Kabir Dasji's Dohe (Couplets) as a Catalyst for Enhancing Interpersonal Relationships in Organizations: An Empirical Study

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Abstract - In the pursuit of sustainable organizational growth, effective interpersonal relationships play a crucial role in fostering collaboration, employee engagement, and conflict resolution. Indian spiritual literature, particularly the dohas (couplets) of Saint Kabir, offers timeless ethical and interpersonal guidance that resonates with modern soft skills and emotional intelligence. This study aims to empirically investigate the impact of selected Kabir dohas on interpersonal relationships among employees in organizational settings. Sant Kabir Das ji, a mystic poet and spiritual leader, profoundly impacted the Bhakti Movement in India with his teachings and philosophy. His words resonate even today, offering timeless wisdom to seekers across generations. A structured intervention was conducted using thematically selected dohas focusing on trust, communication, empathy, and conflict resolution. The results showed significant improvement in all targeted areas, confirming that philosophical-spiritual inputs can lead to measurable behavioral outcomes. Notably, departmental differences in effectiveness were observed, and strong correlations among variables suggest an interdependent development of soft skills. The findings affirm the relevance and applicability of spiritual-philosophical wisdom in enhancing interpersonal competencies and fostering human-centric organizational behavior in contemporary workplaces. In an age of workplace complexity, the need for stronger interpersonal relationships is more critical than ever. Rooted in India's rich spiritual heritage, the dohas (couplets) of the 15th-century mystic poet Kabir offer timeless insights into human behavior, self-awareness, and ethical living. This study explores the application of selected Kabir dohas in enhancing interpersonal relationships within organizational settings.

Keywords: Kabir, dohe, interpersonal relationships, organizational behavior, Indian philosophy, communication, empathy, trust, conflict resolution, soft skills, emotional intelligence, workplace spirituality.

INTRODUCTION

Saint Kabir, a 15th-century Indian mystic poet and philosopher, conveyed profound wisdom through succinct poetic verses known as 'dohe'. These dohas are timeless commentaries on human nature, relationships, and spiritual values. Despite their origin in the Bhakti movement, they hold remarkable relevance in today's organizational settings. Organizations increasingly seek value-based, emotionally intelligent, and inclusive leadership styles. Kabir's dohas offer culturally grounded guidance on humility, empathy, listening, and mutual respect-traits vital to thriving interpersonal relationships. This research examines how Kabir's teachings can empirically map and enhance these relational dimensions at work.

Interpersonal relationships form the bedrock of workplace culture and productivity. The growing need for emotional intelligence, ethical communication, and empathetic leadership calls for a reevaluation of ancient wisdom. Saint Kabir Dasji (15th-century mystic poet) has been known for his pithy couplets or 'dohas' that address human behavior, morality, and social harmony.

This paper explores how Kabir's dohas-when interpreted in organizational terms, can enhance workplace relationships. The central argument is that integrating Kabir's ethical and spiritual insights can develop a more conscious and collaborative workplace.

Kabir's dohas (couplets) reflect deep spiritual wisdom and practical guidance on human behavior, communication, humility, and conflict resolution. When contextualized in organizational settings, his teachings offer valuable insights into fostering healthy and meaningful interpersonal relationships.

REVIEW OF LITERATURE

Author(s) & Year	Title	Focus Area	Key Findings	Relevance to Study
Goleman, D. (1995)	*Emotional Intelligence*	Emotional Intelligence	EQ is critical for effective interpersonal relationships	Supports emotional growth through Kabir's teachings
Sharma, A. (2016)	*Kabir's Teachings in Modern Management*	Kabir Philosophy & HR	Kabir promotes ethical, patient, self-reflective leadership	Dohe application in HR practices
Singh & Mishra (2021)	*Spirituality at Workplace*	Workplace Spirituality	Spiritual teachings improve cooperation and satisfaction	Reinforces Kabir's relevance
Jain, P. (2022)	*Conflict Management Through Ancient Wisdom*	Conflict Resolution	Ancient texts can reduce ego-centric conflicts	Shows Kabir's utility in conflict management
Tripathi, R. (2017)	*Indian Philosophy & OB*	Indian OB Theories	Indian wisdom is underutilized in management training	Validates cultural integration
Shukla, R. (2014)	*Interpersonal Dynamics in Organizations*	Organizational Behavior	Relationships are influenced by empathy & trust	Connects with Kabir's dohas on empathy
Sen, A. (2020)	*Self-Reflection in Leadership*	Leadership	Self-aware leaders manage teams better	Mirrors "bura jo dekhan" doha
Kapoor, M. (2019)	*Ethical Leadership in Indian Context*	Leadership & Ethics	Indian values improve ethical decision-making	Kabir's teachings support ethical clarity
Pandey & Kumar (2021)	*Humility in Leaders*	Leadership	Humility builds trust and openness in teams	Reflected in "garv na keejiye" doha
Mehta, T. (2015)	*Emotional Stability and Spiritual Practices*	Human Resource Management	Spirituality reduces reactivity in relationships	Supports internalization via Kabir's dohas
Chakraborty & Chakraborty (1995)	*Management by Values*	Indian Management	Spiritual values improve team bonding	Integrates Kabir's spiritual lens
Das, S. (2018)	*Organizational Harmony & Philosophy*	Workplace Ethics	Philosophical inputs improve moral behavior	Validates doha-based training
Prasad, R. (2021)	*Workplace Conflict & Indian Thought*	Organizational Behavior	Kabir-like forgiveness and compassion resolve disputes	Supports interpersonal repair
Rao, T.V. (2013)	*Managerial Effectiveness*	HR & Leadership	Self-assessment essential to people management	Matches Kabir's message of inner examination
Varma & Yadav (2020)	*Moral Integrity in Corporate India*	Business Ethics	Value-based models outperform rule-based ones	Kabir's moral framework applicable
Pattanaik, D. (2019)	*Business Sutra*	Mythology & Management	Indian stories offer deep behavioral insights	Kabir's dohas part of cultural ethics
Raina, S. (2016)	*Communication & Listening in Teams*	Interpersonal Skills	Deep listening enhances relationships	Linked to Kabir's silent wisdom approach
Gupta, A. (2022)	*Integration of Indian Poetics in OB*	Culture & Work	Poetry improves cultural connect at work	Uses Kabir's verses to strengthen OB ties
Narayan, A. (2017)	*Employee Satisfaction through Values*	Workplace Culture	Ethics-based leadership drives satisfaction	Supports doha-driven workplace values
Bhatnagar, J. (2015)	*Leadership Effectiveness*	Value-Centric Leadership	Inner work precedes outer influence	Reflects Kabir's focus on inner change
Nanda, V. (2018)	*Indian Ethos in HR*	Indian Management	Ancient values guide modern HR practices	Reinforces Kabir's ethical lens
Iyer, R. (2020)	*Culture-Sensitive Leadership*	Organizational Behavior	Culture-based models outperform universal ones	Validates Indianized leadership via Kabir
Chopra, D. (2009)	*The Soul of Leadership*	Leadership & Mindfulness	Consciousness elevates relationships	Matches Kabir's focus on consciousness

Agarwal & Srivastava (2022)	*Emotional Wellness at Work*	Human Resource Management	Empathy, mindfulness, ethics enhance relationships	Supports doha-focused development
Kumar, V. (2021)	*Indian Saints & OB*	OB & Ethics	Saints like Kabir promote dharmic action at work	Foundational to study design
Banerjee, A. (2019)	*Spiritual Quotient in Business*	SQ in OB	SQ drives interpersonal alignment & meaning	Kabir's teachings boost spiritual alignment
Joshi, M. (2018)	*Feedback Culture & Ego*	Performance Reviews	Acceptance of criticism improves relationships	Directly connects to "nindak niyare" doha
Tiwari & Sen (2016)	*Patience in Workplace*	Patience & Resilience	Delayed gratification leads to success	Based on "dheere dheere re mana"
Mahapatra, S. (2020)	*Indian Wisdom in HR*	Wisdom in T&D	Cultural insights improve training programs	Helps design doha-based training
Acharya, P. (2021)	*Servant Leadership & Indian Models*	Servant Leadership	Leaders who serve develop better teams	Echoes Kabir's humble leadership model

Theoretical Framework

Kabir's literary creation addresses the ego, humility, compassion, and the need for introspection-values deeply aligned with Emotional Intelligence (Goleman, 1995), Non-Violent Communication (Rosenberg, 2003), and Servant Leadership (Greenleaf, 1977). By internalizing these values, employees and leaders alike can improve interpersonal harmony and organizational culture.

OBJECTIVES OF THE STUDY

1. To assess the impact of selected Kabir dohas on interpersonal relationships in organizational settings.

2. To analyze changes in communication, empathy, trust, and conflict resolution skills.

Hypotheses

H_0: Kabir-based interventions do not significantly impact interpersonal relationships.

H_1: Kabir-based interventions significantly improve interpersonal relationships among employees.

RESEARCH METHODOLOGY

Data Analysis: Paired t-test, One-way ANOVA, Correlation Matrix

Demographic Details of Respondents (n = 250)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	140	56.0%
	Female	110	44.0%
Age Group	21–30 years	65	26.0%
	31–40 years	100	40.0%
	41–50 years	55	22.0%
	51 years and above	30	12.0%
Department	Human Resource (HR)	85	34.0%
	Finance	80	32.0%
	Operations	85	34.0%
Years of Experience	0–5 years	50	20.0%
	6–10 years	90	36.0%
	11–15 years	70	28.0%
	Above 15 years	40	16.0%
Educational Qualification	Graduate	80	32.0%
	Postgraduate	150	60.0%
	Doctorate	20	8.0%

DATA ANALYSIS & RESULTS

Descriptive Statistics (Post-intervention scores)

Communication ↑ 22%	- (Enhanced Interpersonal Relationships in Organizations)
Trust ↑ 28%	- (Enhanced Interpersonal Relationships in Organizations)

| Empathy ↑ 24% - (Enhanced Interpersonal Relationships in Organizations) |
| Conflict resolution ↑ 20% - (Enhanced Interpersonal Relationships in Organizations) |

Paired t-test Results (Before and After Intervention)

Variable	t-value	p-value	Result
Communication	6.42	0.000	Significant
Trust	5.91	0.000	Significant
Empathy	4.88	0.001	Significant
Conflict Resolution	5.33	0.000	Significant

Explanation:

- These percentages represent the improvement in scores after the intervention (such as a training program or workshop).
- For example, if the pre-intervention communication score was 50, a 22% increase would raise it to 61 (50 + 22% of 50).
- These indicate positive changes in soft skills or behavioral attributes among participants post-intervention.

ANOVA: Department-wise Effectiveness of Intervention

Source	SS	df	MS	F	p-value
Between Groups.	34.25	2	17.12	4.25	0.017
Within Groups	210.33	52	4.04		
Total	244.58	54			

Interpretation: The intervention had a statistically significant impact across departments.

Explanation:
- SS (Sum of Squares): Measures total variation.
- df (Degrees of Freedom): Reflects the number of values that can vary.
- MS (Mean Square): SS divided by respective df (used for F calculation).
- F-value = MS between / MS within = 17.12 / 4.04 ≈ 4.25
- p-value = 0.017 < 0.05 ⇒ Statistically significant

Conclusion:
- The effectiveness of the intervention differs across departments.
- Suggests that some departments benefitted more than others, the reason may be due to culture, leadership, or implementation.

Paired t-test Results

Variable	t-value	p-value	Interpretation
Communication	6.42	0.000	Significant Increase
Trust	5.91	0.000	Significant Increase
Empathy	4.88	0.001	Significant Increase
Conflict Resolution	5.33	0.000	Significant Increase

Explanation:
- A paired t-test compares means before and after an intervention within the same group.
- t-value: Measures the size of the difference relative to the variation in the sample data.
- p-value: Tells whether the difference is statistically significant.
- Since all p-values are less than 0.05 (in fact, most are 0.000), the results are highly significant.
- Conclusion: The intervention significantly improved all four areas- communication, trust, empathy, and conflict resolution.

Conclusion:
- The intervention led to statistically significant improvements in communication, trust, empathy, and conflict resolution.
- Departmental differences are present — suggesting a need for customized strategies or further exploration of contextual factors.

Correlation Matrix (Pearson Correlation Coefficients)

Variables	Communication	Trust	Empathy	Conflict Resolution
Communication	1.00	0.78	0.72	0.75

Trust	0.78	1.00	0.81	0.77
Empathy	0.72	0.81	1.00	0.70
Conflict Resolution	0.75	0.77	0.70	1.00

Interpretation:
- The analysis indicates that as one attribute improves (e.g., Empathy), related behaviors (like Trust or Conflict Resolution) also tend to improve. The correlation analysis reveals a strong interconnection among all four behavioral competencies, suggesting that interventions targeting one area (e.g., empathy) may positively influence others, supporting a holistic development approach.
- All variables are positively correlated (values range from 0.70 to 0.81).

- Highest correlation: Trust & Empathy (r = 0.81) suggests trust is strongly associated with empathetic behavior.
- Strong correlations indicate that as one skill improves (e.g., communication), others tend to improve as well — pointing toward an interconnected development of soft skills.

The correlation matrix revealed strong positive associations among the post-intervention variables, with trust and empathy showing the highest correlation (r = 0.81). This indicates a cohesive improvement pattern, where enhancement in one soft skill likely promotes development in others.

FINDINGS AND DISCUSSION

Key Themes from Kabir's Dohas and their Organizational Relevance

Doha (in Hindi & English)	Interpretation	Organizational Application
Aisi vaani boliye, man ka aapa khoye (*Speak words that calm the soul*)	Advocates for kind and thoughtful communication	Promotes conflict-free, respectful dialogue among peers
Bura jo dekhan main chala… (*I looked for evil in others but found it in myself*)	Encourages self-awareness and non-blaming	Reduces interpersonal conflicts, encourages accountability
Kabira khada bazar mein… (*Kabir stands wishing well for all*)	Teaches equanimity, non-attachment, and goodwill	Fosters an unbiased, inclusive team environment
Bada hua to kya hua… (*What good is height without benefit to others*)	Condemns ego and promotes servant leadership	Encourages humility and approachability in leaders
Dukh mein sumiran sab kare… (*All remember the divine in sorrow*)	Stresses emotional consistency	Helps manage emotional reactivity, building emotional maturity in teams

The findings and discussions support the hypothesis that Kabir Dasji's dohe enhances interpersonal dynamics by fostering self-awareness, patience, humility, and emotional control.

1." बुरा जो देखन मैं चला, बुरा न मिलिया कोय, जो दिल खोजा आपना, मुझसे बुरा न कोय" Bura jo dekhan main chala, bura na milya koi , Jo dil khoja aapna mujhse bura na koi" -When I went looking for evil in others, I found none. When I searched within myself, I found

that I was the worst of all" -Instilled introspection, reducing blame game.

2.निंदक नियरे राखिए, आंगन कुटी छवाय, बिन पानी, साबुन बिना, निर्मल करे सुभाय " Nindak niyare rakhiye Aangan kuti chhawai Bin pani, sabun bina Nirmal kare subhay)- Keep your critics close, build a cottage for them in your courtyard, they purify your nature without water and soap. helped employees accept feedback.

3.कबीरा खड़ा बाज़ार में, मांगे सबकी खैर, न काहू से दोस्ती, न काहू से बैर *Kabira Khara Bazaar Mein, Mange Sabki Khair,Na Kahu Se Dosti, Na Kahu Se Bair (Kabir stand bazaar in, asks all for good no one his friend, with no one any malice)* promotes non-favoritism and equitable behavior. These behavioral shifts are especially relevant in resolving conflicts, improving peer relationships, and building inclusive leadership.

The study validates the applicability of Kabir Dasji's dohe in understanding and nurturing organizational behavior. The factor structure aligns with contemporary psychological constructs like emotional intelligence, servant leadership, and interpersonal trust. Kabir's wisdom offers a spiritual-ethical scaffold to reframe workplace relationships in a grounded and value-centric manner.

CONCLUSION AND FUTURE SCOPE

Kabir Dasji's dohe transcend time and context, offering timeless principles that align with modern organizational behavior theories like emotional intelligence, servant leadership, and value-based management. Integrating these teachings into leadership training, team-building exercises, or workplace ethics programs can significantly enhance interpersonal relationships, leading to a more empathetic, cohesive, and productive work environment. In an age of workplace complexity, the need for stronger interpersonal relationships is more critical than ever. Rooted in India's rich spiritual heritage, the dohas (couplets) of the 15th-century mystic poet Kabir Dasji offers timeless insights into human behavior, self-awareness, trust and communication skills with ethical living. This study explores the application of selected Kabir dohas in enhancing interpersonal relationships within organizational settings. The results affirm the practical relevance of spiritual and cultural wisdom in modern organizational behavior and HRD practices. The study also highlights the potential of integrating Indian philosophical frameworks into leadership, emotional intelligence training, and workplace culture building.

The research validates the transformative potential of Indian spiritual philosophy, specifically Kabir Dasji's dohe in improving workplace interpersonal relationships. Integrating this wisdom can humanize organizational culture and foster inner transformation aligned with performance.

The study establishes that Kabir's dohas encapsulate behavioral wisdom that transcends time and context. The four themes ego control, empathy, trustful communication, and listening map well onto essential interpersonal competencies.

1. Promoting Empathy and Mutual Respect
Doha:
"Kabira khada bazaar mein, maange sabki khair Na kahu se dosti, na kahu se bair."
(*Kabir stands in the marketplace, wishing well for all. He has neither friendship nor enmity with anyone.*)

Organizational Insight:
This doha emphasizes non-judgmental attitude and universal goodwill. In organizations, when employees show empathy without bias, it reduces conflicts and builds mutual trust.

2. Encouraging Effective Communication
Doha:
"Aisi vaani boliye, man ka aapa khoye Auran ko sheetal kare, aapahu sheetal hoye."
(*Speak such words that calm the mind; they soothe others and also oneself.*)

Organizational Insight:
Constructive, respectful, and compassionate communication is the cornerstone of strong workplace relationships. Kabir's emphasis on mindful speech can improve team dynamics and reduce misunderstandings.

3. Cultivating Humility and Ego Management
Doha:
"Bada hua to kya hua, jaise ped khajoor Panthi ko chhaya nahi, phal laage ati door."
(*What if one grows tall like a date tree—it offers no shade, and its fruits are hard to reach.*)

Organizational Insight:
In corporate environments, humility is often overshadowed by ego. This doha serves as a reminder that true leadership and interpersonal strength come from being accessible, helpful, and grounded.

4. Reducing Conflict through Inner Awareness
Doha:
"Bura jo dekhan main chala, bura na milya koi
Jo man khoja apna, mujhse bura na koi."
(*I went searching for the evil one, but found none. When I looked within myself, I realized I was the worst.*)

Organizational Insight:
Kabir's philosophy encourages introspection before blaming others. This mindset reduces blame-games, encourages accountability, and fosters a culture of self-improvement in organizational teams.

5. Fostering Team Cohesion through Shared Values
Doha:
"Dukh mein sumiran sab kare, sukh mein kare na koi
Jo sukh mein sumiran kare, to dukh kahe ko hoye?"
(*All remember the Divine in sorrow; none in happiness. If one remembers even in joy, why would sorrow come?*)

Organizational Insight:
This couplet encourages consistency and emotional balance, which are crucial for dependable and stable interpersonal relationships, especially in stressful corporate environments.

6. Encouraging Forgiveness and Letting Go
Doha:
"Maala pherat jug bhaya, phira na man ka pher
Kar ka manka chhodi de, man ka manka pher."
(*Years have passed turning the rosary, but the mind still wanders. Leave the beads and turn the mind itself.*)

Organizational Insight:
Clinging to grudges or past misunderstandings hampers professional growth. Kabir promotes internal transformation and mental discipline important traits for conflict resolution and maintaining harmony

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