

Performance & Performance Punishments: Literature Evidence from Mahabharata Character the Karna

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ABSTRACT

Purpose: *Excelling at your job often leads to an increase in workload, a phenomenon known as performance punishment. This approach poses significant risks for leaders. Relying excessively on top performers while neglecting to develop underperformers is a recipe for failure. It fosters resentment, causes talented individuals to leave, and prevents underperformers from improving. Leaders must carefully evaluate which behaviors and standards they choose to reinforce. This research paper presents an intriguing integration of management principles, scientific insights, and mythology. Using the character sketch of Karna from the Mahabharata, the researcher explains the concept of performance punishment to students of psychology and professional studies. The findings of this research support individuals in exploring their unique traits while gaining a deeper understanding of fundamental differences in performance among people.*

Objectives: *The researchers have established the under-mentioned primary objectives, and the present study investigates 2 broad research questions: (1) To evaluate the performance of Mahabharata character the Karna. (2) To examine performance punishments of Mahabharata character the Karna.*

Design/Methodology/Approach: *This study utilizes both primary and secondary evidence. Hypotheses are formulated for the chosen variables and rigorously analyzed to confirm or refute them with precision and accuracy.*

Findings/Result: *The study uncovered fascinating correlations using the character of Karna from the Mahabharata to illustrate the distinction between performance and performance punishments through the lens of ancient Indian texts. While individuals exhibit varying performances in different scenarios, our reactions to performance can be grouped into patterns of outcomes and results across ages and cultures. In conclusion, each of us demonstrates a unique way of performing, yet we share striking similarities as well.*

Research Implications: *In this research, the authors aim to address a gap in the existing literature by proposing a conceptual framework. The study further explores the significance of uncovering the extent of the dynamic relationship between performance and performance punishments, drawing insights from the character of Karna in the Mahabharata.*

Originality/New Knowledge/Interpretation/Value: *Numerous previous studies have demonstrated that the essence of Indian mythology transcends the simplistic notions of good and evil. For those willing to delve deeper, captivating stories await at every turn.*

Paper Type: *This exploratory study relies on both primary and secondary evidence. The Mahabharata features numerous characters, each displaying a mix of strengths and weaknesses in their performances. While many characters share similar levels of intelligence, their performance traits vary significantly. However, a specific character has been definitively selected for this study.*

Keywords: Performance, Performance punishments, Mahabharata, Karna

1. INTRODUCTION :

In today's hyper-competitive business backdrop, excellence isn't just expected; it's demanded. Yet, an issue known as "performance punishment/performance penalty" emerges when the best performances backfire. This occurs when high-performing employees are 'rewarded' with increased workloads and expectations, often without adequate recognition or compensation, jeopardizing their well-being and posing risks to organizational health. In this relentless environment, the mechanisms meant to reward high performance can inadvertently undermine it. Employees recognized for their output find themselves burdened with heavier workloads and higher expectations without sufficient support. This not only strains their well-being but also endangers the organization by risking burnout, reduced motivation, and potential turnover. Performance punishment threatens both individual health and overall talent retention, creating a costly and difficult cycle to break. Understanding and addressing this phenomenon is crucial, as it impacts not only the individuals directly affected but also the broader strategic outcomes of organizations. Performance punishment can be broadly defined as the penalization of employees through disproportionate increases in workload due to their competency and reliability. This often stems from a managerial shortcut where high performers are leaned on as a reliable solution to urgent challenges. While this may seem efficient from a short-term perspective, it inadvertently sends a message that high performance might lead to a punishing work environment. This phenomenon can lead to burnout, decreased job satisfaction, and the eventual loss of top talent, posing a paradox where the reward for good work is simply more work. Research by the Neuro Leadership Institute highlights that performance punishment is not just a managerial oversight but a deeply ingrained bias toward exploiting the most capable. This exploitation is not only detrimental to the individuals affected but can also lead to a broader organizational malaise where the overall morale and productivity decline as the culture becomes toxic. High performers are the true backbone of every company, by driving innovation and exceeding their targets. However, when subjected to continuous performance punishment, these individuals may begin to see their roles as unsustainable. The additional stress and decreased job satisfaction can push them to seek employment elsewhere, where they perceive a fairer distribution of workload and better recognition of their efforts. The Talent Drain: High Costs of Losing High Performers. Performance punishment often originates from a few core managerial practices:

- **Over-Reliance on Competent Employees:** Managers may fall into the habit of assigning difficult tasks to competent employees because they are a known quantity, inadvertently penalizing their reliability and competence.
- **Unconscious Biases in Task Assignment:** Biases such as similarity, expedience, and safety can lead managers to unevenly distribute tasks based on perceived capability or comfort with certain employees, rather than equitable workload distribution (NeuroLeadership Institute).

Performance punishment in the workplace manifests in several ways that may not always be immediately obvious but are crucial for organizations to recognize and address. High performers often find themselves burdened with increasingly challenging assignments without the corresponding authority or resources needed to execute them effectively. This not only strains their performance capabilities but also sets them up for potential failure despite their competence. Additionally, these employees might experience frequent encroachments on their personal time. This goes beyond the simple expectation of long hours to include unexpected calls during off-hours, weekend work without prior consultation, and a general disregard for personal boundaries, all of which disrupt work-life balance and signal a lack of respect for the individual's time outside of work. Furthermore, high performers are sometimes inadvertently isolated from team activities or decisions where their input would be valuable. While they are often viewed as self-sufficient, this solitude can direct towards lack of engagement and an impression of being pigeonholed into specific roles or tasks. There is also often a mismatch in recognition and rewards; despite taking on complex and high-stakes projects, the acknowledgement these employees receive may not reflect the level of effort and impact of their work, leading to dissatisfaction and feelings of being undervalued. Lastly, a pattern of cyclical dependency may develop where the organization becomes overly reliant on a few high performers for challenging tasks. This not only exacerbates the issue by putting continuous pressure on these individuals but also prevents the development of other team members' skills, creating a stagnating environment for talent growth. Recognizing these signs is the first step toward mitigating the negative bearings of performance

punishment and fostering a healthier, more equitable workplace. Addressing these deeper manifestations requires a nuanced approach that not only recognizes the signs but also actively works to redistribute responsibilities, properly recognize efforts, and maintain a healthy work culture that values every employee's contribution and well-being (Mateusz Przepiorkowski, (2024). [1]).

Performance punishment refers to the negative outcomes that high-performing individuals often experience due to their exceptional productivity. These consequences may include being assigned extra tasks or responsibilities, working extended hours, or facing heightened scrutiny or criticism. A common form of performance punishment is overburdening top performers, where they are consistently expected to surpass expectations and achieve ever-increasing targets. This practice can result in burnout, reduced job satisfaction, and a decline in overall performance. One reason that high performers may be more likely to experience performance punishment is because they are seen as a valuable asset to the organization. As a result, they may be given additional tasks and responsibilities in an effort to maximize their contributions. However, this can also lead to feelings of being overwhelmed and a lack of work-life balance. High performers often face performance punishment because they are held to higher standards than their peers. This can create feelings of unfairness and resentment, as they may feel pressured to meet unrealistic expectations of excellence. Social and cultural factors also play a role in performance punishment. In some organizations, a culture of overwork prevails, where long hours are seen as a mark of dedication and commitment. This fosters a cycle of overwork, as high performers strive to meet these expectations to maintain their perceived value. The repercussions of performance punishment can be severe, leading to burnout, which is characterized by exhaustion, reduced productivity, and lack of motivation. Additionally, it can result in physical and mental health issues, such as an increased risk of heart disease and depression.

To avoid performance punishment and mitigate the negative effects of overworking high performers, organizations must foster a culture of work-life balance and establish clear boundaries around work expectations. This can involve setting reasonable limits on working hours, offering flexible work arrangements, and encouraging employees to take time off when needed. Managers play a crucial role in this process by recognizing and appreciating the contributions of high performers and providing them with the necessary support and resources to thrive. This support can include access to training and development programs, as well as initiatives that promote work-life balance and mental health. Overall, performance punishment is a significant issue that can have negative consequences for both individual employees and organizations. By creating a culture of work-life balance and supporting the well-being of high performers, organizations can prevent performance punishment and ensure that their most valuable employees are able to thrive. Dealing with performance punishment requires creative and proactive approaches that focus on both preventing it and addressing it when it occurs. Here are some strategies:

- **Rotational Assignments:** Have high performers rotate through different roles or projects. This not only provides new challenges and learning opportunities but prevents burnout by varying their workload.
- **Peer-to-Peer Recognition Programs:** Incite a culture of peer recognition. When employees get space to acknowledge each other's individual/team efforts and achievements it can reduce feelings of isolation and unfair treatment among high performers.
- **Flexible Work Arrangements:** More flexibility in their work schedules, or remote work, can help them better in accomplishing their assignment and retain a healthy work-life balance.
- **Mentorship and Coaching:** Pair them with mentors or coaches to avail guidance and support. This helps to navigate challenges and develop strategies for managing their workload.
- **Personal Development Plans:** Work with high performers to create personalized plans that focus on their career goals and personal well-being. This shows that the organization is invested in their growth and not just their output.
- **Wellness Programs:** Implement wellness programs that focus on mental and physical health. Encouraging high performers to take breaks, exercise, and engage in relaxation activities can help prevent burnout.

- **Task Delegation:** Encourage high performers to delegate tasks when appropriate. This can help them manage their workload more effectively and provide opportunities for other team members to develop their skills.
- **Setting Clear Boundaries:** Help high performers set clear boundaries between work and personal time. Encourage them to disconnect from work during off-hours and respect those boundaries.
- **Open Communication Channels:** Build an atmosphere where high performers feel comfortable conversing their assignment and any concerns they may have. Consistent check-ins and feedback sessions can assist in recognizing potential issues early on.
- **Celebrating Successes:** Make a point to celebrate the successes of high performers in a way that acknowledges their hard work without adding more pressure. This could be through public recognition, rewards, or simply expressing gratitude.

Through the implementation of strategies like these, organizations can help prevent performance punishment and support the well-being and continued success of their high performers (Pete Hillier, (2023). [2]).

2. REVIEW OF LITERATURE (CONCEPTUAL CLARIFICATION) :

Punishing your top employees may seem counterproductive, and indeed, it is. It's a gradual, damaging process that has become alarmingly common in many U.S. companies. So, what exactly does this entail? Simply put, it happens when managers place excessive demands on certain workers. As these star performers continue to succeed, expectations for them grow, creating a snowball effect. Essentially, their success becomes a disadvantage. Several factors contribute to this unintended performance punishment. One of the most common is when well-intentioned leaders act on unconscious biases. These biases include similarity, expedience, experience, distance, and safety, collectively known as the SEEDS model. This framework can help identify thought patterns that lead to biased decisions. Here's how the SEEDS model influences biased decision-making (Career Advancement, (2023). [3]).

Table 1: SEEDS Model Shapes Biased Decision Making	
Similarity	Tasks are often assigned to those who hold similar viewpoints
Expedience	If someone appears to be a good fit, it is assumed to be true
Experience	Preference is given to individuals with experience in comparable tasks
Distance	Proximity is preferred over long-distance interactions for convenience
Safety	Decisions are made with greater confidence by relying on those in trusted positions

Assigning extra work to a small group of top employees without acknowledging or rewarding their efforts creates a serious issue. While high achievers expect to work hard, they don't flourish when taken for granted. One reason companies rely on a small number of talented individuals is their retention of underperforming employees. This retention is partly due to the growing competition for a limited pool of ambitious workers. The shrinking talent pool in the U.S. has become an increasing concern for many companies. Holding onto high achievers and rising stars only adds to the workforce challenges. Of those who remain, up to half may become "quiet quitters." We'll explore the "quiet quitting" trend further shortly. U.S. employers must move away from outdated business practices. To thrive in post-pandemic America, companies must embrace change or risk falling behind their competitors. It's time to embrace the future of work through innovation, flexibility, and adaptability. And for that, progressive leadership is essential. Companies that over-rely on top performers unintentionally push them into burnout. A 2018 pre-COVID study found that 40% of employees considered quitting due to stress, and a more recent study showed this number had risen to 70%. The key contributors to this are lack of appreciation, overloaded schedules, and unrealistic expectations (Ruth Umoh, (2018). [4]). & (Grace Sheppard, (2024). [5]). Burnout among high performers has become too common, and it leads to lasting mental, emotional, and physical exhaustion. Common signs of burnout include cynicism, detachment, reduced performance, and absenteeism. This toxic state accelerates when individuals lose a sense of fulfillment in their tasks. According to a 2021 study, the burnout rate in the U.S. reached 59%, up from 13.5% the previous year. It's no wonder many are seeking less stressful roles (Jack Flynn, (2023). [6]). Quiet

quitting, a defensive strategy, is increasingly used by exhausted employees to avoid being trapped in performance punishment cycles. Quiet quitters focus on their core duties and disengage from additional tasks to prevent them from becoming expected. A 2022 Gallup survey found that at least 50% of the U.S. workforce practices quiet quitting (Jim Harter, (2022). [7]). & (Glassdoor Team, (2019). [8]). Quiet quitting arises from several factors, including the punishment of high achievers. Employees won't care about their organization's well-being if they feel their employer doesn't care for theirs. They'll feel undervalued, overworked, and frustrated by a lack of opportunities. Other contributing factors include toxic work cultures, poor management, and inflexible schedules that lead to a poor work-life balance.

Transforming overworked to overjoyed culture, a healthy workplace culture prioritizes respect, open communication, and collaboration so employees feel valued and supported. Leaders should recognize and reward good work, ensuring a fair distribution of tasks. Healthy cultures encourage inclusivity, well-being, work-life balance, and provide growth opportunities and incentives. Empathetic employers can use various strategies to address workplace stress factors:

- **Invest in Employee Wellbeing:** Provide employees with access to resources like mental health counselling or employee assistance programs (EAPs). Encourage work-life balance through flexible hours and remote work options. Recognize the early signs of burnout and address them proactively. Also, prioritize physical well-being by providing ergonomically designed workspaces and offering regular, short breaks. A 2017 study found that micro-breaks help relieve musculoskeletal pain without disrupting productivity (Tessy. L., Christopher. G. M., Monika A.R., & Benjamin. S. (2017). [9]).
- **Reconsider the Delegation Process:** Employers should review task allocation and ensure that goals are realistic, while recognizing employees' contributions. Encouraging open communication can foster collaboration and create a more supportive environment.
- **Reduce Employee Turnover:** Recruiting new talent can be costly and time-consuming. The best approach is to reduce turnover through fair treatment, recognition, open communication, and career development opportunities. These elements create a positive culture that attracts and retains top talent.
- **Performance Empowerment over Performance Punishment:** The cycle of performance punishment has become increasingly problematic, especially as the U.S. talent pool shrinks. It's a counterproductive approach with harmful consequences for both individuals and organizations. However, the needed changes are straightforward, if not always easy. Cultivating a positive culture, promoting work-life balance, and ensuring fair treatment for all employees will help attract and retain the best people. To retain top talent, employers must support high performers and work toward building a more balanced, equitable workforce. Caring workplaces foster positive cultures where people thrive, with open communication, feedback, and teamwork. A happier worker is more productive and less likely to seek new opportunities.

3. GAPS & AGENDA FOR FUTURE RESEARCH :

Karna represents a person rejected by those who should love him, yet he rises to become a man of extraordinary abilities, willing to offer his love and life as a loyal friend. Known as one of the greatest philanthropists of his time, Karna's actions often blurred the line between ego and charity. Although he was aware that Indra sought his most cherished physical possession, Karna remained devoted to his principles. Despite his talents and passion for archery, he struggled to find a teacher, as society deemed him unworthy, being the son of a low-born charioteer. Even Dronacharya refused to teach him, as archery and combat skills were reserved for the high-born-Kshatriyas and Brahmins. Karna lived with courage, confronting discrimination and dishonor at every turn. He possessed the moral integrity of Yudhishtira, the physical strength of Bhima, the archery skills of Arjuna, the good looks of Nakula, and the wisdom of Sahadeva. Based on these qualities, Karna's character in the Mahabharata is renowned for embodying perseverance, bravery, and a relentless fight against fate. His legacy endures because he exemplifies how one can rise above destiny with unwavering determination (Inquisition the Debate Continues, (2012). [10]). Sri Krishna's role in Arjuna's life mirrored that of Karna (and Shakuni) in Duryodhana's life. Sadly, Karna's steadfast devotion ultimately led to his downfall. He encouraged Duryodhana to commit all of his sins and helped him. He was repeatedly cursed and lost his talents at a crucial time in the conflict. Even his qualities of bravery and generosity proved to be limitations. In

order to maintain his word to Kunti, he overcame every Pandava and Arjuna while letting go of the others. The conflict would have changed course if any of them had been slain. Karna redirected the Nagastra even with Arjuna in the midst of his rage. This made it possible for Sri Krishna to save Arjuna. Karna was rated highly on this scale, as having a high thankfulness quotient is the sign of inner progress, according to the character sketch of the Mahabharata findings. In the epic Mahabharata, Karna never stopped being appreciative of his benefactor Duryodhana. Karna was eternally grateful for the one time someone saved him from shame; he even made restitution by giving his own life (Kumar, K. G. (2020). [11]).

4. OBJECTIVES OF THE STUDY :

The researchers have founded these undermentioned primary objectives, and the present study inspects 2 broad research questions:

- (1) To evaluate the performance of Mahabharata character the Karna.
- (2) To examine performance punishments of Mahabharata character the Karna.

5. HYPOTHESIS OF THE STUDY :

Based on the objectives the below are the outlined hypotheses (Table 2) to prove or disprove the statements.

Table 2: Hypothesis of the Study	
H01	Mahabharata character does not stimulate performance of Karna.
H02	Mahabharata character does not stimulate performance punishments of Karna.

6. RESEARCH MODEL :

The research framework drawn in Figure 1, elucidates a block diagram of Performance and Performance Punishments of Karna. The Table 3. explains study variables. (I.V: Independent Variables & D.V: Dependent Variables).

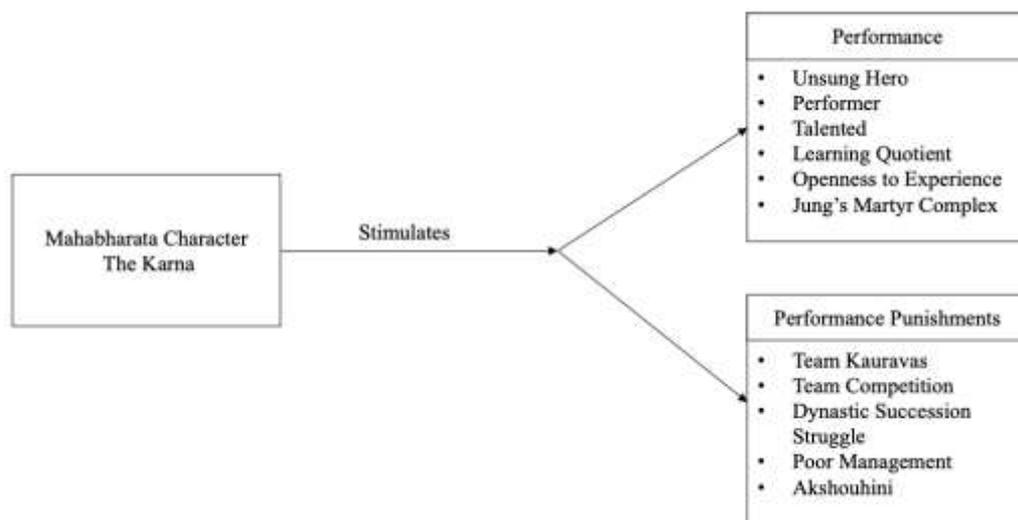


Fig. 1: Block Diagram of Performance and Performance Punishments of the Karna

Table 3: Study Variables	
Independent Variables (I.V)	Dependent Variables (D. V.)
<ul style="list-style-type: none"> • Performance Punishments 	<ul style="list-style-type: none"> • Mahabharata

7. RESULTS & DISCUSSIONS :

7.1 Epilogues to Prove Performance of Karna:

(1) The Performer Stimulating Karna:

- **Fact: (The Unsung Hero):** Karna is the best performer in Mahabharata but never claims credit for his work & stays an unsung hero for all his life.
- **Findings:** An extremely talented person but often suppressed and sidelined due to other's judgments. A warrior, a performer, someone who always performs his/her duty with 100% diligence but who never gets or asks for the credit of his good karma. He/she is the one who never been accepted/appreciated by his/her own team but all other knows the strength.

Table 4: Results of Performer Stimulating Karna		
Hypothesis	Factors Considered	Outcome
H01	Character from Mahabharata: Karna	From the findings & analysis, we can personify performance relations by: <ul style="list-style-type: none"> • Unsung Hero • Performer • Talented

(2) The Quotient Type Stimulating Karna:

- **Fact:** The Learning Quotient (LQ) refers to our willingness and ability to grow and adapt to new situations and challenges in our work lives. Ability to think, explore, and manage problems in a different way – seizes opportunities and adapt well to new situations.
- **Findings:** Like Sri Krishna was to Arjuna the same was Karna (and Shakuni) were to Duryodhana. Regrettably, and his unwavering dedication had a detrimental impact. He encouraged Duryodhana to commit all of his sins and helped him. He was repeatedly cursed and lost his talents at a crucial time in the conflict. Even his qualities of bravery and generosity proved to be limitations. In order to maintain his word to Kunti, he overcame every Pandava while letting go of the others. The conflict would have changed course if any of them had been slain. Karna redirected the Nagastra even with Arjuna in the midst of his rage. This made it possible for Sri Krishna to save Arjuna. Karna was rated highly on learning quotient, as having a high thankfulness quotient is the sign of inner progress, according to the character sketch of the Mahabharatha findings. In the epic Mahabharata, Karna never stopped, being appreciative of his benefactor Duryodhana. Karna was eternally grateful for the one time someone saved him from shame; he even made restitution by giving his own life (Kumar, K. G. (2020). [11]).

Table 5: Results of Quotient Types: Learning Quotient		
Hypothesis	Factors Considered	Outcome
H01	Learning Quotient	From the findings & analysis, we can personify: <ul style="list-style-type: none"> • Mahabharata Character by: Karna

(3) The Self Theory from Character Sketch of Karna: OCEAN:

Table 6: Results of Big Five Factors: Openness to Experience	
Big Five Personality Trait	Openness to Experience
Mahabharata Character	Karna
Self-Image	Karna represents someone who is rejected by those who should love him, due to the circumstances, yet rises to become a man of remarkable abilities, willing to offer his love and life as a devoted friend.
Ideal Self	Karna was regarded as one of the greatest philanthropists of his time. However, he often couldn't distinguish between ego and true

	philanthropy. He was aware that Indra sought his most cherished possession. Karna embodied the moral integrity of Yudhishtira, the physical strength of Bhima, the archery expertise of Arjuna, the good looks of Nakula, and the wisdom of Sahadeva.
Looking Glass Self	Karna was also highly talented and passionate about archery, but he struggled to find a teacher, as everyone saw him as the low-born son of a charioteer. Even Dronacharya turned him away, as in those times; archery and martial skills were taught only to the high-born—Kshatriyas and Brahmins. Despite this, Karna lived his life with unwavering courage and self-confidence, continuously battling discrimination and dishonour at every step.
Real Self	Karna's relentless attitude and unwavering courage allowed him to confront the challenges of his destiny head-on. His character in the Mahabharata has earned lasting fame because he demonstrates how one can rise above fate and achieve everything with unbreakable determination (Inquisition the Debate Continues, (2012). [10]).
Actualizing Tendency: Real Self	Performed unsung hero / Talented

(4) The Jung Personality Complexes Stimulating Karna:

Jung defined a complex as a point in the unconscious, which can be envisioned as a knot of unconscious emotions and beliefs, revealed indirectly through behaviors that are difficult to explain or understand. Below is an analysis and interpretation of the key personality complexes related to the character of Karna in the Mahabharata:

Personality Complex	Martyr Complex
Fact	Person experiencing this complex is ready to serve others or sacrifice for other at any point of time and strives to get attention and sympathy through suffering. They create such situations when they can help or work for other and pretends that situation is not in their hand and put everyone above themselves to the extent that they ignore their needs and desires. That's why they are doing what they are doing. They want to be the Heroes of others life and in their own eyes too. They may even do self-harm if they do not get the attention they want.
Mahabharata Character	Karna
Findings	Karna represents someone who is rejected by those who should love him, due to the circumstances, yet rises to become a man of exceptional abilities, willing to offer his love and life as a loyal friend. He was renowned as one of the greatest philanthropists of his time, although he often struggled to distinguish between ego and true charity. He knew that Indra sought his most prized possession. Despite his talent and passion for archery, Karna was unable to find a teacher, as society considered him the low-born son of a charioteer. Even Dronacharya refused to take him as a pupil, as archery and martial arts were only taught to the high-born—Kshatriyas and Brahmins. Throughout his life, Karna faced discrimination and disgrace but lived with courage and unwavering confidence. He embodied the moral values of Yudhishtira, the physical strength of Bhima, the archery skills of Arjuna, the good looks of Nakula, and the wisdom of Sahadeva. From this, we can infer that Karna exhibited a Martyr Complex, as he consistently demonstrated a never-say-die attitude and courageously faced the challenges of his fate. His character in the Mahabharata has enduring fame because he teaches how one can rise above

destiny and achieve greatness with unshakable determination (Inquisition the Debate Continues, (2012). [10]).

7.2 Epilogues to Prove Performance Punishments of Karna:

Karna: Karna's relationship with Duryodhana mirrored that of Sri Krishna's with Arjuna, with Karna (and Shakuni) playing a similar role for Duryodhana. Unfortunately, his unwavering loyalty had a detrimental impact. He not only served as Duryodhana's minister but also encouraged him in his wrongdoings. The curses he repeatedly received caused him to lose his abilities at a critical moment in the war. Even his virtues, such as bravery and generosity, became obstacles. By honoring his promise to Kunti, Karna spared all the Pandavas except Arjuna, even though killing any of them could have shifted the war in his favor. When facing Arjuna, Karna, in his anger, misfired the Nagastra, ensuring that Sri Krishna could protect Arjuna.

(1) Epilogues to Prove Team Competition from Mahabharata War:

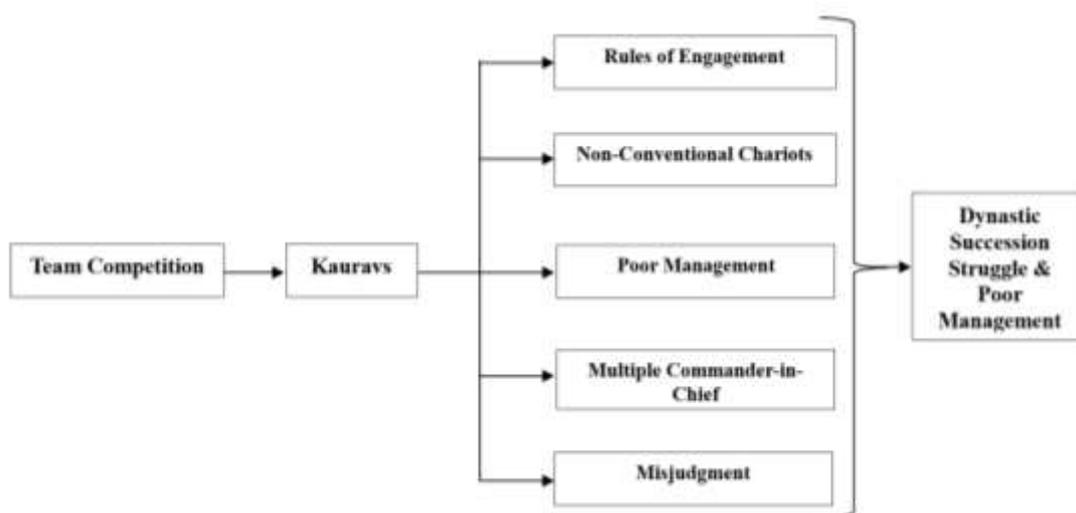


Fig 2: Block Diagram of Team Competition of Kauravas

A comprehensive list has been compiled to highlight the most influential and powerful warriors in the Mahabharata. These ten individuals played pivotal roles, with their actions—or lack thereof—shaping the course of the epic. However, such lists are inherently subjective. (K. Kumar, K. G. (2020). [11]). & (Deutsch, M. (1949).[12]). The research Tables 8 & 9 explain the Team Competition from the Mahabharata War.

Table 8: Team Competition from Mahabharata War		
Hypothesis	Factors Considered	Outcome
H02:	<ul style="list-style-type: none"> Team Competition 	The findings and analysis from the obtained data, we can personify that Kauravas have relations by: <ul style="list-style-type: none"> Dynastic Succession Struggle Poor Management

(2) Poor Management:

The Mahabharata War offers numerous valuable management lessons. The Kauravas' poor management of their camp ultimately led to their defeat. Let's take a closer look at what went wrong for the Kauravas. The following Table 9 summarizes the key reasons behind their loss in the war.

Table 9: Commander-in-Chief		
Day	Pandavas Camp	Kauravas Camp
Day 1	Dhrishtadyumna	Bhishma

Day 11	Dhrishtadyumna	Drona
Day 16	Dhrishtadyumna	Karna
Day 18	Dhrishtadyumna	Shalya

Source: T. M. Gautham, (2017). www.quora.com

(3) Strike the Biggest Coin:

The Pandavas strategically focused on the leader of the Kauravas camp rather than targeting other warriors. Their goal was to eliminate the chief, which would have several effects.

- Demoralizing the opposition (as their strongest leader would be gone)
- Creating confusion within their ranks
- Pressuring them to select a new leader
- New leaders would face immense pressure to deliver strong results (Rajoura, C. & Rajoura, N. (2022). [13]).

Bhishma, the most powerful warrior and strategist of the Kauravas camp, was the primary target. The Pandavas spent the first ten days devising a plan to defeat him. During this period, the Kauravas lost only 2 Akshouhini of their army, while the Pandavas were left with just 2 Akshouhini. This strategy worked in favour of the Pandavas (Marker, A. M., & Staiano, A. E. (2015). [14]).

From the graph below, we can draw several conclusions:

- The longer the Kauravas camp retained the same leader, the lower their mortality rate.
- Each succeeding commander-in-chief delivered poorer results than the previous one.
- Bhishma outperformed Drona.
- Drona was superior to Karna.
- Karna performed better than Shalya.

Leadership changes lead to strategic shifts, as not all leaders think alike. For example, Ballmer didn't think like Gates, and Nadella doesn't think like Ballmer. When leaders fail or fall, the army becomes disheartened and loses morale. In contrast, while the Pandavas focused on eliminating the strongest leader, the Kauravas targeted the youngest warrior, Abhimanyu (T. M. Gautham, (2017). [15]). & (Puurtinen, M. & Mappes, T. (2009). [16]).

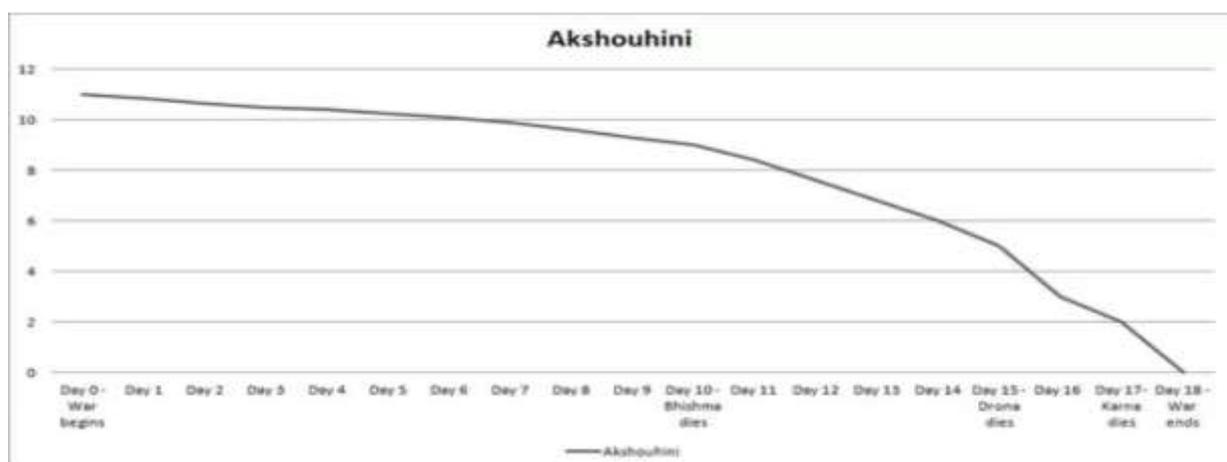


Fig 3: Block Diagram of Akshouhini: Source: T. M. Gautham, (2017). www.quora.com

8. CONCLUSION :

This study aims to explore the relationship between performance and performance punishment as seen through the character of Karna in the Mahabharata. The research draws on both secondary and primary sources to establish this connection. The findings suggest a significant relationship between performance and performance punishments in the case of Karna

(Kauravas). Karna embodies the figure of someone rejected by those who should love him, yet despite the circumstances, he rises to become a man of extraordinary abilities, willing to give his love and life as a loyal friend. Known as one of the greatest philanthropists of his time, Karna struggled to distinguish between ego and genuine philanthropy. He was aware that Indra sought his most prized possession. Although Karna was passionate about archery and highly talented, he could not find a teacher, as society considered him the low-born son of a charioteer. Even Dronacharya rejected him, as archery and martial skills were only taught to high-born Kshatriyas and Brahmins. Karna lived his life with courage and self-confidence, constantly battling discrimination and disgrace. He embodied the moral values of Yudhishtira, the physical strength of Bhima, the archery skills of Arjuna, the good looks of Nakula, and the wisdom of Sahadeva. From this, we can infer that Karna displayed a Martyr Complex, as throughout the epic, he demonstrated a never-say-die attitude and courageously faced the challenges of his destiny. His character remains famous in the Mahabharata because he shows how one can overcome destiny and achieve greatness with unwavering determination (Inquisition the Debate Continues, 2012). [10]). Regarding team collaboration and competition during the Mahabharata War, the reasons behind the Kauravas' defeat are analysed through the lens of team effectiveness models (Thaker, K. (2011). [17]). Despite having some of the best warriors and a larger army, the Kauravas lost due to several factors (Vugt, M. V. et al., (2007). [18]). A key reason was their lack of unity, as they were divided in their approach to the war, resulting in a lack of cohesion in their strategy. Additionally, the Kauravas fought for an unjust cause, whereas the Pandavas fought for righteousness, which played a significant role in the war's outcome. The Pandavas also had the support of powerful allies, such as Lord Krishna, who was not only a skilled warrior but also a wise counsellor, providing them with a strategic advantage (Qin, Z. et al., (1995). [19]). Thus, it can be concluded that a combination of factors led to the Kauravas' defeat. The study suggests that the Hackman model could be beneficial for managers seeking to structure teams effectively, equipping them with the necessary tools to create a self-sustaining model for collaboration and competition (Thaker, K., (2011). [17]).

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