Role of Indian Ethos for Management that may help to Improve work Culture in Organizations

Dr. Rajshri Randive Admane

Assistance professor, RTM Nagpur University(Maharashtra)(India)

ABSTRACT

With the progression and expansion of civilization the formulation, recognition and mutual relations between individual and group have been based on some thoughts, concepts, beliefs and approaches. With the emergence of social status, behaviours and relations, a conceptual stream has determined the norms, standards and traditions to make new junctures in society. The main focus of this paper was to analyze an impact Indian ethos on organization and society. Indian ethos means application of principles of managing an organization revealed in our ancient wisdom described in Gita and Upanishads. Indian ethos would certainly help the future as well as existing organizations to tackle the changes and canalizing it for their development. The Indian ethos will prove to be of immense help as well as practical use to the managers in an organization. The Indian ethos gives greater emphasis on values and ethics. Knowledge is not power. Character is the real power and health. Indian ethos emphasizes on inner resources. Inner resources are much more powerful than outer resources. According to Indian ethos, total quality management can be assured through excellence at work through self motivation and self development. This research paper also emphasizes on work culture of the organization. Work culture is also concerned with a workers loyalty and sense of belongingness to the organization. Good work culture means one is fully devoted towards work and has high morale. On the other hand, poor work culture results in high rate of wastage, poor quality, low productivity and low morale. Finding shows impact of leaders behavior on organizations and paper based on secondary data.

Keywords: Indian Ethos, Values and Ethics, Management, Work Culture, Organization

I. INTRODUCTION

Work Ethos or Work Culture refers to certain norms of behaviour governing the conduct of workers involved in work situations to achieve certain desired objectives. The Indian Ethos.

emphasizes on the concept like sacrificing individual desires in favour of social benefits, preferring long term benefits over short term gains. According to Indian Heritage man's attitude towards his social existence shifted towards duties, obligations and sacrifice. He believed in 'Simple living and high thinking'. Indian ethos basically is based on our social structure, culture and religions. Moreover, our Vedas, Upanishads, Shrutis, Purans, Bhagvat Geeta and Ramayan were also contributed to create and develop the holistic and value added aspects in ethos.

It is the high time to locate and evaluate the amicable role and contribution of our ethos for the goodness of society. We need Indian ethos in our management for the following reasons. One who works with calm and even mend achieves most. As we think, so we succeed, so we become. Strength and cooperation for excelling in work comes from divine. All will enjoy the highest good by mutual cooperation and respect. Indians are the products of Indian Ethos. Indian management methods are bound to work in India. Indian Ethos is better than other ethos present in other countries. Indians believe: **1**) Ego sublimation rather than ego assertion. **2**) Sacrificing spirit rather than fighting spirit. **3**) Team achievement rather than individual achievement. **4**) Spiritual attainment rather than material prosperity**. 5**) Self control rather than outside control. **6**) Concept of duties rather than concept of rights. **7**) Yielding rather than dominating. **8**) Concern for this age world and improvement. **9**) Respect for and search for all truth whatever be its source. To develop proper management system in the organization. Management systems based on principles as per ancient wisdom are of immense help for the smooth conduct of business. Value- oriented management system can be established with the help of Indian ethos. To ensure all round development, growth and prosperity i.e., productivity, marketing and profitability. Indian ethos teaches us that if you work sincerely for the society, for your organization and for the Nature, you will really enjoy your life through money harmony, peace and bliss.

Work culture is also concerned with a workers loyalty and sense of belongingness to the organization. One should protect the interest of the organization. No employee should make any adverse comments about the organizations in the

public. Every man should work like a master, not like a slave. The workers should take full responsibility for the task assigned to them and furthest efforts to achieve what is expected from than. The worker should exhibit by his behaviour a sense of belongingness to the organization. A feeling of respect should be there for the organization. One should maintain good relationship with peers, sub ordinates and superiors and treat them well. Protecting the interest of organization No adverse comment about the organization in public. The following factors are responsible for poor work culture in an business organization:– Lack of commitment refers to the disinterest shown by worker to the work. This creates poor work culture in the organization and results in poor quality of product and lower productivity. Dedication towards work should be visible by his behaviour. Discipline includes regularity, punctuality such as to come in time to work place, to complete the task in given time, to follow rules and regulations if any, do not waste time during working hours etc. Hence, lack of discipline will create poor work culture which may cause delay in operations.

A shared organizational culture helps to unite employees of different demographics. Many employees within an organization come from different backgrounds, families and traditions and have their own cultures. Having a shared culture at the workplace gives them a sense of unity and understanding towards one another, promoting better communication and less conflict. In addition, a shared organizational culture promotes equality by ensuring no employee is neglected at the workplace and that each is treated equally.

II. REVIEW OF LITERATURE

The ancient Indian Education was basically aimed at personal growth of individual. Our education system is the oldest in the world and is having some qualities which are not there anywhere else in the world and we are proud of this. The aim of ancient Indian Education System was not only to give theoretical knowledge but to make an individual humble so that he can get 'Mukti'. The ultimate aim of human society of that age was the achievement of absolute i.e. 'Brahma' it was prevailing in the entire visible world. A man should engage himself in 'Karmopasna' i.e. work is worship and thus purity his inner senses and gain the absolute. The main aim of all the education during ancient period was to make the student useful and pious member of society. This was the second aim of education. This was achieved by proper development of moral feelings. It was believed that mere intellectual knowledge was not enough to become a learned fellow; in addition, the student must be pure in his life, thoughts and habits. This was the third main characteristic of Hindu Educational System. This was realized by encouraging self- confidence, fostering self-respect and self-restraint. Graduate students were highly inspired during convocation address to be useful member of the society. A graduate student was not to lead a self-centered life rather he was constantly remained of his obligations to the society. Social life in villages was very stable and well-ordered as education transformed people and made them conscious of their social duties and civic responsibilities. During the ancient period, Aryans evolved a peculiar system for promoting the progress of different art forms and professions. In the society, a particular caste was restricted to a particular occupation. Eventually, this system has resulted in general progress and happiness of society. In the ancient system of education this was one of the most important aims. People were very much conscious of their culture. The scared Vedic texts wee successfully preserved and transmitted during this period.

III. OBJECTIVES OF THE STUDY

1. To study basic principles of Indian Ethos for Management
2. To find out role of Indian ethos in changing structure of organization and society.
3. To study Indian perspective, trans-cultural human values in management education.
4. To understand the significance of ethical values.
5. To know the need of Indian ethos for management.

IV. SCOPE OF THE STUDY

This research paper identifies the need of the Indian ethos for business, management, society, education system and personal growth of individual. This research paper identifies the impact of Indian ethos on management and organization. This research is aware the educational system about the human values refer to spiritual, ethical and moral values. These values form a basis for thoughts, actions, skills and behaviour and eventually lead to formation of a good character. These values will make good man, good manager and a good organization and ultimately remove pollution from the minds of the people.

V. RESEARCH METHODOLOGY

The study is based on primary data i. e. observation method and secondary data that used through books, internet, news papers, journals and research articles.

VI. BASIC PRINCIPLES OF INDIAN ETHOS FOR MANAGEMENT (IEM):

1. Immense potential, energy and talents for perfection as human being has the spirit within his heart.

2. Holistic approach indicating unity between the Divine (the Divine means perfection in knowledge, wisdom and power), individual self and the universe.
3. Subtle, intangible subject and gross tangible objects are equally important. One must develop one's Third Eye, Jnana Chaksu, the Eye of Wisdom, Vision, Insight and Foresight. Inner resources are much more powerful than outer resources. Divine virtues are inner resources. Capital, materials and plant & machinery are outer resources.
4. Karma Yoga (selfless work) offers double benefits, private benefit in the form of self Purification and public benefit.
5. Yogah Karmasu Kaushalam - Excellence at work through self-motivation and
Self development with devotion and without attachment.

Co-operation is a powerful instrument for team work and success in any enterprise involving collective work.

Principles of IEM are universally applicable. IEM can help develop an effective and holistic management pattern which will assure all round growth in productivity, marketing and profitability. This will help in synchronizing private and public benefits and encourage individuals to lead an enriched quality of life together with worldly achievements. The best form of management has to be holistic and value driven which is the objective of IEM.

Table-1: Following table shows the difference between management oriented by science and technology and management oriented by values.

Items	Management (Oriented by Science and Technology, Western Approach)	Management (Oriented by Values and adopting holistic approach, Indian and Eastern)
Belief	Production, Productivity, Profit at any cost	Material gain with belief in achieving human and social welfare in unison
Guidance	Management guided by mind only, led away by ego and desire. Soulless management	Management by consciousness, power beyond mind i.e., soul. Interiorized management
Emphasis	Worker development, management of others, profit maximization, human being only given lip sympathy	Development of man, integrated growth harmony, happiness and health, management of self
Tools	Ms as Resources – men, money, materials, machines and markets. Science & Technology, information for decision making	Men, machines, materials and methods as conscious partners –all having consciousness whether manifested or dormant .Information and intuition for decisions. Ethics and values combined with skills
Problem solving	Conflict resolution by negotiation, compromise, arbitration. Liquidation of differences only for a temporary period. No reference to higher consciousness	Conflicts resolution through integration and synthesis on stressing super ordinate common goals so that enduring harmony and unity is assured. Self introspection, stepping back aids for solution
6. Decision making	Brain storming	Brain stilling
7Development process	Physical, Vital and Mental only. Soul or spirit ignored. Material development only even at the cost of man and nature	Integrated development. Whole man approach, breath-control and meditation emphasized. Human enrichment and total quality
8.Approach	External behaviour. Mental, material, selfish only. Soulless	Noble attitudes, inner guidance, team spirit, total harmony, global good.

Source : Himadri Barman, Centre for Management Studies, Dibrugarh University

Table 2. Following table shows Concept of general management and Management by Indian ethos.

Term	General Definition	IEM Definition
Management	Getting things done	Helping other people to produce extraordinary results
Productivity	Output centric	People centric
Effective supervision	Concern for task and not for people	Produce performers. Help the subordinates to develop leadership quality
Motivation of	Maslow's Theory of Needs with some	Emphasis on self-motivation,

people	modifications	subordinates encouraged to be creative and given autonomy
Resources	Reliance almost on external resources	Reliance almost on internal resources
Health of the company	Balance Sheet and P/L a/c; money oriented	People oriented performance, Environment friendly. Private – public benefit
Hygiene factor	Attention only on job enrichment	Primary emphasis on mind Enrichment.
Rights and duties	Emphasis on taking not on giving. Rights become primary. Duties become subsidiary	Emphasis on giving not on taking. Duties given great importance and Rights assume secondary value
Structure	Hierarchical	Organic evolution, autonomous
Job satisfaction	Hygiene factor. Creativity ignored	Through innovation, uniqueness, extraordinary result, trouble shooting

Source : Himadri Barman, Centre for Management Studies, Dibrugarh University

V.(1)Indian ethos demands a subjective management system which leads to an understanding of the following:

(a) Management Attitude – Top management having firm belief in value-oriented holistic management. Profit is earned through service and satisfaction of all stakeholders – employees, customers, shareholders and citizens. Fulfillment of social responsibility must be ensured.

(b) Humanising the Organisation – Looking at the three aspects of humane organisations, i.e., inter-personal relations, man-machine equation where man is the prime concern and inner management through mental and spiritual growth of individuals. Himadri Barman, Centre for Management Studies, Dibrugarh University **4**

(c) Interiorising Management – Self management or management by consciousness. When the soul manages the other four members of the human being, namely, the body, mind, intellect and the heart, the conflict these four have amongst themselves can be resolved. This is management by consciousness. The objective of self management is to first know and manage oneself and then manage others.

(d) Self-introspection – Embark upon self-study, self-analysis and self-criticism to locate areas of friction and disharmony, a self examination of one's own thoughts, feelings, emotions, sensations and passions and a desire to reduce and subdue the ego.

(e) Brain-stilling – For rational and enduring decisions, silent mind is a necessity. A perfect Mounum (calm mind enjoying tranquility) is necessary. Brain-stilling or meditative silence is the most reliable method to discover solutions to problems and difficulties which seem to be difficult to be tackled by reason and intellect because through this one can come into contact with the inner mind or higher consciousness called Chetana.

(f) Stepping Back (for a while) – Never decide anything, never speak a word, never throw yourself into action without stepping-back. The stepping back from a situation for a while enables one to control and master a situation.

(g) Self-dynamising Meditation – A dynamic meditation is meditation of transformation of lower consciousness into higher consciousness and hence is called transforming meditation. Through meditation, in a silent and calm mind, one reaches a higher level of consciousness which offers guidance in the form of intuitions to tackle a multitude of problems. This is called consciousness approach to management.

(h) Role of Intuition – Intuition is the act of coming to direct knowledge or certainty without reasoning or inferring. It is immediate cognition by the inner mind and when fully developed, is efficient and effective for taking prompt and sound decisions. Intuition skills enable one to cope with confidence the fluctuating environment and rapid changes. Faith is a prerequisite to develop and realize the power of intuition.
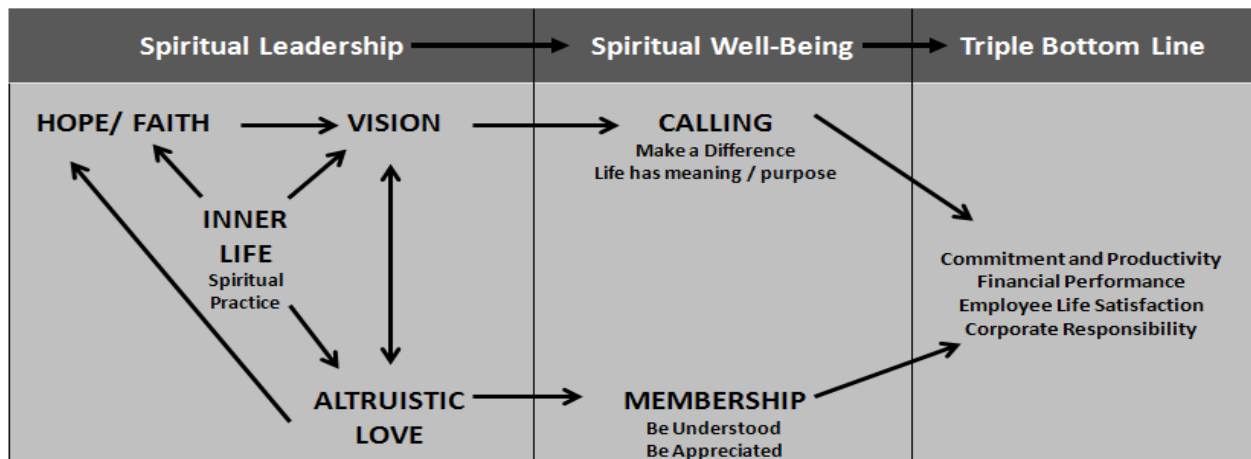
Source: International institute -spiritual-leadership-model-chart

V.(2) Indianizing Total Quality Management

Sashkin and Kiser have defined TQM as creating an organizational culture committed to the continuous improvement of skills, teamwork, processes, product and service quality, and customer satisfaction'.TQM stresses three principles: customer satisfaction, employee involvement, and continuous improvements in quality, which some refer to as the quality trilogy. TQM is also said to be based on four fundamental commitments:

1. Commitment to the customer's total satisfaction
2. Commitment to understanding and improving the organization's processes
3. Commitment to employee improvement
4. Commitment to data-based decision making

Shared vision and values provide the foundation for making these commitments. Because the four commitments often require behaviour that is not customary to managers, in most organizations, unusual steps must be taken to ensure that workers and customers do not perceive the commitments as hollow promises. It is pertinent to note here that it is values and the value system that gives real meaning to TQM efforts. It provides the substratum or a solid foundation for TQM and elevating the capacity of people and organizations to produce extraordinary results on the basis of available material resources. In many ways, it teaches a worker to control the temptation of jumping into 'who is wrong?' rather than concentrate on 'what is wrong?', which is a core idea of TQM. Jnana Chaksu and the concept of 'Brain Stilling' can help solve problems which otherwise seems to be beyond grasp of even the most well known problem solving tools. Karma Yoga of all workers in an organization will guarantee internal as well as external quality. Yogah Karmasu Kaushalam (excellence in work) guarantees total employee involvement. Indian ethos gives the key to effective motivation, which is a key requirement in achieving 'total quality'.

V(3) HRD Interventions in TQM

A Microsoft ad theme is 'People Ready Organizations' which reflects the importance organizations give to its human resource. TQM is now directly equated with HRD and they are regarded as two sides of the same coin. When we talk about HRD Interventions in TQM, we are talking of primarily two things – Emphasis on Quality of Life and Focus on Quality of Work Life. These two emphasize the fact that the worker is not merely a component of the production process. HRD intervention is needed to bring about 'Total Quality People', for whom total quality is what brings about Atmananda (a sense of pride and self satisfaction).

VI. RELEVANCE OF TRANS CULTURAL HUMAN VALUES TO THE FIELD OF MANAGEMENT:

A value is a belief on which a person acts by preference. A value is a prescriptive belief. The word 'value' means the worth, merit, usefulness or importance of a thing. Everyone does not hold the same values. The value of a thing varies from person to person and it is more of a relative concept few of the trans cultural values comes to us by our ancestors, is not due to the culture we follow but due to the humanity, mankind and soft corners of an individual. It refers to a shared general beliefs and values that defines what is right and what is wrong and what is good and what is had. For Exp. Sun is worshipped as a God in Hindu culture. The values which are same across the different cultures in the whole world are called Trans-cultural Human Values. These values prevail in the entire world. This value makes an individual a good manager. These values are very helpful in management.

VI(1) Some Of The Trans-Cultural Values Followed By Managers Are:

Unbiased personality, Loyalty towards workers, Cooperation, Open minded and transparency in dealing clear objective, self-discipline and socially responsible.It is absolutely necessary for the management to work seriously for developing trans cultural human values in managers. Values like self discipline, cooperation, inspiration, integrity, satisfaction play

a very vital role in uplifting the organization in the society. The importance and relevance of trans cultural values in management is reflected in following points.

1. There are those individuals which are directly or indirectly affected by decisions of organization. Stakeholders, includes customer, suppliers, employees, shareholders etc.
2. It corresponds to basic human value helpful in decision making, profit earning ,management credibility with employees , clear objective ,self discipline.
3. Indian Cultural Values. Manager knows that his decisions can affect the thousands of individuals. So, there should not be any place for biasness. One should not think of an individual interest. We should help and cooperate everybody without any favour or grudge.
4. Opportunities and responsibilities should be same for all employees at same levels. Another point of great importance is that trans cultural values helps the managers make better decisions i.e. the decisions which are in the interest of public, their employees and the company's own long term good. This is so because respect for ethics will force a management to take various aspects - economic, social and ethical in decision making.
5. A company which is inspired by trans cultural values is also a profitable one. Value driven companies are sure to be successful in the long run, though in the short run, they may lose money.
6. Trans cultural values are supported to be common language to bring leaderships and its people together organization values when perceived by employees as genuine create common goals, values and culture.
7. The organization should make clear the objectives of the company so that even a layman can understand it. If the objectives are not clear, then lower level management cannot achieve these objectives efficiently. It can affect the productivity of the employees at operational level.
8. Clear objectives are helpful in reducing disputes and conflicts. It is very important to control one's own mind before controlling others. A manager should take decisions with cool mind and self discipline. A manager should be properly disciplined which includes arriving on time in the organization, optimum use of working hours, not wasting other's time.
9. If a manager expects discipline from other, then, he must demonstrate first.

VII.FINDINGS AND DISCUSSION.

In management absence of ethical values result in 1. Workers are demoralized 2. Labour management conflict is rampant. 3. Human welfare is neglected 4. Wealth is accumulated. 5. Soul is lost 6. Main objective of management is to earn more money at any cost.

Our ancient education system in India is totally based on Ethos from that following lessons can be drawn: 1. there should be a religious and human touch in people. 2. There should be a feeling of social responsibility and obligations among the people. 3. Actions should be taken to build character of the people. 4. Development of personality through self confidence, self respect should be initiated. 5. Ethical behaviour should be promoted by teaching of ethics. 6. Respect for old culture and heritage should be ensured. 7. There should be spirituality at workplace. 8. Decision-making should be based on moral judgments and standards. 9. Management system should be in tune with Indian ethos. Science has permeated in all aspects of our life today. It has replaced the art of noble living due to transformation of spiritualistic world into a meritalistic world. We may be having very high standard of living and it is not possible without ethics and human values.

The ancient educational system is relevant for modern management as the moral principles of truthfulness, observance of duty, purity of self, duty towards society are still applicable at

1. **Following chart shows different leaders with different ethical values**

Source: clemmergroup.com

2. **Following fig shows impact of ethos on organization culture**

Figure 6: The Growth and Integrative Dynamics for Organisations and Individuals
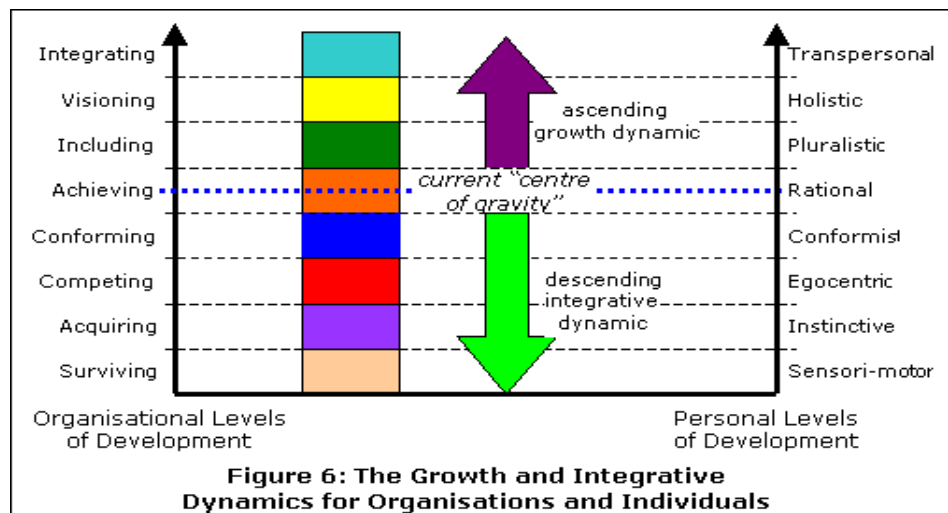
Source: griequity.com

3. **Following fig. shows role of ethos on each level of organization**

Source: griequity.com

The quality of work in an organization is greatly influenced by the spiritual and ethical values prevalent in the organization. However, a number of business and industrial organizations both in our country and abroad tend to disregard the importance of such spiritual values. Human happiness is the major objective for which the industrial enterprise exists. It is a fact that man king is today in the midst of one of the greatest crisis in history. This is due to lack of adjustment of human spirit to the startling developments in science and technology.

CONCLUSIONS

Every organization has its own culture. Since many employees spend 40 or more hours at their workplace, their organization's culture obviously affects both their work lives as well as their personal lives. Organizational culture refers to the beliefs, ideologies, principles and values that the individuals of an organization share. This culture is a determining factor in the success of the organization. The most powerful leaders is the one who leads from within the power that comes from vision, from purpose,from qualities that reside within. It is about creating a better, stronger you. It is about internal motivation striving for growth, development and perfection. Spiritual values are important source of information. These ethical values act as a important source of creativity in thoughts and practice in the field of spiritual science. Human values are based on spiritualism. They act as base for thoughts, actions, skills and behaviour and will mould good character. These spiritual values create good man, good manager and good organization. They set good examples into him society. Persons having good character are also self motivated, self disciplined and they are good leaders.

SUGGESTATIONS

1. Every organization should apply ethical values in their day to day work; it will result in organizational growth as well as individual growth.

2. Both the employee and employers need to understand the significance of ethical values, it create good leaders, good managers and good organization.

REFERENCES

[1] **G.R. Krishna** (Dec 31, 1999) **Indian Ethos for Modern Management** (1st Edition) Publisher, UBS Publishers' Distributors Pvt. Limited

[2] Himadri Barman,(2009) Centre for Management Studies, Dibrugarh University. Indian Ethos and Values in Modern **Management** in the Book Excellence, Ethics and the World of**Management** y, published by Aalekh Publishers, Jaipur, https://www.dibru.ac.

[3] Chatterjee, B. K. (2004)(Organisational Behaviour And Beyond, 1st Edition, Asian Books Private Ltd., New Delhi 110002,

[4] Robbins, Stephen P.(1996) Organizational Behaviour, 9th Edition, Pearson Education (Singapore) Pte. Ltd, New Delhi 110092 http://www.samanvaya.com/fra

[5] Deepak Chopra(Deepak Chopra) **Spiritual Laws of Success** (New Delhi, India) **Excel Books**. https://books.google.co.in

[6] **Pravir Malik** (Jul 12, 2017) India's contribution to Management: Sri Aurobinds Institute of Research in Social Sciences, pondicherry https://fdi.aurosociety.org ›

[7] **N.M. Khandelwal(2001)** ,**Management Concepts from the Mahabharata**, **Delhi**, **New Century Publications**. https://books.google.co.in.