

An Ancient Indian Wisdom For Effective Hrm

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Abstract

Today's corporate world is too Intellectual and energetic. The leaders are following many modern stratagems to succeed, of course most of them are getting success also. But there are issues in following good practices in Leadership, Staffing and ethics. Most of the practices followed now a days are inherited from western societies, which are not focused towards following ethics in management or leadership. Our ancient literature gives us various insights in to such practices through characters and stories. This paper makes an attempt to explore the Human Resource Management practices like Staffing, Ethics and leadership strategies from Mahabharata and compare them with the modern Management practices.

Key words: Dynamic, Ethics, Leadership, Mahabharata, Ancient Literature.

1. INTRODUCTION

Human Resource Management (HRM) has hole relatively new approach in 20th Century to manage people in any organization. People are considered as the key resources as an organizations run by people, their acquisition, development of skills, motivation for higher levels of accomplishments, as well as safeguarding maintenance of their level of commitment are all important activities. Thus Human Resource Management is a process, which contains of four main activities, specifically, procurement, development, motivation, Human resource Development as well as maintenance of human resources.

India had its own knowledge and skill in management given the fact that it is inherited from the older generations centuries ago. The management is considered as a specialized field and was being followed in the west from the 19th century. However, the ancient epic Mahabharata is considered as a source of Management thoughts and is inspiring many, cases are driven from it for studies in management. The Panchatantra also stood out as an great piece of work on management by using case-method over 5000 years ago. Thus it can be said that management ideas originated from Ancient Indian lireature.

The only factor that is being considered by their nature(Indian Literature) is the human resource. It is only this entity that turns all other resources into energetic resources to carry out the basic functions of an organization. The element called human plays a significant role and has gained importance only very recently and hence is named as Human Capital. Indian researchers

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also had renowned the vital human component ages ago. For instance, in Mahabharata while preparing for the great battle of Kurukshetra, the two opponents Arjuna and Duryodhana met Lord Krishna and urged his help, Lord Krishna advised to choose either himself or his enemy. Duryodhana choose the services of Lord Krishna's army whereas the Arjuna opted for the human element by choosing the services of Lord Krishna, the army's leader, and the final success sided the Pandavas with substantial contribution made by Lord Krishna.

From the Indian literature perspective human being is considered as a three-in-one entity they are body, mind and soul, but according to the Western management thought human being is considered as a single entity that is body only. This means that the modern management theories and methods focus only on managing the Human, whereas the Indian scholars consider that the instrument of the body is mind and is energized by the soul. They viewed that the behavior of body is as the behavior of mind. The Indian literature has a very rich set of principles and methods related to human resource management. Thus, this research is to minimize the gap between the Indian and modern theories exist in the organizations in managing HR.

1.1 Literature Review

A large number of research studies have been attempted to access the effectiveness of HRM especially in the Human Resource Management Functions followed in Mahabharata. The majority of the research is limited to the leadership, staffing and ethics.

Human is considered to be the vital factor for the success of every business organization (**Dr. Ajayraj M. Vyas**). Corporate India is set new trends through development and extension of their corporate margins as seen through new acquisitions and mergers. The three sources of knowledge are the Yoga, Ayurveda and Indian Management Wisdom (IMW) originated from India that are drawing a new attention at the global level. When we look at the development of Indian Management Wisdom (IMW) as a new thought current (**Subhash Sharma**), one of the greatest contributions of India to the world is Bhagwad Gita which is considered to be one of the first revelations from God. It is the essence of Upanishads and a complete guide to practical life. It provides "all that is needed to raise the consciousness of man to the highest possible level." (**Swamiji Shraddha sudha**). Indian ethos is believed to be more than 3500 years old as against the modern management which is at a much more infant stage. Most of these ethos is derived from the ancient Indian scriptures like the Vedas, Upanishads, Ramayana, Bhagavad Gita, Manusmriti, Arthashastra, et. (**Anindo Bhattacharjee**). However, the great epic Mahabharata stands tall as a management teacher through a composite and complicated case with case-lets galore in it. Ancient Indian Scriptures like Ramayana, Mahabharata and Upanishads have in them brilliant discussions of management strategies.

2. METHODOLOGY

The Indian wisdom on management, including Human Resource Management, has long remained ignored, in all areas. All resources like buildings, machines, policies, rules, regulation, etc. of any organization are only passive factors by their very nature in not only in day-to-day activities but also in the development of the organization. The role of human factor has gained importance only very recently and hence is aptly renamed as human capital. Indian scholars also had recognized the crucial human element ages ago. Mahabharata is the great epic of India in which most of the modern management principles followed today were practiced and preached in those older days. Many practices to make their organization effective but the success rate is not up to the level of

ancient wisdom spells. And it is primary reason to conduct this study and enrich the present HR Management practices.

The study was conducted using Hermeneutics and Explorative Research Methodology. From hermeneutics study of Mahabharata revealed Leadership, Staffing & Ethics factors such as Leadership (Netratva / Nayakatva), Team Management (DalaPrabhanda), Ethics (Neeti Sastra), Managerial Capabilities (Prabandh Chapalathmaka), Decision Making - (Nirnaya Vidhan), Staffing - (Parikrayana), Confidentiality- (Gopaniyata), Strategic Decision Making (Sainyaraacana Nirnaya Vidhan), Competitive Advantage, Policy framing and Team Conflicts.

2.1 OBJECTIVES OF THE STUDY

- To analyze & understand the Leadership, Staffing & Ethics teachings of Mahabharata and its influence to today's corporate world.
- To give suggestions to the modern business organization for effective Management Style.

2.2 SCOPE OF THE STUDY

- The scope of the study is confined to the exploration of information from Largest epic like Mahabharata towards Leadership, Staffing and Ethics.
- The study focuses only industries in Rayalaseema region.

2.3 SAMPLING METHOD

Sampling method adopted for the study is Quota sampling. The available and accessible employees are considered as Sample unit.

2.3.1. Sample Size Determination

The standard sample size determination table developed by Krejcie & Morgan is used. Sample size is calculated from the assumed population (as per 2011 census), at 95% confidence level with 5% confidence interval. The sample size as per the table (Krejcie & Morgan, 1970) arrived at 379. Finally collected the sample from 390 respondents for the study. The sample size was obtained in such a way that bias is avoided in the selection of

Procedure. A study of this type needs a balanced combination as otherwise the results are liable to fluctuate widely. With a view to make the best use of the cost and time available, the sample size was decided to cover 500 employees. The fact of non-response has not been lost sight of. Since a final sample of 400 was the aim, it was felt that some 80 percent of the sample would response and hence, out of the 500 questionnaires issued, a total of 415 responses were collected, from the targeted population, out of which 25 responses were discarded due to incomplete answering and other reasons. Finally, 390 responses have been studied. Regarding the responses, it may be pointed out that it was quite positive and good to have got back 78 percent of the questionnaire issued.

In Quota sampling the following quotas are considered

1. Rayalaseema region from the state of Andhra Pradesh and one company from each District.

Company Name	District
Amara raja Batteries PVT LTD	Chittoor
Bharathi Cement	Kadapa
Kia Motors	Anantapur

Maha Cement	Kurnool
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2. Manufacturing sector companies
3. Employee Size of maximum 100 employees in each company

2.3.2. Area of the study

The area selected for the research work is State of New Andhra Pradesh. The samples were collected from the manufacturing companies situated in and around Rayalaseema.

2.3.3. Tools of analysis

The data is Analyzed using Statistical package SPSS using Mean, Standard deviation, Factor Analysis & Anova Test measures.

3. FINDINGS

Upgradation of Leadership skills and awareness on technology, identifying the strengths and weakness of employees for forming a diversified team, knowing of competitors for effective strategy planning, good relationship among team members, assigning right job for the right person, making wise decisions etc are some of the findings which state that there is no significant difference between ancient Indian wisdom and modern management. Monitoring the activities of the subordinates, changes / violations of rules according to the circumstances, strategies once used cannot be applies again, jealous is the cause of conflicts among team members etc are the findings which state that there is a significant difference between ancient Indian wisdom and modern management practices.

4. RESULTS

This research work is focused on HRM Practices such as leadership, staffing, ethics practiced in the manufacturing companies. The study on these practices was done using exploratory factor analysis and the findings are mentioned below

Exploratory factor analysis

Factor Label	Statements	Loading Factor	Grand Mean	Cronbach's Alpha value
Leadership (Netratva/ Nayakatva)	Does an employee need to upgrade his skills constantly?	0.67	3.93	0.925
	Use right mixture of team members to accomplish complex task.	0.676		
	competition / Competitors awareness is required in framing of strategies.	0.541		
	avoid harsh language while speaking with others.	0.719		
	Maintain mutual trust and respect with other team members.	0.635		
	Quality is more important rather than quantity of people in a team.	0.601		

AN ANCIENT INDIAN WISDOM FOR EFFECTIVE HRM

	diversification of responsibilities among team members for better decision making.	0.523		
	Right job for the right person.	0.762		
	A leader should consider multiple alternative foe decision making.	0.486		
	A leader should know the consequences of the actions he does.	0.488		
	Leadership is not a position or a status but is a role of responsibility.	0.72		
	Hiring a right person for a right job and at right time leads to effectiveness in business.	0.655		
	Decision making would be more competent and effective in Staffing	0.509		
	Appreciate talent where ever they are?	0.564		
	Accept people with more talent than you.	0.534		
	Tolerance and patience is required to handle diversified work group	0.48		
Team Management (Dala Prabhandha)	Being proactive of team mates and helping them earns you respect	0.744	3.59	0.770
	The authority should be simple and diplomatic.	0.715		
	Pampering should not be encouraged.	0.47		
	Quality leads to achieving the objectives but not quantity.	0.489		
	People in responsible positions should win the trust of their subordinates.	0.546		
Ethics (NitiSastra)	Reporting inculcates a sense of responsibility among employees	0.78	3.61	0.603
	Charity in the corporate sector should not be a quid-pro-quo transaction?	0.644		
Managerial Capabilities (Prabandh chapalathmaka)	Make a decision wisely.	0.645	3.47	0.7
	If you have the power and do not act accordingly you're of a little worth.	0.716		
	Discriminations on the basis of cast religion and color can hinder the growth of the organization.	0.539		
	Stay united irrespective of discrepancies.	0.567		
Decision Making (Nirnaya Vidhan)	Is decision making based on emotions is right.	0.736	2.3	.681
	Do not Show Partiality towards team members.	0.697		

	A leader who wishes to maintain his position should learn how not to be good?	0.749		
Staffing (Parikrayana)	Staffing improves job satisfaction and morale of employees.	0.63	3.5	.640
	Anticipation of personal needs of the organization through staffing.	0.686		
	Can a leader have personal stake in their duties.	0.724		
	Being loyal to superiors is always correct	0.484		
Confidentiality (Gopaniyata)	Do not expose their weakness to others.	0.733	3.35	
Strategic Decision Making (Sainyarakana Nirnaya Vidhan)	Dynamic decision making is required in adverse situations.	0.572	3.74	.636
	Disclose the truths to the subordinates.	0.63		
Competitive Advantage	Set individual goals for attaining the objective.	0.736	3.74	.622
	Be open to accept newer challenges that come in your way.	0.422		
Monitoring	Keep a close watch on your employees.	0.602	2.88	.332
	Change the rules and regulations whenever necessary.	0.67		
Policy framing	The strategy ones failed cannot be tested again.	0.819	2.89	
Team Conflicts	Jealous is the root cause of conflicts among team members.	0.826	2.94	

For examining the objective of the study Exploratory factor analysis was conducted in order to investigate possible dimensions underlying original 45 items. This analysis produced 12- factors solution for Ancient Indian Wisdom for Effective HRM integration requires, namely Leadership (Netratva / Nayakatva), Team Management (Dala Prabhandha), Ethics (Neeti Sastra), Managerial Capabilities (Prabandh Chapalathmaka), Decision Making - (Nirnaya Vidhan), Staffing - (Parikrayana), Confidentiality- (Gopaniyata), Strategic Decision Making- (Sainyarakana Nirnaya Vidhan), Competitive Advantage, Policy framing and Team Conflicts that accumulatively interpreted 39.94 of the total variance from initial variables. As these 12 – Functional components will show the impact of organizational effectiveness with grand mean greater than 3.5 on 5-point scale to the factor reliability using Cronbach’s Alpha well exceeded the suggested threshold. (α value from least 0.6 to 1)

The Alpha co efficiency value is high in all the cases mentioned above except in Monitoring, Policy framing and Team conflicts.

5. CONCLUSION

AN ANCIENT INDIAN WISDOM FOR EFFECTIVE HRM

Indian epic like Mahabharata is significant relevance to contemporary management practices adopted in Indian and global entities. Organizations adopting theories, principles and practices from Indian conventional wisdom with respect to Leadership, Staffing and Ethics stand to gain substantially. It provides best answers and solutions to several intriguing questions of modern management.

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