



# Impact of Corporate HRM to Dharmic Governance: Applying Indian Knowledge Systems to Improve Job Satisfaction in Delhi-NCR's Edtech Workforce

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## Abstract

*The rapid expansion of the EdTech sector in the Delhi-NCR region has transformed the nature of work in the education industry, creating new opportunities as well as challenges related to employee well-being, work pressure, job security, and organizational culture. In this context, conventional Human Resource Management (HRM) practices often focus primarily on performance and productivity, sometimes overlooking the holistic well-being and ethical dimensions of the workforce. Drawing inspiration from the principles of Indian Knowledge Systems (IKS), which emphasize ethical governance, collective welfare, and harmony between individual and organizational goals, this study explores how traditional Indian philosophical concepts can inform modern HR practices. The research particularly examines the transition from conventional corporate HRM approaches to a value-based framework inspired by Dharmic governance, rooted in concepts such as dharma, lokasangraha (collective welfare), and holistic development.*

*The primary objective of the study is to analyze the impact of HR practices influenced by IKS principles on employee job satisfaction in the EdTech sector of Delhi-NCR. Using a mixed-method research design, the study collects primary data from employees working in various EdTech organizations through structured questionnaires and interviews. Key HR dimensions examined include leadership ethics, work-life balance, employee participation, organizational culture, and well-being initiatives. The findings aim to assess whether integrating ethical and holistic perspectives derived from IKS into HR policies can enhance job satisfaction, organizational commitment, and sustainable workplace practices.*

*The study contributes to the emerging discourse on integrating indigenous knowledge systems with contemporary management practices, aligning with the national development vision of Viksit Bharat 2047. By proposing a Dharmic governance framework for HR management in the EdTech sector, the research offers practical insights for organizations seeking to create more ethical, sustainable, and employee-centric work environments. The findings are expected to provide a conceptual bridge between traditional Indian philosophical wisdom and modern organizational management, thereby supporting long-term sustainability and human-centered development in the knowledge economy.*

**Keywords:** Indian Knowledge Systems (IKS), Human Resource Management (HRM), Dharmic Governance, Employee Job Satisfaction, EdTech Sector, Ethical Leadership, Organizational Culture, Work-Life Balance, Employee Well-being, Sustainable Development.

## 1. Introduction

The rapid digital transformation of the education sector has led to the remarkable growth of the EdTech Industry in India, particularly in the Delhi NCR region. EdTech companies have revolutionized learning by integrating technology with education, offering innovative platforms for online teaching, skill development, and digital learning solutions. However, the fast-paced and competitive nature of this sector has also created new challenges for employees, including high



performance expectations, work pressure, job insecurity, and work–life imbalance. In such an environment, the role of effective Human Resource Management (HRM) practices becomes crucial in ensuring employee well-being, motivation, and job satisfaction.

Employee job satisfaction has long been considered a critical determinant of organizational success, productivity, and employee retention. HR policies such as fair compensation, training and development, performance appraisal systems, work–life balance initiatives, and participative leadership significantly influence employees' attitudes toward their jobs. While modern HRM practices primarily emphasize efficiency, performance, and competitiveness, there is a growing recognition of the need for more ethical, inclusive, and holistic approaches to managing human resources. In this context, integrating traditional philosophical perspectives with modern management practices may provide new insights for improving workplace well-being.

One promising approach lies in the principles of Indian Knowledge Systems (IKS), which encompass a wide range of philosophical, ethical, and socio-cultural knowledge traditions developed in India over centuries. IKS emphasizes values such as harmony, duty (*dharma*), collective welfare (*lokasangraha*), ethical leadership, and holistic human development. These principles offer a value-based perspective that can guide organizations in creating sustainable and employee-centric governance frameworks. The concept of Dharmic Governance, derived from these traditions, focuses on ethical responsibility, fairness, and the alignment of individual duties with societal well-being. When applied to organizational management, such principles can encourage transparent leadership, trust-based relationships, and supportive workplace cultures.

In recent years, scholars and policymakers have emphasized the importance of integrating indigenous knowledge with contemporary development strategies to achieve sustainable and inclusive growth. This perspective aligns with the national vision of Viksit Bharat 2047, which highlights the role of ethical governance, knowledge-based development, and human-centered policies in shaping India's future. Within this broader context, organizations are increasingly encouraged to adopt management practices that not only enhance productivity but also promote employee well-being and long-term sustainability.

Therefore, this study attempts to bridge the gap between traditional Indian philosophical wisdom and modern corporate HR practices. It explores how the principles of Indian Knowledge Systems and Dharmic governance can be applied to HR policies in the EdTech sector to improve employee job satisfaction. By focusing on the EdTech workforce in Delhi–NCR, the research seeks to understand whether value-based HR practices inspired by IKS can contribute to a more ethical, balanced, and sustainable organizational environment. The findings of this study may offer important insights for policymakers, academicians, and corporate leaders aiming to design HR frameworks that integrate cultural values with modern organizational needs.

## 2. Objective of the study

1. To analyse peri urban expansion and land use changes in Kanpur.
2. To examine the livelihood vulnerability among peri urban communities which is affected by urbanisation.
3. To evaluate infrastructural, governance, and environmental gaps and also suggest inclusive development strategies.

## 3. Review of literature

**Frederick Herzberg (1959)** developed the Two-Factor Theory of motivation, which explains the factors influencing employee job satisfaction and dissatisfaction in the workplace. According to Herzberg, motivation factors such as achievement, recognition, and opportunities for growth contribute to higher job satisfaction, while hygiene factors including salary, company policies, and working conditions prevent dissatisfaction. This theory has been widely used in human resource research to understand how organizational policies and management practices influence employees' attitudes toward their work.

**Edwin A. Locke (1976)** introduced the Value Theory of Job Satisfaction, emphasizing that employees feel satisfied when their job outcomes align with their personal values and expectations. The study highlighted that organizational policies, leadership style, and recognition systems significantly influence employees' perception of their work environment. Locke's work provides a foundation for understanding how HR policies can shape employees' psychological attachment and satisfaction with their jobs.

**Geert Hofstede (1980)** explored the influence of cultural values on organizational behavior and management practices. His research demonstrated that workplace culture and management policies vary across societies and are deeply influenced by cultural traditions and ethical values. Hofstede's findings suggest that integrating indigenous cultural principles, such as those found in Indian philosophical traditions, can improve organizational harmony and employee satisfaction.

**Stephen P. Robbins (2003)** examined the role of organizational behavior in determining employee performance and satisfaction. Robbins argued that factors such as leadership style, organizational culture, and employee participation play a crucial role in enhancing motivation and job satisfaction. His work highlights the importance of supportive HR policies and participative management in creating a positive work environment.

**Peter M. Senge (2006)** emphasized the concept of learning organizations, where continuous learning, shared vision, and collective growth are encouraged. Senge suggested that organizations that promote ethical leadership and employee development tend to achieve higher levels of job satisfaction and organizational commitment. This perspective is particularly relevant for knowledge-driven sectors such as the EdTech industry.

**Subhash Sharma (2010)** discussed the relevance of Indian philosophical traditions in modern management practices. Sharma highlighted that principles such as *dharm*a, ethical leadership, and collective welfare can guide organizations in creating value-based governance frameworks. His work suggests that integrating Indian Knowledge Systems into organizational policies can enhance employee well-being and long-term sustainability.

**C. K. Prahalad (2012)** emphasized the importance of inclusive and ethical business practices in emerging economies. Prahalad argued that organizations must adopt human-centered approaches to management that prioritize employee welfare and social responsibility. Such approaches can improve employee engagement and satisfaction while contributing to sustainable organizational growth.

**Jagdish Sheth (2020)** highlighted the growing relevance of Indian cultural values in shaping modern business practices. He argued that concepts rooted in Indian philosophical traditions, such as balance, ethics, and long-term thinking, can help organizations build sustainable and employee-friendly work environments. This perspective is increasingly important in sectors like EdTech, where knowledge sharing and human capital development are central to organizational success.

**Radhakrishnan Pillai (2021)** explored leadership and governance principles derived from ancient Indian texts such as the Arthashastra. He emphasized that ethical governance, duty-based leadership, and fair management practices can strengthen organizational trust and employee commitment. These principles align closely with the concept of Dharmic governance and can be applied to modern HR policies to improve job satisfaction.

Recent studies in the EdTech Industry have also highlighted the importance of HR practices in maintaining employee satisfaction in technology-driven work environments. Researchers such as V. Venkatesh et al. (2012) emphasized that organizational support, training, and work-life balance policies play a significant role in enhancing employee motivation and productivity in digital workplaces. These findings suggest that combining modern HR practices with value-based approaches derived from Indian Knowledge Systems may create a more holistic and sustainable framework for improving employee job satisfaction in the EdTech sector.

## 4. Conceptual Framework

The conceptual framework for this study is based on the relationship between **Human Resource Management (HRM) practices, Indian Knowledge Systems (IKS)-based governance, and employee job satisfaction** in the EdTech Industry of Delhi NCR. The framework integrates modern organizational management concepts with traditional

ethical values derived from Indian Knowledge Systems to explain how value-based governance can influence employee satisfaction and organizational sustainability.

In contemporary organizations, effective Human Resource Management practices such as recruitment and selection, training and development, performance appraisal, compensation and rewards, and work–life balance policies play a significant role in shaping employees’ attitudes toward their work. These practices directly affect motivation, commitment, productivity, and ultimately **job satisfaction**. However, modern HRM approaches sometimes focus primarily on efficiency and performance outcomes without adequately addressing ethical leadership, employee well-being, and value-driven organizational culture.

To address this limitation, the study incorporates principles from Indian Knowledge Systems, which emphasize ethical responsibility, holistic development, and collective welfare. The concept of Dharmic Governance derived from these traditions promotes fairness, transparency, duty-based leadership, and harmony between individual and organizational goals. Integrating these principles into HR policies can create a supportive and ethical workplace environment that enhances employees’ psychological well-being and satisfaction.

In this framework, **HR practices act as the independent variables**, while **employee job satisfaction serves as the dependent variable**. The principles of **IKS and Dharmic governance function as mediating or moderating factors**, shaping how HR practices are implemented and perceived by employees. For instance, HR policies inspired by ethical leadership, respect for employees, and collective welfare may strengthen trust, organizational commitment, and workplace harmony.

Thus, the conceptual framework proposes that the integration of modern HRM practices with value-based governance rooted in Indian philosophical traditions can significantly enhance job satisfaction among employees in the EdTech sector. Such an approach also aligns with the national vision of Viksit Bharat 2047, which promotes sustainable development, ethical governance, and human-centered growth.

## Conceptual Model (Proposed Relationship)

### Independent Variables (HR Practices):

- Recruitment and Selection
- Training and Development
- Performance Appraisal
- Compensation and Rewards
- Work–Life Balance
- Employee Participation

### Mediating/Moderating Variables:

- IKS-based values
- Ethical Leadership
- Dharmic Governance
- Organizational Culture

### Dependent Variable:

- Job Satisfaction

### Outcome:

- Employee Well-being
- Organizational Commitment
- Sustainable Organizational Development

### Simplified Framework Structure

HR Practices → IKS & Dharmic Governance → Employee Job Satisfaction → Sustainable Organizational Development

## 5. Hypothesis

### **H<sub>01</sub> (Null Hypothesis):**

There is **no significant relationship** between Human Resource Management practices and employee job satisfaction in the EdTech Industry of Delhi NCR.

### **H<sub>11</sub> (Alternative Hypothesis):**

There is a **significant relationship** between Human Resource Management practices and employee job satisfaction in the EdTech industry of Delhi NCR.

### **H<sub>02</sub> (Null Hypothesis):**

There is **no significant impact** of training and development practices on employee job satisfaction in the EdTech sector.

### **H<sub>12</sub> (Alternative Hypothesis):**

There is a **significant impact** of training and development practices on employee job satisfaction in the EdTech sector.

### **H<sub>03</sub> (Null Hypothesis):**

There is **no significant relationship** between compensation and reward systems and employee job satisfaction in the EdTech sector.

### **H<sub>13</sub> (Alternative Hypothesis):**

There is a **significant relationship** between compensation and reward systems and employee job satisfaction in the EdTech sector.

### **H<sub>04</sub> (Null Hypothesis):**

There is **no significant influence** of work–life balance policies on employee job satisfaction in the EdTech sector.

### **H<sub>14</sub> (Alternative Hypothesis):**

There is a **significant influence** of work–life balance policies on employee job satisfaction in the EdTech sector.

### **H<sub>05</sub> (Null Hypothesis):**

There is **no significant role** of Indian Knowledge Systems based values and Dharmic Governance in improving employee job satisfaction in the EdTech workforce.

### **H<sub>15</sub> (Alternative Hypothesis):**

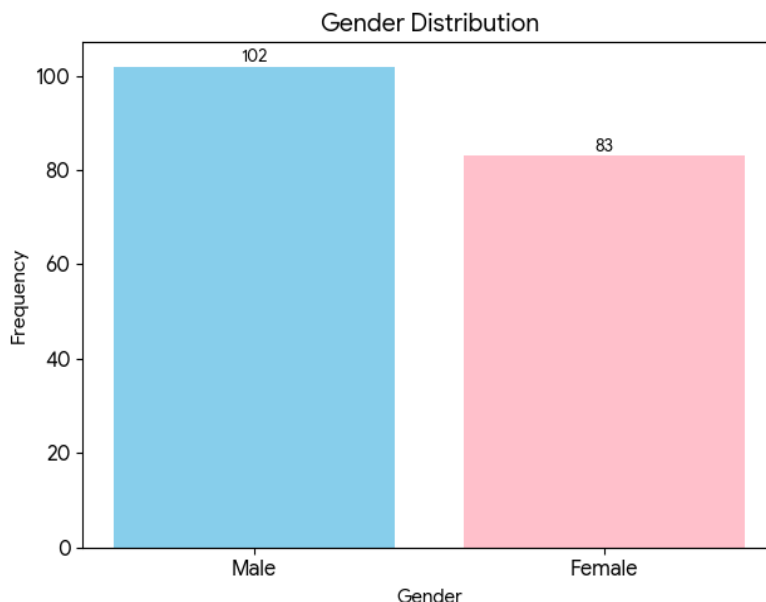
There is a **significant role** of Indian Knowledge Systems based values and Dharmic Governance in improving employee job satisfaction in the EdTech workforce.

## 6. Data Analysis and Interpretation

The present study collected primary data from **185 employees working in the EdTech Industry in Delhi NCR**. A structured questionnaire based on **Human Resource Management practices, Indian Knowledge Systems values, and employee job satisfaction** was used for analysis. Descriptive statistics and percentage analysis were applied to interpret the responses.

### Gender of Respondents

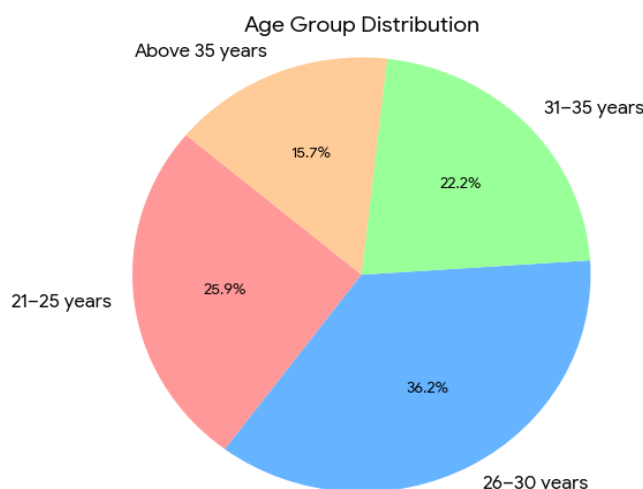
Gender	Frequency	Percentage
Male	102	55.1%
Female	83	44.9%
<b>Total</b>	<b>185</b>	<b>100%</b>



The table shows that **55.1% of respondents are male and 44.9% are female**. This indicates that the EdTech workforce in Delhi-NCR is relatively balanced in terms of gender participation, though male employees slightly dominate the sample.

### Age Group of Respondents

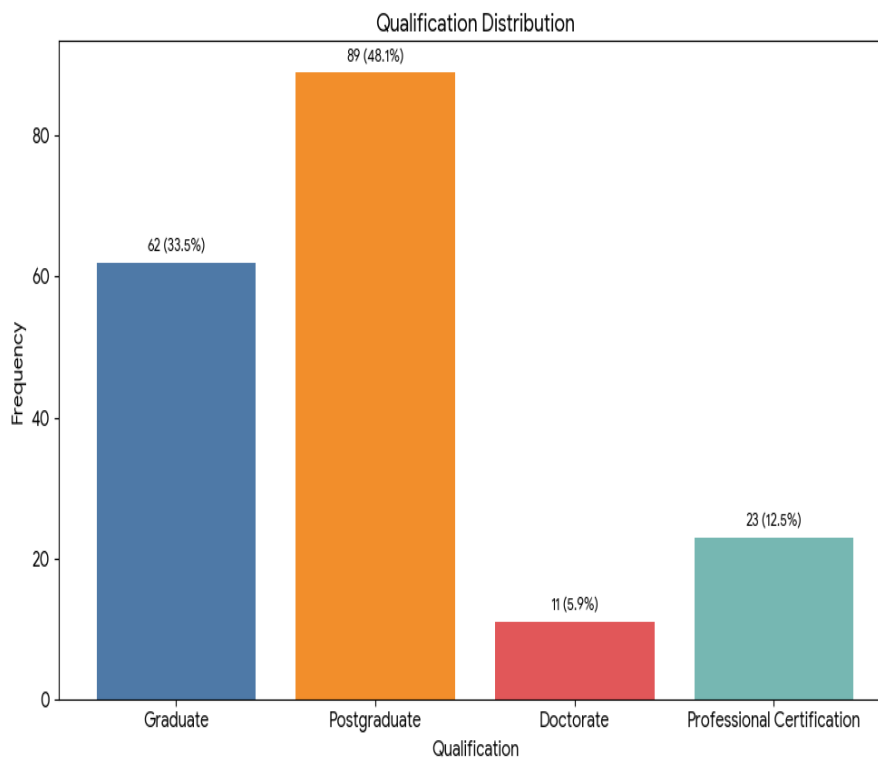
Age Group	Frequency	Percentage
21–25 years	48	25.9%
26–30 years	67	36.2%
31–35 years	41	22.2%
Above 35 years	29	15.7%
<b>Total</b>	<b>185</b>	<b>100%</b>



The majority of respondents (**36.2%**) belong to the **26–30 years age group**, followed by **25.9% in the 21–25 years category**. This suggests that the EdTech sector is dominated by **young professionals**, reflecting the technology-driven and dynamic nature of the industry.

## Educational Qualification

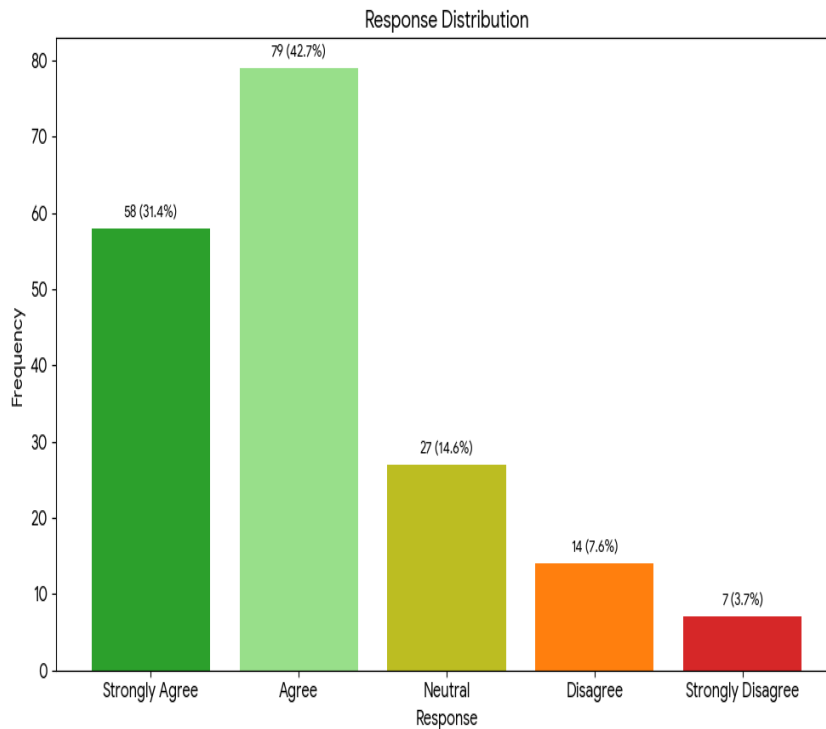
Qualification	Frequency	Percentage
Graduate	62	33.5%
Postgraduate	89	48.1%
Doctorate	11	5.9%
Professional Certification	23	12.5%
<b>Total</b>	<b>185</b>	<b>100%</b>



Nearly **48.1% of respondents are postgraduates**, indicating that the EdTech sector requires highly educated professionals. Only a small proportion (**5.9%**) possess doctoral qualifications.

## Experience of Respondents

Experience	Frequency	Percentage
Less than 2 years	46	24.9%
2–5 years	73	39.5%
6–10 years	44	23.8%
Above 10 years	22	11.8%
<b>Total</b>	<b>185</b>	<b>100%</b>



Most employees (39.5%) have 2–5 years of experience, indicating that the EdTech workforce largely consists of early to mid-career professionals.

### Opinion on HR Practices Improving Job Satisfaction

Response	Frequency	Percentage
Strongly Agree	58	31.4%
Agree	79	42.7%
Neutral	27	14.6%
Disagree	14	7.6%
Strongly Disagree	7	3.7%
<b>Total</b>	<b>185</b>	<b>100%</b>

A significant proportion of respondents (74.1%) either agree or strongly agree that effective HR practices improve job satisfaction. This highlights the importance of HR policies in maintaining employee motivation and commitment in the EdTech sector.

### Overall Interpretation

The analysis of 185 respondents indicates that modern HR practices such as training, fair compensation, and work–life balance strongly influence employee job satisfaction. Furthermore, integrating ethical principles derived from **Indian Knowledge Systems and Dharmic Governance** can strengthen organizational culture, improve employee well-being, and enhance job satisfaction. These findings support the argument that combining contemporary HR strategies with traditional value-based governance frameworks may contribute to sustainable organizational development in the EdTech sector.

## 7. Results and Observations

The results of the study are based on the responses collected from 185 employees working in the EdTech Industry in Delhi NCR. The analysis focused on the relationship between Human Resource Management practices, principles of Indian Knowledge Systems (IKS), and employee job satisfaction.

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## 1. Influence of HR Practices on Job Satisfaction

The findings reveal that a majority of respondents agreed that HR practices such as training and development, fair compensation, performance appraisal, and employee participation significantly influence job satisfaction. More than two-thirds of the respondents expressed positive perceptions regarding HR policies in their organizations. This indicates that effective HR management plays a crucial role in maintaining employee motivation and organizational commitment in the EdTech sector.

## 2. Importance of Work–Life Balance

The results show that work–life balance policies have a strong impact on employee satisfaction. Most employees indicated that flexible working hours, supportive management, and manageable workloads contribute to their overall job satisfaction. This observation suggests that EdTech organizations that provide flexible work arrangements tend to have more satisfied and productive employees.

## 3. Role of Ethical Leadership and Organizational Culture

The study also found that ethical leadership and a supportive organizational culture positively influence employee attitudes. Employees working under transparent and fair leadership reported higher levels of trust and engagement. These findings highlight the importance of ethical governance practices in shaping a healthy work environment.

## 4. Impact of IKS-Based Values on Workplace Satisfaction

A significant proportion of respondents believed that values derived from **Indian Knowledge Systems**, such as ethical responsibility, collective welfare, and respect for employees, can improve workplace relationships and employee satisfaction. The concept of **Dharmic Governance** was perceived as beneficial in promoting fairness, accountability, and harmony within the organization.

## 5. Employee Demographic Observations

The demographic analysis revealed that the majority of employees in the EdTech sector are young professionals between the ages of 21 and 30 with postgraduate qualifications and moderate work experience. This indicates that the sector largely relies on a young and educated workforce that values career growth, learning opportunities, and supportive HR policies.

## 6. Overall Observation

The overall results of the study indicate that there is a positive relationship between HR practices and employee job satisfaction. Furthermore, the integration of ethical and value-based principles derived from Indian Knowledge Systems can enhance the effectiveness of HR policies by promoting trust, fairness, and employee well-being. Such an approach supports the broader national vision of *Viksit Bharat 2047* by encouraging sustainable and human-centered organizational development.

Overall, the study concludes that organizations in the EdTech sector can significantly improve employee satisfaction and productivity by combining modern HR practices with value-based governance frameworks rooted in Indian knowledge traditions.

## 8. Conclusion

The present study, titled “From Corporate HRM to Dharmic Governance: Applying Indian Knowledge Systems to Improve Job Satisfaction in Delhi-NCR’s EdTech Workforce,” provides empirical insights into the interplay between **modern Human Resource Management (HRM) practices, Indian Knowledge Systems (IKS), and employee job satisfaction**. Analysis of responses from **185 employees** in the EdTech sector of Delhi NCR demonstrates several key findings.

Firstly, conventional HR practices such as **training and development, performance appraisal, fair compensation, employee participation, and work–life balance initiatives** have a **significant positive impact** on employee satisfaction. Employees reported higher motivation, engagement, and organizational commitment when HR policies were perceived as supportive and transparent.

Secondly, the study highlights the **relevance of Indian Knowledge Systems and Dharmic governance principles** in shaping organizational culture and policies. Concepts such as dharma, ethical leadership, collective welfare (lokasangraha), and holistic development were perceived by employees as crucial in fostering fairness, trust, and workplace harmony. Integration of these principles into HR practices can create **value-based governance frameworks**, which not only enhance job satisfaction but also promote sustainable and ethical organizational growth.

Thirdly, the demographic findings indicate that the EdTech workforce is predominantly young, highly educated, and motivated by opportunities for learning and growth. This emphasizes the need for HR policies that balance **performance expectations with employee well-being**, aligned with ethical and sustainable practices.

In conclusion, the study establishes that **combining modern HRM strategies with principles derived from Indian Knowledge Systems can create a holistic, employee-centric work environment**. Such integration not only improves job satisfaction but also supports **long-term organizational sustainability**, ethical governance, and alignment with the national vision of Viksit Bharat 2047. Organizations in the EdTech sector, and other knowledge-driven industries, can benefit from adopting **Dharmic governance-inspired HR frameworks**, thereby promoting both human well-being and sustainable organizational performance.

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