

Integration of Vedic philosophy with Management philosophies for better management practices

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ABSTRACT :

The Indian philosophy is very rich with the knowledge and teachings of our old manuscripts in the form of Veda and Upanishads. Especially the Rig Veda, the oldest of all stated different philosophies of life and learning. These ancient knowledge can be integrated with other the theories developed and propounded various management thinkers over the year to make the life and task of the workers and managers more fruitful. The paper shall analyse some of the principles of management in the light of Vedic principles to mitigate the shortcomings found in the theories to make them more acceptable for all.

Key words : Veda; Vedanta; Meditation; Life stressors, Occupational stressors; Management principles; Vedic philosophies;

The paper shall have the following objectives :

1. The use of some aspects of Vedic philosophy in management functions and principles.
2. Suggest measures to bring overall development of the employee as an individual for better work performance.
3. Integration of Vedic philosophies with Management philosophies.

METHODOLOGY :

The paper shall be more empirical in nature. To analyse the management philosophies, secondary data in the form of books and journals are used. Again, books and articles stating Vedic philosophy and literature are also considered. Various articles and knowledge shared in the Internet also gave meaningful information on the topic. To collect pertinent information about the study, primary information is also collected from a sample frame of 50 respondents from two different fields of profession. The collected information will be analysed to derive meaningful inferences.

KEY FINDINGS :

1. The Vedic philosophies and principles like principle of Sarvodaya, SarvaLokaHitam etc. if properly learnt and used ,can solve many complicated management issues.
2. As found in the study, regular practise of yoga and meditation can act as de-stressors, the modern day managers suggest such practices as a routine part of work.

POLICY IMPLEMENTATION/SUGGESTIONS :

The world at large should be exposed to the rich Vedic theories in a simple way. As originally written in Sanskrit Language, it remained limited only to a class of people. So, ripe the benefit of this jargon it should be communicated in an easy way to all the concerned people. Besides, by integrating management thought with Vedic thought a new dimension can be reached in managing the most complicated yet very important Mof factors of production.

INTRODUCTION :

The function of management is practised in everyday life to manage time, money or resources. But its exact definition can be found only since 1900 onwards. Its evolution to its present economic time (1980 onwards) can be broadly categorised as - Classical Theory, Neo-classical Theory and Modern Theory. But in India, the principles of management and administration is presented in Vedic literatures even before. As the origin of Rig Veda can be traced back to 600 year B.C. Indian philosophy is very rich with the four Vedas and Upanishads. The Kautilya's Arthashastra, Chanakya's policy about good governance and management, Aryabhata's mathematical teachings, Astronomical learning, Astrological knowledge, Ayurveda, Natyashastra etc. enriched the world of knowledge over thousands of years back.

The nature of work in a globalised environment becomes more and more complex. In the era of working with virtual and learning organisation, the task of the manager has become more demanding. Today's organisation is an open system and organisation culture becomes more unique and diverse with employees coming from cross-cultural and cross-regional identity. To entangle all the diverse values into one, the organisation can put the sense of togetherness by enlightening the employees with Vedic thoughts through motivational talks. The manager can make them adapt the philosophy as stated by the Shanti Mantra (peace hymn) "Om Saha Naa-Avantu | Saha Nau Bhunaktu | Saha Viryam Karavaavahai | Tejasvi Naav-Adhiitam- Astu Maa Vidvissaavahai | Om Shaantih Shaantih Shaantih | " (Taittiriya, Katha, Mandukya, Shvetashvara Upanishads) which means Om, May God protect us (during the journey of awakening our knowledge), May God

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Nourish us (with that spring of knowledge which nourishes life when awakened), May we work together with energy and vigour (cleansing ourselves with that flow of energy for the knowledge to manifest), May our study be enlightening (taking us towards the true essence underlying everything) and not giving rise to hostility (by constricting the understanding of the essence in a particular manifestation only). Om peacepeacepeace.

By integrating Vedic philosophies they may considerate to each other's values and cultures that may foster a spirit brotherhood and organisational peace.

The paper shall put light on the following objectives :

1. The use of some aspects of Vedic philosophy in management functions and principles.
2. Suggest measures to bring overall development of the employee as an individual for better work performance.
3. Integration of Vedic philosophies with Management philosophies.

METHODOLOGY :

The study will be basically empirical in approach. It shall try to relate the management philosophies with the Vedic philosophies. In this regard the philosophies of the following management thinkers will be considered :

1. Frederick Taylor.
2. Henry Gantt.
3. Henry Fayol.
4. Elton Mayo.
5. Peter Drucker and
6. Edwards Deming.

The paper is basically based on secondary sources of information. However, to collect some pertinent information, primary information is also collected through schedules.

To collect primary information 50 respondents from different occupation were contacted. The respondents were asked on the parameters of stress viz. Work stressors- Task demand, Physical demand, Role Demand, Inter-personal demand & Life Stressors- Death of a spouse, Marriage, Personal illness or injury.

The sample frame of the respondents is :

No of respondents

Category of Respondent
25 Teacher

25 Private sector employees

Total 50

To analyse the primary data, Rating Scale is used.

DELIMITATION OF THE STUDY :

1. In analysing the philosophies, the theories relating to managing human resources will only be considered.
2. To collect information relating to work related stress and life stressors, teaching professionals and executives working in various private sectors of Guwahati will be contacted.

The study is presented as follows :

VEDIC PHILOSOPHY IN MANAGEMENT :

In Vedic philosophy, business has seen as a legitimate, integral part of society. Its core function is to create wealth for society through manufacturing, domestic distribution, foreign trade, financing and other such related activities. A business organisation no matter of its size, type or form will run well if it is managed well. Peter Drucker in his book "Principles of Management" stated as "Management is a multi-purpose organ that manages business and manages managers and manages workers and work." The functions of Management are universal in nature. It is also an applied science which is again dynamic in nature. The various principles of management are used in Indian organisations integrating the local values and ethos. The organisation should emphasise on working for an economic structure based on 'SarvaLokaHitam' which means 'universal well-being'. The basic managerial functions started with planning. While planning, emphasis should be made on the mantra '**SabkaSaath, SabkaVikas**' for inclusive growth of the organisation. In determining the existence and functioning of an organisation, the basic Principles of Management viz. Principle of objective, principle of specialisation, principle of authority and responsibility, principle of definition can be integrated with the Principle of **LokahSamastahSukhinoBhavantu** (may all beings everywhere be free and happy) can be integrated. This will surely bring more acceptability to the organisation norms. Similarly in organising the structure of work, responsibility and authority, the modern management should integrate the vedic learnings. While designing the organisation structure the philosophy of Sarvodaya can be followed. Sarvodaya means universal upliftment or upliftment of all without discrimination. Etymologically speaking Sarvodaya means '**the rise or welfare of all**'. It believes in equal and fair treatment and sympathy to all. Sarvodaya may well be regarded as India's distinctive contribution to social philosophy and was made a part by Buddha and Mahavir Jain on their preaching to the masses almost 3000 years back. However, Gandhi was influenced by this principle after reading John Ruskin's tract on political economy 'Unto This Last'. It was further supported by J.P Chandra stating decentralisation of both political and economic powers, Sarvodaya provides opportunity for all round

development of the individual and the society. The modern business organisation can adopt this principle by giving more autonomy to work by decentralisation and delegation of work and many management thinkers like Allen, Henry Fayol supported this principle. But to bring more acceptability and adaptability, managers can incorporate the **Principles of Sarvodaya** viz. **Social principle** – stating everyone is deliberated as an equal complement to the society; **Economic principle** – non-exploitative arrangement of economic principles, co-operative is as an essential; **Political principle** – government, authority, power would be decentralised and **Religious principle** – religious peaceful co-existence of people of all religions.

It was often seen that wrongful structural arrangement of work and responsibility leads to mis-utilisation of resources of an organisation. Max Weber in his Bureaucratic Model has highlighted that there should be a clear division of work as per specialisation, impersonality, selection on basis of qualification, systematic discipline and control of work. Peter Drucker, Peter Senge also advocated for a systematic organisation of work and responsibility. But, despite of following such standards organisational conflict arises. So, to avoid such conflict situations the Principles of Sarvodaya can be adopted. e.g. in Indian context, employees from different religious beliefs, religion, region, caste etc. used to form groups. The religious principle can learn the employees the art of living in unity despite the diversity which is of course, practiced in national perspectives, but it can be used in organisational context as well.

SCIENTIFIC MANAGEMENT OF F.W. TAYLOR :

Scientific Management also known as Taylorism, had analysed and synthesized workflows scientifically to improve economic efficiency especially labour productivity. Taylor stressed on the need of systematic management to analyse the work to be done, to measure it and to assign portions of work to the best selected people and trained them to perform the work. Scientific management is the process of scientific method in directing human efforts and solve management problems arising in the process of management by management specialist. In order to achieve the operational efficiency, Taylor along in association with Frank and Gilberth developed Time and Motion study to decide time required to perform a task to calculate bonus in addition to normal rate of pay. Again, through Motion study unnecessary and repetitions of works were eliminated to bring more efficiency.

Drawbacks : Scientific Management used a systematic experimental techniques. It showed mechanistic assumption about human behaviour. The system brought many workers more difficulties at work than gain and left them with a distrust of managers who did not seem to care about their well being. Taylor considered human behaviour as a component

of a large productive machine. Only performers who acted like machines had a place in his productive system. The dissatisfied workers resisted to the new system. Taylor failed to consider the complexities of human behaviour.

Overcoming drawbacks of Scientific Management Theory: Despite of many of the drawbacks today's managers use the following principles of Scientific Management to bring efficiency:

1. Time and motion study.
2. Hiring best qualified workers by scientific selection.
3. Designing incentive systems based on output.

Henry Gantt :

Henry Laurence Gantt was also a contributor of Scientific Management School. He developed task and bonus system and a chart known as Gantt chart. As per the bonus scheme, workers receive their days wage even they do not perform their complete job. But they receive bonus if they perform less than the standard time. It was further recommended that there is an incentive scheme for foremen based on the incremental performances of workers. The Gantt Chart is used to compare actual performances with planned performance in production planning. It is a visual device used in production control used to indicate production in terms of time rather than quantity. Gantt charts is a visual methods of scheduling both time and resources for work project. Gantt advocates psychology of employee relations indicating management responsibility to teach and train workers. He emphasised on service rather than on profits.

Advantages :

The bonus plan suggested by Gantt is more acceptable among the workers as a worker gets as per the time taken to finish the job if he cannot finish within the standard time and if he finishes less than the standard time he gets wages for the standard time and a bonus of 20% of the wage earned.

Again, it makes no distinction between efficient and inefficient workers as it ensures time wages for substandard workers and piece wage and bonus of 20% for standard and super standard workers.

Drawbacks : The theory ignored the important aspects of organisational behaviour. It failed to consider internal and external environmental forces. It stressed more on increasing productivity.

Henry Fayol : Henry Fayol in his book General and Industrial Management describes a number of management principles that constitute the theory of management or

administration. As part of the theory he gave importance to the role of staff specialist in guiding and advising line managers in complex organisations. He recommended selection and training of workers and managers to create skilled workers and professional managers. Fayol put importance on non-financial incentives to motivate employees.

Criticism :

In the words of Herbert Simon-Fayol's Theory suffers from superficiality, oversimplification and lack of realism. It works well when the organisation is stable and may not hold good in today's turbulent work situation. Again Fayol's theory does not pay attention on workers and treated as biological machines in the production process. Some principles of Fayol's are contradictory. e.g. Principle of specialisation contradicts principle of unity of command.

Elton Mayo's contribution : Elton Mayo and his associates are the pioneer human relation movement. Elton Mayo's contribution gave a new direction to modern human relations management methods. They applied psychological approach in Management developed certain principles from the Hawthorne studies. Mayo pointed out informal organisation has a strong presence in any organisational set up. It focused on the importance of human relations. He stressed that successful human relations approach can create harmony in an organisation , higher employee satisfaction which brings greater operational efficiency. Managers must take social needs, such as belonging to an(informal) group seriously.

Criticism : The works of Elton Mayo were criticised as later on it was proved that there is no direct and deep connection between morale and productivity. Besides morale which is a very elusive quality , other factors like plant efficiency, work environment, managerial style, job contents, man-machine system ,financial resources, marketing efficiency material movement also influence productivity.

Peter Drucker :

Drucker the founder of modern management invented the concept Management by Objective (MBO) and self control. MBO is a regarded as an effective measure of performance appraisal technique as it calls for active involvement of employees in setting their standards of performance in line with organisational objectives. General Electric Company used elements of MBO while reorganising itself allowing decentralised decision making system. MBO is also acts as a motivating technique. MBO paved the way for participative management by making the workforce more involved and committed to their own performance. MBO helps in managing an organisation with clarity and creates effective control.

Edward Deming: Deming's famous 14 points is the base of Japanese Theory and Theory Z. Deming's 14 points provide a framework to developing knowledge in the work place. Deming viewed that by adopting appropriate principles of Management; organisation can increase quality and can reduce cost. Deming's works were unrecognised and unknown in U.S.A but helped to lay the foundation of Japanese Organisation Development on their expansion to world economy. He was a regular counsellor, advisor to Japanese business and govt leader. Deming viewed that organisation can increase quality and reduce cost (by reducing waste, rework, staff attrition and litigation while increasing customer loyalty). When people and organisation focus primarily on quality, quality tends to increase and cost falls. However, when it primarily focus on cost, cost increases due to not minimising waste, ignoring amount of rework occurring, not resolving disputes when appeared, taking staff for granted, over time, loss of customer loyalty which leads to decline in quality. This calls for transformation of the management system -termed as 'System of Profound Knowledge'. As stated by Deming, the first step is transformation of individual. The transformed individual will perceive new meaning to his life, to events, to numbers. He will have a basis for judgement of his own decisions and for transformation of the organisation that he belongs to. Transformed individual will help people to pull away from their current practices and beliefs and move into new philosophy without a feeling of guilt about the past. The system of profound knowledge is the basis for application of Deming's 14 Points for Management. Deming advocated that all managers need to have Profound Knowledge. Among the **14 points**, the Principle - institute a vigorous program of education and self -improvement; and the Principle - put everybody in the company to work to accomplish ; drive out fear so that everyone can work more effectively for the company; holds good in every work situation.

Table : 1
Integration of Vedic principles with Management principles

THEORIST	CONTRIBUTION	VEDIC PRINCIPLES SUGGESTED	EXPECTED RESULT
1. Frederick Taylor	Scientific Management Theory	SarvaLokaHitam' which means 'universal well-being'	Employee-Management conflict can be minimised as both the parties will spontaneously respond to each other's need and well-being.

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2. Henry Gantt	Task and bonus system and Gantt Chart	' SarvaLokaHitam ' which means 'universal well-being'	Inclusive growth of the organisation
3. Henry Fayol	Administrative Management Theory	The Principles of Sarvodaya i.e. Rising of all	Remove ambiguity, inefficiencies and less bureaucratic control
4. Elton Mayo	Hawthorne Studies	' SarvaLokaHitam ' which means 'universal well-being'	in the attitude of individual and behaviours, group behaviour. Foster co-operative concept.
5. Peter Drucker	MBO Technique	philosophy of Sarvodai which means the rise or welfare of all	The human element in production will collectively develop to be more resourceful
6. Edwards Deming	System of profound knowledge	LokahSamastahSukhino Bhavantu (may all beings everywhere be free and happy)	Easy acceptance to the transformation both at individual level and organisational level and 14 point of Management

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VEDIC PHILOSOPHY IN MAKING HUMAN RESOURCES MORE RESOURCEFUL :

Similarly to make the human resources more resourceful the Vedic learning has a lot to offer. The Hindu philosophy basically aims at purifying mind and soul for an accomplished human being. Even psychologist also opined that a satisfied human mind and soul is always a better performer. Again, in the verse 47 and 49 of Bhagavada Gita it

laid emphasis on Karma. , it is important that employees should understand their “Karma” in its entirety. The concept of Karma comes from the “Karma-Yoga” of Bhagavad Gita in which Lord Krishna says to Arjuna:

*“Karmanyevadhikaraste Ma PhaleshuKadachana
Ma Karma PhalaHeturBhurmateySangostvaAkarmani”*
(2.47, TheBhagavadgītā)

It means that “we have only the right to work, right on our actions but not on the consequences or fruits of that action. So we should be not being attached to either fruits of the action or inaction. The employee must be motivated to perform well without aiming for material reward. He will be recognised for his good deeds some day or other. Dissatisfaction arises for non-fulfilment of wishes. So for attaining self contentment believing in Karma is the main matra. And then Lord Krishna subsequently said:

*“DoorenaHyAvaram karma, Buddhi-YogaadDhananjaya
BuddhauSaranamanviccha, Kripanaahphala-hetavah”*
(3.49, TheBhagavadgītā)

This means that we should not focus our work to attain the target set to earn material gain but should work with an ideal (Buddhi-Yoga) or a vision, because if we work for result, then our work will culminate once we achieve the result. However, when we work with an ideal or vision and keep it so high, we keep on striving to reach it so that in the process of delivering our Karma we grow. We should dedicate all our work / effort to the God with open heart and hope that our good efforts will reap benefit.

In the present organisational context every manager should focus on his work and at the same time be “in-sync” with the organization’s vision and mission. When every worker and manager is in-sync with the organization’s vision and mission, then it ultimately leads to excellence.

MANAGING STRESS AND CONFLICT THROUGH VEDIC PRINCIPLES :

Conflict and Stress at work place are the two behavioural phenomenon’s that a human resource manager has to regularly deal with. Conflicts, whether intra-individual, interpersonal, inter-group or organisational; it affects employee performances and reduces productivity. The conflict arises due to differences in needs, expectations, and interest of people. Again, stress is a frequent cause of conflict and conflict can again reinforce stress. Stress whether occurred due to organisational stress that caused because of task demand ,

physical demand or inter-personal demand or appeared due to one or the other personal reason like death of a spouse, marriage, personal illness or injury and so on are very hard to manage. Because, all human beings has different psychological and emotional characteristics, it is hard to devise one single mechanism to handle stress.

The respondent rated the main concern of their stress relating to work situation as follows :

The respondents are more stressed out to fulfil the demand of the job. The job content and multi-tasking by the employees in today's time make the job more stressful. Again, physical demand to perform cent percent despite of all adversities if appeared brings more organisational stress. Whereas, role demand and inter-personal demand causes almost equal level of stress at work.

Among the life stressors, it appears that the main reason of concern is personal illness or injury. The other reason of stress is because of adjustment in the form of dislocation, changes in family life etc. to be made due to marriage. The other life stressors like death of spouse or any close one causes mental disturbance. As it is totally a psychological phenomenon, the acceptance level of stress is different from individual to individual. Individual member may feel fatigue, helplessness due to excessive stress. The best way to manage stress is exercise, meditation and relaxation. Organisations can also offer institutional program, wellness programmes to help employees tackle stress both organisational and life. The ancient Vedic ideologies like meditation and stress reducing measures like chanting hymns and mantras like Gayatri mantra, asanas, pranayams etc. can sooth our body and soul. As stated earlier the chanting of certain mantras or Asanas can be a stress booster. Prime Minister Narendra Modi has also addressed the same to the young students in his recent book 'Exam Warriors' to face exam terror.

Again, to regulate our actions and behaviours meditation and yoga can be practiced. Yoga at workplace can be quite beneficial because "when your staffs are healthy, they have lower risk of injury, lower absenteeism and a greater resilience" (www.fruitamigos.com)

Yoga for corporate wellness program includes the practices of asana, pranayam, meditation and yogic relaxation as per the need of the employees. The yoga session can be planned for one hour on daily basis or 3 days a week for duration of one month to one year. Realising its power, many multi-national companies, banks, I.T Companies arranges special session for yoga and meditation for stress management. Some of such big companies are Taj Group of Hotels, Reliance Capital, Ericsson, OTIS, Datamatics, Target India, and

General Motors etc. The companies have also responded to the Government of India's Ministry of Ayush program of International Yoga Day on 21st June of each year. This year the 3rd International Yoga Day was celebrated by many companies and banks. Art of living, Guwahati Centre in association with its branch offices situated at various parts of the State is regularly organising yoga and meditation camp, motivational talks to various private and public sector enterprises like ONGC Nazira, ONGC Sibsagarh, GAIL Sibsagarh, OIL India LTD, Duliajan BCPL Dibrugarh, Digboi Refinery, BVFC Namrup, APL Namrup, Gas Company Dulijan and many other educational institutions of the State

KEY FINDINGS :

1. The Vedic philosophies and principles like principle of Sarvodaya, Sarva Loka Hitam etc. if properly learnt and used, can solve many complicated management issues.
2. As found in the study, regular practise of yoga and meditation can act as de-stressors, the modern day managers suggest such practices as a routine part of work.

CONCLUSION & SUGGESTION :

Every business institution is a part of social system. To get acceptance in the society it must be responsive to its stakeholders viz. Customers, Employees, Government, Shareholders etc. . Although, the concept of Corporate Social Responsibility has gained importance in the 20th Century, many big or small business houses are performing in their own way; it has been well stated in the Vedas thousands of years back. According to the Vedas the Divine Law is the moral standards. Dharma is the root of good conduct; wealth is its branch; customary good conduct produces merits. Duties to the country (desadharma) should not be violated. The business houses should be responsiveness to the people. Truthfulness, kindness, calmness and harmlessness are the four parts of dharma. Because of this strong ethical values, moral standards, strong societal base and philosophical virtues the world economy is inclined to Indian economy.. When the economy of most of the powerful nations like U.S.A, China, France and other European Countries were disturbed due to economic slowdown in early part of 21st century, Indian economy could sustained the great disturbance. Many economists gave credit to the policy makers and philosophical backbone of the country. However it is suggested that the Vedic knowledge and learning should be addressed and communicated in a simpler way so that it can be inculcated in the minds of the people. As it is often said that it is better to catch them young, so the younger lot should be inclined to the Indian philosophy at their tender age through motivational classes and workshops. The Prime-Minister of the country is also highlighting the same in

his radio program MaankiBaat. The government of India has proposed to make Yoga as a compulsory subject in schools for students of class 1-8 but it was rejected by the S.C after an appeal. But it is suggested that after deliberation, discussion and consent of the concerned parties spiritual lectures of all the communities along with yoga and meditation session can be held in all educational institutions, private or public organisations. It is yet a commendable step of K.K.H.S.O.U of Assam to start P.G course on yoga and meditation from the year 2015. The U.G.C asks universities to include yoga module in physiotherapy courses from the next academic session i.e. year 2018-19. Again, AICTE has made mandatory that students should have 25% attendance in yoga, sports and other socially relevant activities to get a degree in engineering and technical colleges. (11th July 2017). IIT Kanpur has designed a website to transliterate traditional knowledge of SrimadBhagavadGita, Ramacharitmanas, Brahma Sutra, Upanisads, Vedanta Concept Map, Yoga Sutra, Valmiki Ramayan, Nepali Site (contains Bhanubhakta's Ramayana, Other Gitas, Narada Bhakti Sutra Concept Map). The web address of the site is www.gitasupersite.iitk.ac.in. The site is designed by the faculty member of the institute and government funded Resource Centre for Indian Language Technology Solutions. The objective of the websites is to describes Vedanta 'gyana' (knowledge) to shape a qualified 'adhikari' (professionals). The site translates the resources into 11 Indian languages including Assamese. Earlier the site was visited by 500-700 visitors but thanks to a WhatsApp message, its readership (both Indian and abroad) rose to 24,000 per day an increase of 4,700 per cent readership.

It was again proved scientifically that chanting of Vedic mantras can boost up memory power. As reported in Times of India, Hyderabad news 24th March 2017, chanting of Vedic mantras leads to psychological and physiological well-being of students. The research conducted by the Hyderabad Campus of the Birla Institute of Technology and Science (BITS) reveals "clear improvement in the general cheerfulness and clarity of mind of the students after they chanted the Gayatri mantra (from Rig Veda) and Sahasranam (thousands name of Lord Vishnu). So, the rich Indian knowledge is very relevant to be an accomplished entity. The world is waiting to unfold more treasure from this rich heritage of our past. The world at large should be exposed to the rich Vedic theories in a simple way. As originally written in Sanskrit Language, it remained limited only to a class of people. So, ripe the benefit of this jargon it should be communicated in a easy way to all the concerned people. Besides, by integrating management thought with Vedic thought a new dimension can be reached in managing the most complicated yet very important **M** of factors of production.

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