, Gujarat 382481(India)

<sup>1</sup>Email ID : [hardibhatt9@gmail.com](mailto:hardibhatt9@gmail.com) , <sup>2</sup>Email ID : [hetaljani.mgmt@silveroakuni.ac.in](mailto:hetaljani.mgmt@silveroakuni.ac.in)

\*Corresponding authore

Email ID : [hardibhatt9@gmail.com](mailto:hardibhatt9@gmail.com)

### ABSTRACT

The study investigates the effectiveness of the Indian Knowledge System (IKS) integration into the modern management practices in creating an impact on the efficiency of decision-making and strategic performance of an organization. The aim is to establish the association between IKS-based practices and decision efficiency research the influence of IKS principles on performance with the aid of regression analysis and explain essential IKS elements that may be applied in the modern management. A quantitative dominant and mixed-method research design was adopted and a sample of 200 respondents with varied academic and professional backgrounds was used. The data was gathered using structures surveys on the exposure to IKS, organizational practice and decision making indicators. The analysis of descriptive statistics, correlation and regression were conducted by use of SPSS. Findings reveal that there is a moderate and significant positive relationship between the practice integration and the decision-making efficiency of IKS ( $r = .374, p < .001$ ) and regression analysis indicates that IKS principles can explain 15.9% of the variance in strategic performance ( $B = .399, p < .001$ ). The results confirm that IKS can play a significant role in clarity of ethics, reasonable thought, and strategic sustainability. The study finds that IKS mixed with analytical management constructions help to boost leadership within an organization and performance in the long-term. Nevertheless, the study has drawbacks of self-reported information, a geographically local sample, and cross-sectional design. Longitudinal models, multi-industry comparison, and more elements of the IKS should be included in the future research to develop more detailed and empirically confirmed models of sustainable, values-based management.

**Keywords:** India knowledge system, Strategic performance, Organization, Decision-Making.

### 1. INTRODUCTION:

Globally, management thought has transitioned from classical engineering theories of scientific management and administrative principles to behavioral systems based and contingency models, with an increased acknowledgment of the role of human, social, and environmental aspects of organization effectiveness (Okolie 2021). In India, management thought has also emerged from both Western models and local wisdom articulated in ancient texts, similar thoughts of the Vedas, Upanishads, and Arthashastra, that have emphasized virtues of ethics, duty (Dharma), and governing holistically. In the present, strategic action is recognized as a key to success for effective organizations, working in complex and constantly changing environments that require agility, innovation, and sustainability (Sahoo 2025). This has provided opportunities to recognize Indian Knowledge System (IKS) as a useful complement to modern management, that incorporates insights of moral leadership, balanced

decision-making, and humanity-centered growth. Organizations that leverage IKS with principles of selfless service, mindfulness, and balance with nature into a current strategic toolkit make contribution to efficiency and competitiveness, and consideration for sustainability along social and ecological realms (Banerjee 2025). The Indian Knowledge System (IKS) is a regularized and organized system for transmitting knowledge from one generation to the next, distinguishing itself from tradition as a process of knowledge transmission. It is based on literature from Vedic culture such as the Vedas, Upanishads, and Up Veddas, especially since IKS is identified in the National Education Policy (NEP-2020) (Khan 2024). The primary features of the Indian Knowledge Systems - Jnan (knowledge), Vignan (science), and Jeevan Darshan (philosophy of life) - developed through a collective process of knowledge transfer, observation, exploration, and analysis. A significant heritage in validation and practice is embedded in the impact of the IKS system across a broad range of fields, both historical and contemporary: education, administration, law, justice, manufacturing, and commercial practices (Swamy 2025).

Table 1: Comparative Dimensions: Modern Management vs. Indian Knowledge System (IKS)

| Dimension                | Modern Management                   | Indian Knowledge System (IKS)                |
|--------------------------|-------------------------------------|--|
| Core Focus               | Efficiency, profit, competitiveness | Ethics, balance, harmony                     |
| Decision-Making Approach | Data-driven, rational, analytical   | Intuitive, wisdom-oriented, holistic         |
| Leadership Style         | Transactional / Transformational    | Value-based / Selfless (Nishkama Karma)      |
| Employee Motivation      | Performance-based incentives        | Purpose, self-realization, Dharma-based duty |
| Organizational Goal      | Profit maximization                 | Societal welfare and sustainable growth      |
| Knowledge Source         | Empirical studies, modern theories  | Vedic philosophy, experiential wisdom        |

Source: <https://www.nrjbe.in>

The table presents how Modern Management focuses on efficiency, profitability, and data-based decision-making, while the Indian Knowledge System evolves with ethics, harmony, and wisdom based on a holistic perspective. Modern management models prioritize performance and profit, while IKS supports selflessness and a higher purpose, organizational motivation, and societal good over party and profit. Rooted in Vedic Philosophy, IKS offers a more balanced, values-based approach that contrasts with the modern, profit-based management paradigm.

#### Integration of IKS with Modern Management for Sustainable Decision-Making

Contemporary management approaches vary in how they factor in technology, morale, and data analytics relative to effective guidance in organization-wide direction and strategy, or the decision process in a strategic decision-making context. These approaches contain and involve, for example, quantitative approaches, which have been defined as the utilization of statistical and mathematical techniques; contingency approaches, which look at situational adaptation of management style; and systems approaches, which see organizations as complex interacting parts (Ziemba, 2025). In a strategic decision-making process, contemporary management approaches facilitate a process whereby a decision has well-defined goals, well-analyzed and supported data preceding the decision, alignment with overall organizational values, and consideration of options leading to considered decisions with maximum effect. Contemporary

management approaches reference agility and employee-centered approaches involving tools and/or digital and AI processes to improve the quality of decisions and organizational responsiveness to changing conditions (Hillman, 2025).

The time has come to realize the necessity of merging Indian Knowledge Systems (IKS) with contemporary management to meet the ethical, environmental, and humanistic issues of the twenty-first century (Gupta 2024). Contemporary management emphasizes improving efficiencies, achieving productivity, and making data-driven decisions, all of which can sometimes neglect issues of morality while lacking a wholistic view of organizational well-being. IKS is based on the Vedās, Upanishads, and the Bhagavad Gita, and offers themes related to Dharma (righteous duty), Nishkama Karma (selfless action), and Sattva (balance and purification) that can complement the rational and analytical levels emphasized in modern management (Misra et al., 2020). By integrating these values, leaders can consider not only goal-setting but also process while being ethically sensitive and socially responsible, thus making managerialism profit with a purpose while demonstrating overall organizational resilience and inclusivity (Portaankorva 2024).

#### Synergy of IKS and Modern Management for Sustainable Leadership

In this era of significant digital change, many organizations are starting to recognize the value of emotional intelligence, mindfulness, and ethical reasoning; all integral components closely tied to the IKS epistemology (Nath 2024). Some organizations that incorporate a well-being and governance model based on IKS, such as TCS and Patanjali, report improved levels of employee engagement and stakeholder trust, as well as longevity. The simultaneous use of traditional knowledge and contemporary analytics that is tied to IKS presents a multi-dimensional way to manage an organization's strategy, organizational culture, and its shared performance with the well-being of society. Thus, incorporating IKS into education and management practice is more than cultural renewal; it is aspirational and sustainable values-based transformation (Agrawal 2024).

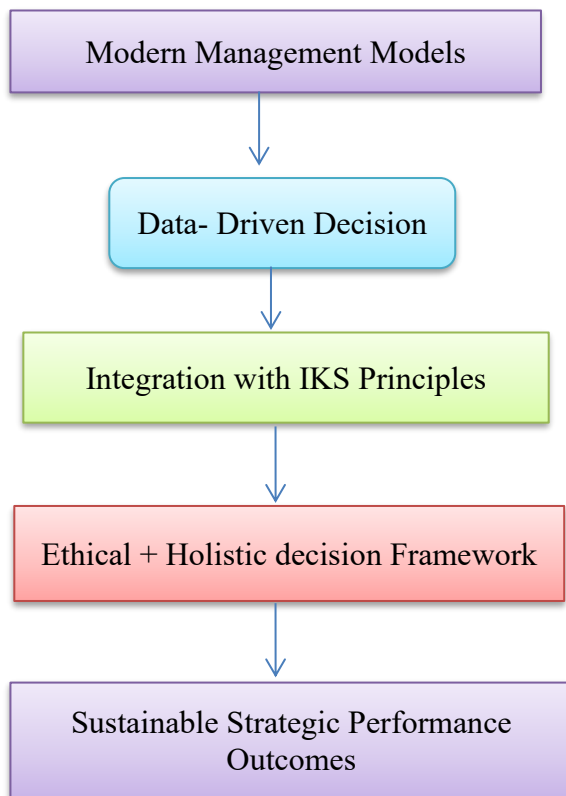


Figure 1: Synergy of IKS and Modern Management in Strategic Decision-Making

Source: <https://www.researchgate.net>

The figure describes the relationship of applied contemporary management and the Indian Knowledge System (IKS) through a data-driven decision-making process that ultimately helps guide that applied contemporary management iteration into an ethical, holistic, humanistic approach. The IKS approach connects empirical rational analysis to moral, ethical, and spiritual tenets or principles to facilitate thinking through strategy development that is not only operationally proficient but also social responsible and sustainable. Therefore, the organizations established can create a balance of growth that incorporates all dimensions of performance and permits the establishment of a socially responsible, long term ethical, environmental, and natural balance.

The principles of Indian Knowledge System (IKS) - Dharma, Karma Yoga, Satya, and Nishkama Karma connect inherently with modern ethical and leadership theories, emphasizing duty, integrity and selfless action (Satsangi 2024). Dharma supports a framework for ethical governance, Satya refers to transparency in action, Karma Yoga inspires intrinsic motivation and service-oriented leadership, and Nishkama Karma encourages leadership action without attachment to the outcome of the action (Singh et al., 2024) Together, all the principles provide a multidimensional moral and spiritual approach that aligns with modern management's emphasis on performance and innovation, facilitating a conceptual foundation to integrate IKS-informed moral and ethical sustainable strategic decision-making (Khan 2024). The purpose of the study is to identify principles such as Dharma, Karma Yoga, Satya and Nishkama Karma that would be useful in a complementing and integrating modern analytical approaches with ethical and holistic

sustainable leadership. Ultimately, the focus of the study is to develop a values-based management framework to ensure sound decision-making to facilitate responsible leadership and long-term sustainability of organizations. The study is divided into 7 sections. Section 1 presents the introduction of the study. Section 2 presents the literature review and research gap of the study. Section 3 presents the problem statement of the study. Section 4 presents the research methodology of the study. Section 5 presents the results and interpretations of the study. Section 6 presents the discussion based on findings of the study. Section 7 presents the conclusion along with limitations and future research directions of the study. Finally, references have been listed.

## 2. LITERATURE REVIEW

Theme 1: Philosophical Underpinnings and Fundamentals of the Indian Knowledge System (IKS) The Indian Knowledge System (IKS) encompassed a long-lived yet ancient collection of wisdom that fused the spheres of philosophy, science, medicine, and linguistics to develop the holistic development of man and the organization (Moudgil, 2024; Sain, 2025). It was derived from Vedic and Upanishad traditions and concerned itself with the connection of human, nature, and universal systems in regard to the ethic of Dharma (righteous duty) and Satya (truth) (Sain, 2025; Kumawat, 2025). The Bhagavad Gita, which Moudgil (2024) noted that the spirit of modern management resembled, illustrated the role of being humble, working well with others, and serving others without an expectation of reward (Nishkama Karma) and how it relates to ethical leader image and ethical decision-making. This religious foundation was congruent with the current notion of humanistic management, which put greater emphasis on empathy, balancing and moral responsibility and not on profit maximization.

Indian knowledge system encouraged inner growth and self-realization by using practices such as yoga, meditation, and reflective learning, which facilitated harmony and discipline in organizations (Shrivastava and Dewangan, 2024; Rajoura and Rajoura, 2022). The ancient Bhagavad Gita, Ramayana, and Mahabharata provided actionable corporate lessons about motivation, competence, and resilience, which could be attributed to the theoretical approaches in the field of behavior and leadership that emerged recently. Kumawat (2025) mentioned that these scriptures provided the ethical codes of rational and still caring decision making, which aligned with the modern theories of mindfulness and intrinsic motivation. Therefore, IKS introduced spirituality and management through self-mindfulness and a sense of purpose in the work environment.

Lastly, Indian knowledge system was an interdisciplinary process, a combination of spirituality and scientific rationality, which created a sustainable style of management in which the moral and material advancement were united (Sain, 2025). Organizations were able to be efficient based on their ethics as well as resilience by combining both traditional values and innovation (Moudgil, 2024). The fivefold system of the Gita, which comprised ego, faculties, values, and outside influences, established a balance within oneself and

provided moral clarity for performing leadership and task implementation. Altogether, these views proved that IKS provided a revolutionary epistemology to rethink the concept of strategic decision-making by combining antique wisdom with contemporary management toward the jump to a sustainable and humanist future.

#### Theme 2: Interconnection of IKS and the Contemporary Management Models

The convergence of Indian knowledge with modern system management emerged as a scholarly trend among indigenous people who sought to integrate their wisdom with scientific and business approaches. Bhattacharjee (2011) noted that the similarities between Drucker Management by Objectives and IKS ethics included the fact that sustainability gaps in contemporary management were caused by the failure to consider spiritual and moral aspects. This was supported by Saha (2025) when he studied examples of companies such as TCS, Infosys, and Patanjali, which included Dharma, Karma Yoga, and Sattva in the model of governance and sustainability. In a similar vein, the study by Kaur (2024) demonstrated that the integration of IKS principles (yoga, meditation, and Ayurveda) contributed to the improvement of both the well-being and performance of employees, presenting IKS as a dynamic approach to ethical and sustainable leadership instead of an outdated practice.

The Indian Knowledge System (IKS) served as a holistic alternative perspective to profit-driven Western-centric models and put a premium on ethical decision-making, inclusivity, and sense of civic obligation. Thiruppathi (2025) presented his assertions on how the sustainability of human resources could be achieved when the Nishkama Karma and the Arthashastra-inspired governance engaged the notion of Sustainable Human Resource Development (SHRD), leading to value-led and purpose-led leadership. Kaur and Lehri (2025) argued for IKS to be implemented in the teaching of business education to promote ecological ethics and social justness, while Mahajan (2025) connected IKS action to the Indian initiative of Atmanirbhar Bharat, the process to integrate traditional farming practices and governance beyond novelty and independence. All the approaches combined made IKS a strategic differentiator that strengthened resilience, authenticity, and long-term vision for the organization.

This fact was supported by empirical studies, which suggested that IKS-based corporate frameworks promoted ethical governance, innovation, and performance holistics. Saha (2025) noted that the alignment of IKS values with sustainability practices enhanced transparency and trust among the stakeholders, whereas Kaur (2024) observed that wellness-oriented systems helped to increase engagement and retention. The six-fold Jnan model introduced by Bhattacharjee in 2011 explained how ethics consciousness and individual knowledge balanced between individual and institutional objectives. Cumulatively, these works confirmed that a combination of IKS and contemporary management provided a multidimensional, goal-oriented decision-making model—the model that integrated the rationality of the efficient approach with the moral outlook and the one that contributed to the establishment of sustainable corporate growth.

#### Theme 3: The Institutionalization, the Problems and the Future of IKS Integration.

Although the conceptual and practical potential of IKS was generally accepted, the issues of its institutionalization in the contemporary systems were met with a number of challenges. Lathwal (2024) noted that the barriers included the absence of standardized documentation, along with cultural and linguistic variety, coupled with the lack of a policy framework that restricted the formal implementation of IKS in the field of management education and practice. This was escalated by the fact that the Western paradigms of business prevailed at the expense of the indigenous epistemologies. Digital learning platforms, special training centers for teachers, and orientation modules with educators were some of the institutional reforms suggested by Shrivastava and Dewangan (2024), which enhanced the academic and professional dissemination of IKS. In the same manner, Sain (2025) emphasized that to overcome this gap between tradition and innovation, it was necessary to organize the effective interaction between policymakers, educators, and industries under the patronage of digital technologies and international structures of cooperation such as ICHR. Such initiatives were important to foster knowledge sharing, innovation, and citizen involvement (Jan Bhagidari) so that IKS became a dynamic and participatory platform for sustainable governance and development.

The difficulty in management education revolved around ensuring that the IKS integration was not a tokenism change to make. Kaur (2024) warned about false adoption, and IKS should have been implemented in the framework of a real cultural activity, but it could not have been the performance of inclusion. The case based and experiential learning modules proposed by Thiruppathi (2025) and Rajoura and Rajoura (2022) were inspired by the Indian epics to develop value oriented leadership and facilitate constructive decisions in management courses. Lathwal (2024) and Sain (2025) proposed that to achieve a successful institutional model, the national policy needed support, and inter-sectoral partnerships with education, study, and entrepreneurship had to be facilitated to align with the indigenous values. As exemplified by Mahajan (2025), collaboration between the public and the private sectors was used to trigger IKS-based innovation cycles, particularly through Hackathons, Grand National Challenges, and heritage technology programs.

In a prospective, scholars saw the future of IKS integration as a revolution in the direction of sustainable and human-friendly development. Kaur and Lehri (2025) stated that IKS needed to be integrated into the national strategy to strike a balance between economic development and ecological and ethical needs. Saha (2025) suggested that IKS was either a possible point of philosophical focus for business sustainability policies or a means of governance and CSR directed by native ethics. Mahajan (2025) added to this vision the global status of India towards which the innovation through IKS redesigned the international cooperation and thought leadership. The combined findings from these works led to a conclusion that IKS's institutionalization served a



purpose beyond cultural preservation. It provided India with a globally relevant model of ethical, sustainable and inclusive management. However, as Bhattacharjee (2010) and Thiruppathi (2025) endorsed, this reform required balancing the response between ancient value systems and contemporary flexibility, while developing a reformed form of IKS that did not disrespect Indian intellectual traditions, but enabled them to take the opportunity of becoming contemporary.

Theme 4: IKS Leadership and Organizational Transformation as a Strategic Decision-Making Process.

The crossover of IKS with strategic decision making underscored how the indigenous philosophical systems contributed to ethical, sustainable, and data-based decision making. The model of knowledge management proposed by Flórez-Martínez, Sánchez-Torres, and Rodríguez-Romero (2018) matched the process of decision-making with corporate strategy through structured data analysis, learning, and reflection. IKS identified with this model, as he focused on holistic thinking, at least the use of intuition and wisdom to complement analytical thinking. Thakur and Kumar (2025) substantiated this linkage by showing that IKS-oriented leadership theory such as Nishkama Karma and Dharma generated the construction of responsible leadership that went beyond the motives of transaction, due to which the organizational goals and welfare of society became aligned. Similarly, Thiruppathi (2025) and Kaur (2024) demonstrated that the emotional intelligence and resiliency of leaders, taught through mindfulness, self-awareness, and ethical reasoning based on IKS practices, were necessary in uncertain and complicated strategic conditions.

IKS-style leadership changed the organizational behavior as the foundations of compassion, teamwork, and conscientiousness of duty were introduced to the company culture. Some of these lessons of the Bhagavad Gita were discovered by Moudgil (2024), including the idea that the less one ruled, the better one ruled, a lesson that translated into the same concept in modern leadership theories of empowerment and participatory governance. Rajoura and Rajoura (2022) and Kumawat (2025) demonstrated that epics such as the Ramayana and Mahabharata provided the guidelines to bravery, toughness, and uprightness, which helped leaders address crises with clarity and impartiality. Saha (2025) carried these moral constructs to strategic value by illustrating that firms that incorporated Dharma and Karma Yoga in governance had better performance than those that operated in a purely profit-making manner, as ethical consistency developed stakeholder trust in the long term. The combination of the IKS principles led to the creation of a leadership model that was neither too analytic nor too spiritual, as the concept of decision-making became collective evolution instead of goal achievement.

At the organizational level, the merger of IKS and modern management promoted a transformative culture that was based on sustainability, inclusiveness, and purpose. Kaur (2024) emphasized that IKS-based corporate wellness initiatives helped to improve cognitive clarity and emotional regulation, decreased workplace stress and turnover, and increased creativity and cooperation. Kaur and Lehri (2025) explained how IKS-supported

institutions of inclusivity could incorporate ecological sensitivity and ethical entrepreneurship into the strategic approach of the organizations. Mahajan (2025) related these findings to the idea of national self-reliance by claiming that the nationalistic focus of indigenous innovation indicated by IKS advocated decentralized and value-driven economic oranges. Thakur and Kumar (2025) showed that IKS-based comparative leadership models promoted flexibility between cultures, which provided a template to international organizations during their quest to undergo ethical change. Finally, the application of IKS into the strategic decision-making process transformed management into a moralized, as opposed to a mechanistic, role of a business, one that connected knowledge, compassion, and sustainability as the three keys to sustainable growth.

Research Gaps

Although the literature of integrating the Indian Knowledge System (IKS) to contemporary management has been widely studied, there are still some gaps in theory, study, and institutional aspect of these studies. Moudgil (2024), Sain (2025), and Kumawat (2025) studies contain philosophical information on Dharma and ethical leadership but do not have empirical validation or quantitative models of the connections between IKS and organizational performance. Shrivastava and Dewangan (2024), and Rajoura and Rajoura (2022) also note self-realization and leadership based on yoga and do not provide corporate scaled applications. In Bhattacharjee, Saha and Kaur (2024), the study concentrating on IKS in the wellness and governance sector does not provide a measure of performance indicators. Thiruppathi (2025) and Mahajan (2025) frameworks that associate IKS with the Sustainable HRD and Atmanirbhar Bharat do not contain real-life data, whereas Lathwal (2024) and Sain (2025) present policy and institutional obstacles with no evaluation of the readiness to implement. In addition to that, Flórez-Martínez et al. (2018), Thakur and Kumar (2025), and Kaur and Lehri (2025) focus on the importance of knowledge-based decision-making and change in leadership, but do not incorporate them into data-driven strategic models. All in all, there are urgent demands of empirical, inter-disciplinary, and comparative studies that have operationalized IKS in the contemporary management, have quantified the effects of its application on decision making and performance, and devised models of sustainable institutional implementation.

### 3. STATEMENT OF THE PROBLEM

The development of the Indian Knowledge System (IKS)-modern management model nexus is a very rapidly expanding field of scholarly and business interest, yet a gap in the fundamental paradigm of IKS implementation into real and quantifiable strategic decision-making solutions persists. Although the existing literature contains an abundance of theoretical insight regarding the ethics and Dharma related to holistic leadership, lack of empirical validation, standardized constructs, and comparative studies can be said in evaluating the practical effect of IKS-based strategies on the organizations performance, innovativeness, and sustainability. Moreover, a lack of institutional procedures, policy

congruency, and computerized assimilation restrains the mainstream application of IKS in administration education and in company practice. Thus, the problem is the lack of a systematic evidence-based model that can explore the degree to which IKS principles may be aligned with current management models to enhance ethical leadership, informed decision making, and organization wide stability. The study aims to address this gap with an empirical study of the strategic, socio-cultural and institutional considerations of IKS integration in effort to construct a colligative and scalable framework for transformational sustainable management.

#### 4. RESEARCH METHODOLOGY

The research methodology developed to examine the outcomes of integrating Indian Knowledge System (IKS) with contemporary management approaches for strategic decision-making incorporated a mixed-methods design that included both quantitative and qualitative approaches, permitting a deep engagement with the research problem. The mixed-methods design facilitated the study collecting both empirical data and insight regarding how IKS specified principles were utilized in managerial practice. This study was conducted in India focusing ultimately on management practitioners and academics, in the mixed-methods design participants were stratified to represent the elements of the design, the sample size of 200 would lend statistical credibility and a descriptive and exploratory design would facilitate pattern analysis and model development. Data were acquired through survey instruments with structured questions highlighting both the IKS practices (H1) and principles (H2) as independent variables and organizational decision-making efficiency and strategic performance as dependent variables. Data were examined using the statistical programs SPSS and MS Excel observing mean, standard deviation, correlation and regression to evaluate relationships and effects. Thus, the methodology provides a systematic evidence-based framework to assess how integrating IKS leads to ethical, effective and sustainable strategic decision-making in contemporary organization contexts.

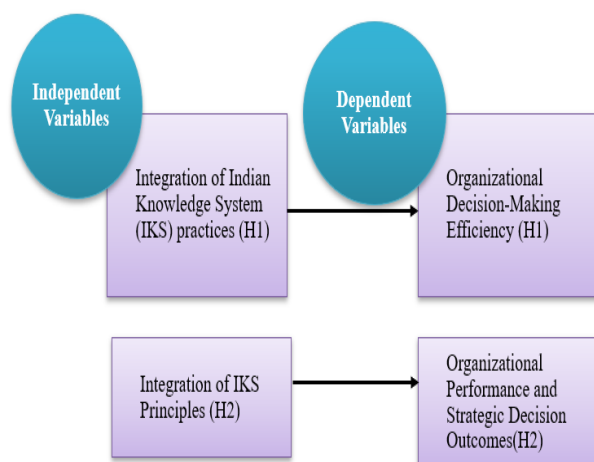


Figure 2: Conceptual Model

#### 5. RESULTS AND INTERPRETATIONS

Table 2: Demographic profile of respondents

| S.NO . | Demographic Characteristics |                              | N   | %       |
|--------|-----------------------------|------------------------------|-----|---------|
| 1      | Gender                      | Male                         | 88  | 44%     |
|        |                             | Female                       | 112 | 56%     |
| 2      | Age Group                   | Below 20 years               | 32  | 16%     |
|        |                             | 20-29 years                  | 30  | 15%     |
|        |                             | 30-39 years                  | 31  | 15.50 % |
|        |                             | 40-49 years                  | 25  | 12.50 % |
|        |                             | 50-59 years                  | 35  | 17.50 % |
|        |                             | Above 60 years               | 47  | 23.50 % |
| 3      | Educational Qualification   | Bachelor's Degree            | 38  | 19%     |
|        |                             | Master's Degree              | 40  | 20%     |
|        |                             | M.Phil.                      | 44  | 22%     |
|        |                             | Ph.D.                        | 32  | 16%     |
|        |                             | Post-Doctoral                | 46  | 23%     |
| 4      | Professional Role           | Academic Faculty             | 40  | 20%     |
|        |                             | Research Scholar             | 38  | 19%     |
|        |                             | Manager                      | 51  | 25.50 % |
|        |                             | Senior Manager               | 38  | 19%     |
|        |                             | Director                     | 33  | 16.50 % |
| 5      | Type of Organization        | Small Enterprise             | 52  | 26%     |
|        |                             | Medium Enterprise            | 40  | 20%     |
|        |                             | Large Corporate Organization | 51  | 25.50 % |
|        |                             | Government Department        | 57  | 28.50 % |
| 6      | Exposure to IKS             | No exposure                  | 51  | 25.50 % |
|        |                             | Basic awareness              | 42  | 21%     |
|        |                             | Moderate understanding       | 46  | 23%     |
|        |                             | High-level understanding     | 61  | 30.50 % |

The population sample of the 200 participants is balanced and represents a diverse sample that can be used to study the application of the Indian Knowledge System (IKS) in modern management. The sample is 44:56 comprised of males and females respectively and this indicates sufficient gender representation. Participation by age is well varied with the highest percentage (23.50) being above 60 years, then further broken down to 50, and 59 to

below 20 years (17.50 and 16 respectively) indicating that both old and new professionals were included in the population sample. The diversity in educational qualifications is also high, with the majority of respondents having post-doctoral (23%), M.Phil. (22%), and master's degrees (20%), which proves that the sample is well-acquired academically. The largest groups are professionally represented by managers (25.50%), academic faculty (20%), and this guarantees that both the organizational and the academic environment are represented. Concerning the organisational type, the category of the government departments (28.50) and the small enterprises (26) comprise almost half of the sample, indicating the representation of numerous sectors. The level of exposure to IKS is quite diverse as 30.50 percent of the participants had high-level knowledge and 25.50 percent never experienced exposure to IKS which is needed to analyze the associations between IKS familiarity and efficiency in decision-making. In general the demographic composition proves that the sample is diverse enough to help draw valuable and generalizable conclusions about the study.

Outcomes based on the objectives

Objective 1: To determine the relationship between the integration of Indian Knowledge System practices and organizational decision-making efficiency.

H0a: There is no significant relationship between the integration of Indian Knowledge System practices and organizational decision-making efficiency.

H1a: There is a significant relationship between the integration of Indian Knowledge System practices and organizational decision-making efficiency

Table 3: Descriptive Statistics Table

| Descriptive Statistics                                 |         |                |     |
|--|---------|----------------|-----|
|  | Mean    | Std. Deviation | N   |
| Organizational Decision-Making Efficiency              | 12.5500 | 3.18247        | 200 |
| Integration of Indian Knowledge System (IKS) practices | 14.2650 | 3.17255        | 200 |

The descriptive statistics reveal the general central tendency and variability of the significant variables that were being measured in the analysis. The average of Organizational Decision-Making Efficiency is 12.55 and the standard deviation is 3.18 which mean that the respondents reported moderate levels of decision-making efficiency with the responses moderately spread around the average. On the same note, the variable recorded in the Integration of Indian Knowledge System (IKS) practices had a mean value of 14.27 and a standard deviation of 3.17 implying that the degree at which the practices of IKS are integrated in the organizational settings is a bit higher than the perceived efficiency of decision making. The similar standard deviations between the two variables show that there is consistency in the variability in responses among the participants. The descriptive tests obtained with a sample size of 200 give a reliable and constant representation of the population that used to further inferential statistics like correlation

and regression.

Table 4: Correlations Table

| Correlations   |                     |  |   |
|--|---------------------|--|---|
|  |                     | Integration of Indian Knowledge System (IKS) practices | Organizational Decision-Making Efficiency |
| Integration of Indian Knowledge System (IKS) practices | Pearson Correlation | 1  | .374**                                    |
|  | Sig. (2-tailed)     |  | .000                                      |
|  | N                   | 200  | 200                                       |
| Organizational Decision-Making Efficiency              | Pearson Correlation | .374**   | 1   |
|  | Sig. (2-tailed)     | .000   |   |
|  | N                   | 200  | 200                                       |

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

The correlation analysis indicates that there is statistically significant positive relation between the practices of the Integration of Indian Knowledge System (IKS) and Organizational Decision-Making Efficiency where the Pearson correlation coefficient of  $r = 0.374$  is statistically significant at the 0.01 significance level. This is a moderate positive correlation which suggests that, the more the IKS practice integration, the more it is connected to decision making efficiency in organizations. The result of the significance value ( $p = .000$ ) supports the fact that the observed relationship was not meant to happen by chance and thus offers empirical evidence to the hypothesis of the study that IKS practices do have a meaningful role to play in improving the managerial decision-making processes. Having 200 participants in the sample, the outcomes provide solid proof that organizations that implement the principles of IKS are likely to show better efficiency in their strategic and operational decisions.

Objective 2: To assess the impact of integrating IKS principles on organizational performance and strategic decision outcomes using regression analysis.

H0b: Integration of IKS principles has no significant impact on organizational performance and strategic decision outcomes.

H2b: Integration of IKS principles has a significant impact on organizational performance and strategic decision outcomes.

Table 5: Model Summary Table

| Model Summary  |                   |          |                   |                            |
|--|-------------------|----------|-------------------|----------------------------|
| Model  | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1  | .399 <sup>a</sup> | .159     | .155              | 3.04709                    |
| a. Predictors: (Constant), Integration of IKS Principles |                   |          |                   |                            |

The regression model, which analyzed the effect of Integration of IKS Principles with Organizational Performance/Decision Outcomes, has an R-value of 0.399, which is a moderate positive value between the predictor and outcome variable. The R square of 0.159 implies that the combination of IKS principles can



account for around 15.9 percent of the variance in the performance of the organization or the strategic decision-making. The Adjusted R Square (0.155) including the effect of both the sample size and the predictor count is quite close to the value of R Square meaning that the model is stable and is not overfitted. Standard Error of the Estimate (3.047) represents the mean value of how much the observed values are not on the regression line indicating that there is a reasonable amount of prediction accuracy of a one predictor model. All in all, the model shows that the incorporation of IKS principles would add a significant value to the strategic performance of an organization, albeit not solely, which supports the assumption of the study that IKS does have a quantifiable effect on managerial performance.

Table 6: ANOVA<sup>a</sup> Table

| ANOVA <sup>a</sup>  |            |                |     |             |        |                   |
|---|------------|----------------|-----|-------------|--------|-------------------|
| Model   |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
| 1   | Regression | 347.219        | 1   | 347.219     | 37.397 | .000 <sup>b</sup> |
|   | Residual   | 1838.376       | 198 | 9.285       |        |                   |
|   | Total      | 2185.595       | 199 |             |        |                   |
| a. Dependent Variable: Organizational Performance and Strategic Decision Outcomes |            |                |     |             |        |                   |
| b. Predictors: (Constant), Integration of IKS Principles                          |            |                |     |             |        |                   |

The output of the ANOVA shows that the regression equation with the aim of investigating the influence of Integration of IKS Principles on the Organizational Performance and Strategic Decision Outcomes is significant. The sum of squares of regression (347.219) relative to the sum of squares of residual (1838.376) indicates that the significant proportion of the total variance is captured by the predictor. The value of F (37.397, 1, 198) = 37.397 is statistically significant at  $p = .000$ , meaning that the model fits much better in comparison to a model with no predictors. This proves the fact that IKS principles integration has a dramatic effect on organizational performance and strategic decision outcomes. The F-test value helps to prove the null hypothesis ( $H_0$ ) rejection and thus demonstrates that the principles of IKS have a meaningful impact on the dependent variable among the 200 respondents.

Table 7: Coefficients<sup>a</sup> Table

| Table 7: Coefficients Table   |                                     |                                 |               |                                      |            |      |
|---|-------------------------------------|---------------------------------|---------------|--------------------------------------|------------|------|
| Coefficients <sup>a</sup>   |                                     |                                 |               |                                      |            |      |
| Model   |                                     | Unstandardize<br>d Coefficients |               | Standar<br>dized<br>Coeff<br>icients | t          | Sig. |
|   |                                     | B                               | Std.<br>Error | Beta                                 |            |      |
| 1   | (Constant)                          | 8.797                           | .792          |                                      | 11.1<br>14 | .000 |
|   | Integration of<br>IKS<br>Principles | .356                            | .058          | .399                                 | 6.11<br>5  | .000 |
| a. Dependent Variable: Organizational Performance and Strategic Decision Outcomes |                                     |                                 |               |                                      |            |      |

The table of coefficients indicates that the Integration of

IKS Principles is an important positive predictor of the Organizational Performance and Strategic Decision Outcomes. The coefficient ( $B = 0.356$ ) is not standard and thus it shows that an increase in IKS principles integration by one unit, other factors held constant, increases organizational performance by 0.356 units. The standardized coefficient ( $Beta = 0.399$ ) is also another indicator that the effect size is moderate, which proves the significance of IKS principles to performance outcomes. The t-value of 6.115, with the significance level of  $p = .000$ , is a good indicator that the impact of this predictor is statistically significant. Also, the constant ( $B = 8.797$ ) is the performance level of the organization in case of zero levels of IKS integration. On balance, these findings allow accepting the alternative hypothesis ( $H_2$ ), which suggests that applying the IKS principles contributes to the significant improvement of organizational performance and the results of strategic decision-making. Objective 3: To describe the key principles and components of the Indian Knowledge System (IKS) relevant to modern management and strategic decision-making.

H3c: There are identifiable key principles or components of the Indian Knowledge System relevant to modern management and strategic decision-making.

The Indian Knowledge System (IKS) offers a solid platform of contemporary management and strategic decision-making, based on the ancient philosophical and practical wisdom. Dharma, which signifies ethical duty, Karma Yoga, which means doing right without attachment to results, Sattva, which means equilibrium and purity, are core principles of IKS that have direct application to a modern organizational setting (Saha 2025). Sattva facilitates clarity of mind and stability of emotions, which is its key to leadership and strategic thinking (Chaudhary 2025). They are based on the classical works, such as the Vedas, Upanishads, Bhagavad Gita, and Arthashastra, and promote the idea that organizations should be holistic and encompass both ethical, economic, and social aspects of their functioning to encourage sustainable development and the trust of the stakeholders (Mahatma 2025). Besides these principles, IKS points out several important elements that play an important role in the contemporary management.

The notion of Paramparah (tradition and continuity) emphasizes the need to preserve and pass knowledge between generations so that the organizations can have access to the wisdom and experience that is accumulated over time (Thiruppathi 2025). The IKS hallmark is Experiential learning which focuses on learning by trial and error which is very pertinent in the current busy and dynamic business world. It is the principle of interconnectedness or acknowledgement of interdependence of every component in an organization and its ecosystem in general, that urges leaders to think in systems as a way of making decisions (Ktm 2025). This promotes teamwork, creativity and strengths and allows organizations to cope with the challenges and take advantage of opportunities presented. Moreover, IKS facilitates the concept of people-centric governance, mindfulness, and purposeful action which are being identified as crucial to construct engaged, motivated, and high-performing work teams. Combining these elements,



contemporary organizations are able to establish a culture of ethical leadership, sustainable development, and long-term success which fits its strategies with both old wisdom and new demands (Saha 2025).

## 6. DISCUSSION

The study shows that the implementation of Indian Knowledge System (IKS) practices makes organizational decisions much more efficient based on the moderate level of correlation ( $r = 0.374$ ,  $p < .001$ ) and regression results that IKS principles explain 15.9% of the strategic performance variance. The results prove the hypothetical arguments of such scholars as Misra et al. (2020), Saha (2025), and Nath (2024) that such principles as Dharma and Karma Yoga and Satya assist in managing ethical traits and clarity, intrinsic motivation, and rationality in managerial practice. The high level of regression ( $\beta = 0.399$ ,  $p < .001$ ) indicates that the implementation of the IKS principles directly relates to more systematic, value-based, and efficient strategic decisions, which confirms the previous claims according to which the modern management analytical frameworks have the strengths of the moral and holistic focus of IKS (Gupta 2024; Khan and Sharma 2024). The distribution of respondents, in particular, the high level of education, also supports the validity of the results and presupposes that IKS-based model of leadership and decisions can be applied to organizations of different types.

Moreover, the findings are consistent with the modern research that accentuates the necessity to combine analytical decision-making frameworks with humanistic and ethical aspects within the indigenous knowledge systems. In a study by Kaur (2024), Thirupathi (2025) and Bhattacharjee (2011), IKS leads to employee well-being, ethical governance, and long-term stakeholder trust, which are becoming more and more crucial in unstable and technologically oriented business settings. These assertions are echoed in the current results, where IKS was found to complement contemporary management as well as enhance organizational resilience through promotion of selfless leadership (Nishkama Karma), mindfulness and collective welfare considerations. The systems-thinking view apparent in IKS is also confirmed by the empirical data and the content of the strategic decision-making models put forward by Flórez-Martínez et al. (2018), which indicates that the decisions based on the interconnectedness, ethical sensitivity, and balanced judgment are the ones that provide better strategic results. Together, the study supports the thesis that the incorporation of IKS in modern management practice is not only a cultural or a philosophical adventure but a supported course of action towards improving organizational performance, sustainability and leadership performance.

## 7. CONCLUSION

The study concludes that Indian Knowledge System (IKS) practices and principles are a noteworthy and effective factor in promoting the efficiency of organizational decisions and strategic performance. The results make it clear that those organizations that

embraced the IKS-driven methods, including ethical duty, selfless action, mindfulness, and balanced reasoning, were more likely to make coherent and value-aligned and successful strategic decisions. Through the statistical findings, IKS has been found to help in enhancing clarity, better decision-making and greater alignment between organizational objectives and managerial behavior. On balance, the study confirms that IKS does not only resonate with the modern management systems, but also empowers them by introducing ethical basis, holistic thinking, and human-centered values. In addition, the study has pointed out that IKS is a future-focused and sustainable basis of leadership and organizational change. The integration of analytical decision-making models with the wisdom-based principles of IKS help organizations to develop the culture of responsibility, resilience, and long-term vision. The study proves that IKS integration is associated with improved employee engagement, stronger organizational cultures, and better performance results. In short, the study underlines that the implementation of IKS in contemporary management is a strategic necessity that helps companies to react properly to the complicated situations and stay ethical, socially responsible, and sustainable in their development.

## 8. LIMITATIONS OF THE STUDY

The study has a drawback of using self-reported information that could lead to biasness and subjective interpretation of the organizational practices and performance. The sample is also not as broad as it is limited to respondents in a certain geographical and cultural environment thereby restricting the extrapolation of the results to broader organizational environments. Moreover, the study is based on a cross-sectional design, and it is not possible to analyze how the IKS adoption and decision-making efficiency would change with time. Another issue with the model is that it can only take into consideration the selected IKS principles and ignores other potentially impacting elements that could also enhance the strategic and organizational outcomes.

## 9. FUTURE RESEARCH DIRECTIONS

The scope of the future research must further enlarge by including longitudinal and multi-industry level of study to determine the extent, in which the integration of IKS affects the performance of organizations in the long run. Researchers can also investigate more IKS elements including indigenous systems of governance, emotional well-being practices, and community-based leadership systems to build more detailed decision models. It has been suggested that organizations should invest in systematic training programs, workshops, and policy frameworks that entrench formally IKS principles into managerial practice. IKS based modules should be incorporated in the management education curriculums to create awareness and enhance practical implementation. Also, further analysis can be conducted between IKS-integrated organizations and non-IKS organizations to assess variations in resilience, innovation, and sustainability results in terms of refining and validating models to be applied broadly..

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