

# Indian Ethos in Management (IEM)

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Ethics is not recent phenomenon. Ethical codes have been prepared along with the development of human civilization. In olden days, people might have found some of their actions was wrong and others right. The question what is right and what is wrong gave birth to ethical and unethical codes. The word ethics is derived from the Greek word ‘\_Ethikos’ and Latin word ‘\_Ethicus’ mean custom or character. The concept of ethics deals with human beings. So it is a social science. Ethics is a branch of philosophy and is considered as normative science because it is concerned with norms of human beings.

In the words of Peter.F.Drucker, —  
“Ethics deals with right actions of individuals”

Ethics includes the following

1. Well based standards: Ethics refers to well based standards of right and wrong that prescribe what humans ought to do
2. Study and development of one’s ethical standards: Ethics refers to the study and development of one’s ethical standards.

## Culture

Culture is the man made part of the environment which provides a comprehensive frame work for understanding the way of life of a person, his beliefs, values, norms, behavior etc. Culture is one of those terms that are difficult to express clearly, but everyone knows it when they sense it. Our behavior is driven by three forces:

1. Human Nature: this is inherited and universally shared across all human cultures.
2. Culture: Our collective programming which is learned, not inherited.
3. Personality: Personality is the additional unique set of mental programme not shared with other human beings. It is partly inherited and partly learned.

Organization culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs of organization’s members and their behaviors

## Kinds of Cultures

1. Strong Culture: in strong culture, the conceptual principles or values are translated very directly into people’s day to day lives. For example, the military has a definite set of values and very strong culture. They are enforced through external rules and regulations as well as internal education.
2. Weak Culture: some have a set of generally accepted conceptual values, yet these do not really translate to daily life. For example, religious values in western countries.

## Values

The word value is derived from French word ‘\_valoir’ which means worth, merit, usefulness or importance of a thing. Values are traits or qualities that are considered valuable. They represent an individual’s highest priorities and deeply held driving

forces. A broad definition of values, derived from an insight into ancient India's psycho philosophical wisdom literature is —Values are states of feelings/emotions that underpin the content of a choice/decision and determine the manner of using the intellect/reason for justifying and implementing that choice/decision. The study of values is fundamental in managing an organization's behavior.

### **Characteristics of Values**

1. Values represent an individual's highest priorities and deeply held driving forces.
2. Values are the hub of personality and is powerful force affecting behavior.
3. Value varies according to time.
4. Many values are relatively constant and durable.
5. It contains a judgment element .
6. Everyone does not hold the same values.

### **Indian Ethos**

Ethos can be defined as —the moral ideas and attitudes that belong to a particular group or society. Indian Ethos is all about what can be termed as —national ethos. The Indian ethos is the results of Hindu way of life. Indian life has four fundamental goals (Purusharthas) such as Dharma, Artha, Kama and Moksha. To fulfill these goals human life is divided into four stages namely Brahmacharya, Grahasthasrama, Vanaprastha and Sanyasrama. To achieve the purusharthas, the Indian philosophy states three fundamental ways. They are Karma (Action), Bhakthi (Devotion) and Jnana (Knowledge). An individual can select a particular marga which depends upon the degree and level of his psychological and spiritual evolution, his Pravirthi, Samskara (Culture), Vasana (Passion), and his Gunas. A man has Gunas namely Satva (the enlightening force), Rajas (the kinetic force) or Tams (dark force).

### **The Indian ethos consists of:**

1. Spirit and matter: Indian ethos [places emphasis on both spirit and mater. Both these are interlinked in holistic approach. This means that man is permitted to enjoy both internal as well as external quality of life.

2. Relationship between man and universe: Indian ethos emphasizes the holistic aspect between men and cosmic. There is intimate relationship between man and universe, between men and nature. This view states that all human beings and nature are inter connected and interdependent.

3. Co- Operation: Indian ethos stresses on co-operation amongst other at work and otherwise. Excessive competition within the organization and organization to organization has destroyed many young minds and family life. Co-operation, mutual trust and respect, joint efforts and team spirit can lead an all round prosperity and success to everyone.

4. Self management: Indian ethos states that man should be able to control himself before he controls others. So every manager must manage himself before controlling his subordinates. He must know what are his strengths, weakness, dreams, goals and ambitions.

5. Meditation: Excellence in work can be achieved through Yoga. Meditation helps to concentrate and to solve many complicated problems of the organizations. Mediation results in calm mind which helps one to focus on problems in a clearer frame of mind.

6. Dharma: As per Indian philosophy Dharma means duty. It stands for all those ideals, philosophies, purposes, influences, teachings and experiences that shape our character. Every organization is required to follow its own dharma.

7. The spirit of sacrifice: Renunciation results in mental peace, inner growth and spiritual growth. It results in a higher level of consciousness.

## Indian Ethos in Management (IEM)

Formally, the body of knowledge which derives its solutions from the rich and huge Indian system of ethics (moral philosophy) is known as Indian Ethos in Management (IEM). Is IEM some kind of Hindu concept of management? Certainly not. Management is behavioral science and it has to be culture specific. IEM has as its basis, the culture base of India and as a country whose culture has its roots in religion - it does draw its lessons from the religions of the land - be it Hinduism, Buddhism, or any other. The salient ideas and thoughts of Indian Ethos in Management revealed by our ancient scriptures are:

1. Atmano Mokshartham, Jagat hitaya cha: All work is an opportunity for doing well to the world and thus gaining materially and spiritually in our lives

2. Archet dana manabhyam: Worship people not only with material things but also by showing respect to their enterprising divinity within

3. Atmana Vindyate Viryam: Strength and inspiration for excelling in work comes from the Divine, God within, through prayer, spiritual readings and unselfish work.

4. Yogah karmashu Kaushalam, Samatvam yoga uchyate: He who works with calm and even mind achieves the most.

5. Yadishi bhavana yasya siddhi bhavati tadrishi: As we think, so we succeed, so we become. Attention to means ensures the end.

6. Parasparam bhavayantah shreyah param bhavapsyathah: By mutual cooperation, respect and fellow feeling, all of us enjoy the highest good both material and spiritual.

7. Tesham sukham tesham shanti shaswati: Infinite happiness and infinite peace come to them who see the Divine in all beings.

8. Paraspar Devo Bhav: Regard the other person as a divine being. All of us have the same consciousness though our packages and containers are different.

## Basic principles of Indian Ethos for Management (IEM):

The following are the six principles of Indian Ethos for management:

### 1. Basic principles:

(a) Tat Tvam Asi : You are the supreme that everybody can make himself a genius.

(b) Aham Brahmasmi : I have immense potential. I can make the impossible possible.

### 2. Why Work?

Atmano Mokshartham, Jagat Hitaya Cha: For my personal growth and for the welfare of the world.

### 3. What is work?

(a) Yagnaya Charatah Karma- work is to be done with the spirit of Yagna (Team work, selflessness)

(b) Parasparam Bhavayantah –Nurture each other(Win – win Approach)

4. How to work? Seva and Tyag –Serve others and give your best for the good of other.

5. Spirit of Work Yogah Karmasu Kaushalam – Dexterity and excellence in action is yoga.

6. The Resources: (a)Sukshma or subtle subjective, intangible factors are equally important than Sthula or gross, concrete tangible factors. 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.

(b) Karma – Kshetra is Dharma. Kshetra implies that one should treat the work place as sacred and keep it clean and bring in orderliness and cleanliness.

Indian Ethos and Value system Values can be defined as certain attitudes and beliefs that a person follows in his conduct. Those standards as per which an individual judges his own actions, whether he is right or wrong can be called as values. Value system comprises of all those believes and viewpoints that the parents pass on their next generation, they further pass it on to their offspring and so, the legacy goes on and on. Value system indicates a hierarchy based on ranking of an individual's values in terms of their intensity. A well defined value system is a moral code. Indian Ethos inculcates good value system among individuals. Value Based Indian Ethos in Management Principles of Indian ethos in management are universally applicable and it is value based. Indian ethos in management can help an effective and holistic pattern of management which will assure all round growth in productivity, marketing and profitability. The work life of an organization is very much influenced by the ethical and moral values prevalent in the organization. But, a number of institutions all over the world are not giving much importance to the values. Values and dedications automatically bring skill.

### **Model of Management in Indian socio political environment**

The vital canons of Indian model of management are human values and holism. Human values refer to spiritual, ethical and moral values. These values act as foundation for thoughts, action, skills and behavior. It will help to shape good character. These values help to create a good man, an excellent manager and a high quality organization. Inculcation of values in the mind of people will help to eradicate pollution from their minds. Holism means oneness or unity. The development of an individual's personality depends upon the harmonious growth and development of every part

such as soul, mind and mental power. All these parts are interconnected, interrelated and interdependent. If there is unity or holism there is no conflict and disharmony. Indian model of management is value driven holistic approach. It is much better than western model of management. The main results seen in the countries where the western model of management is in practice is the economic progress accompanied by unforeseen social breakdown and moral disorientation. There is an incredible increase in criminality. Western management is rooted in extreme individualism and has resulted in the emergence of ill developed societies. Value-Oriented Holistic management is the essence of the Indian Management thought which has been enriched by the rich Indian heritage and culture; the way we have looked at life over the ages.

The Indian ethics model emphasizes on holistic development. It provides a new model for the further development of human society. The intellectual foundation of the Indian model could be traced to three fundamental theories from Indian scriptures namely the Panchakoshas Theory, the Purushartha Theory and Theory of Gunas.

### **Work Ethos**

Work ethos or work culture refers to certain norms or behavior governing the conduct of workers involved in a work situation to achieve the organizational objectives. It is the involvement of workmen with work. The factors, responsible for poor work culture in the organization is as follows:

1. Lack of commitment
2. . Lack of discipline
3. . Pitiable working conditions
4. . Outside political interference in the organization
5. High rate of absenteeism
6. Deterioration of general moral standards
7. Lack of recognition of merits by top management

Advantages of Managing Ethics in Workplace

### 1. Significant improvement to society

Application of business ethics helps to avoid many evils from the society. It includes child labour, unscrupulous price fixing, harassment of employees, poverty and starvation of employees etc.

### 2. Cultivate strong team work and productivity

Ethical programme helps to tune employee behavior in accordance with the values preferred by leaders of the organization. It helps to build openness, integrity and a sense of oneness among all. Employees feel strong alignment between their values and those of the organization and they react with strong motivation and performance.

### 3. Support Employee Growth

Ethics programme help employees to face reality, both good and bad in the organization and themselves. They feel full confidence to admit and deal with whatever comes their way.

### 4. Insurance policy

Ethical programs help to ensure that policies are legal. Ethical principles are often applied to current, major ethical issues and become legislation. A major intent of well designed personnel policies is to ensure ethical treatment of employees.

### 5. Avoid Penal action

Ethical programs help to detect issues and violations early so that they can be reported or addressed which helps to avoid subsequent penal actions and lower fines.

### 6. Helps in Quality Management, Strategic planning and diversity management.

Ethical programme identify favorite values and ensure organizational behaviors which are associated with those values. This complex effort can be aligned with values, including quality

management, strategic planning and diversity management

## ROLE OF ORGANIZATION CULTURE IN ETHICS

An organization culture can potentially influence the ethical conduct of the organization. Organization culture has been identified as one of the main factor which influenced the ethical conduct at workplaces. An organization can guide the conduct of its employees by embedding ethical values in its dominant culture.

Organization culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. It is a set of assumptions, beliefs, values and norms that are shared by organization members. It is the basic pattern of shared assumptions and values that governs behavior within a particular organization. It can be created by the founder of the organization based on his or her values and expectations. Eg. Jamshedji Tata in Tata Industries and Dhirubhai Ambani in Reliance Industries. Each organization tries to develop its own culture based on the values of its founder wants to transmit in the workplace

Organization culture represents the common perception shared by members of an organization. Individuals with different backgrounds in an organization altogether have a tendency to describe the organization culture in almost similar terms. The strength of an organization culture has an influence on ethical behavior of managers. If the culture is strong and supports high ethical standards, it should have a very powerful positive influence on a manager's ethical behavior. In a weak culture managers are more likely to rely on sub cultural norms to guide their behavior.

An effective organizational culture should encourage ethical behavior and discourage unethical behavior. The corporate culture of a firm is evolved by its people imbibing values, good or bad

which its top executives have an ethical and social conscience, than they will, by their thoughts and deeds, inspire their subordinates to exhibit these values, both inside and outside their workplace.

#### Conclusion-

Today it is clear that the terms of the contract between society and business are, in fact, changing in substantial and important ways. Business is being asked to assume broader responsibilities to society than ever before and to serve a wider range of human values. Business enterprises, in effect, are being asked to contribute more to the quality of American life than just supplying quantities of goods and services. The Indian ethos gave numerous management thoughts, qualities of leader, Mahabharata is buffet of strategies. Vidhra Niti, mahatma vidhur gave the qualities of leader and what to be done, what not to be done in his discussions with Dhritarastra. Here we have concentrated on the various strategies implemented to win war, and decision taken during the crisis. Krishna called the greatest crisis manager world ever seen. These are some of the Management mantras from these epics which can be successfully used and implemented in Modern management to compete with various competitors. Turn your weakness into your strengths. When you are power is not enough to compete make powerful allies to win. When individual efforts fails team work succeeds” this is the best example pandavas own war with team work. Every one work

for one goal, is the mantra for the success. Right team is made by selecting the right individuals. Get the right man for the right job. The best man for a job is not the one with the best capabilities one with the greatest commitment Know your enemies weaknesses and exploit them. Take calculated risk. Inspire, Invigorate counsel your own team in moments of need. Know ground realities. In vidhur Niti he gave the qualities of leader, ethical values to be followed. One is responsible for his results the sins he did give his fortune. Anger should be given up. Sweet speech makes a person a great leader. He should never make a person as a supreme without examining him well. The simplicity, purity, contentment, truthfulness, self restraint, patience honesty, charity, steadiness, humanity and faith are the values of the great leader. Never let anybody explore your secretes. One must know how to turn your enemies into your friends. Never underestimate anybody. Choose a right person for the right job. They are many and many more things everyone should learn and implement in their life business activities to succeed. Today managers are like Arjuna, because he who is a continuous learner, the person who interested in continuous learning he will be a successful in every walk of life. Students of Management in various universities colleges, should learn the ethics to be followed in business the management mantras from these great Indian ethos, said a long ago is a fresh to everyone need to learn follow and implement in the successful life.