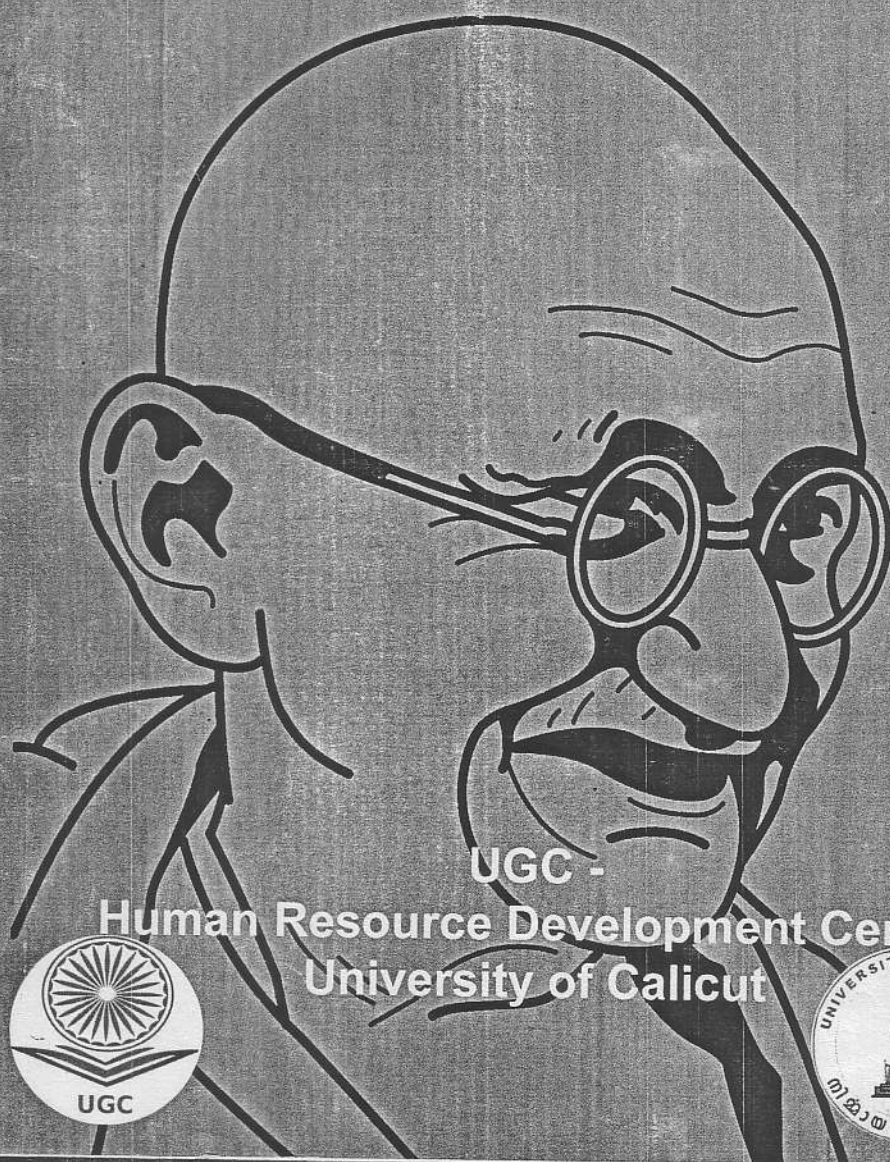


GANDHIAN THOUGHTS:

Different Perspectives

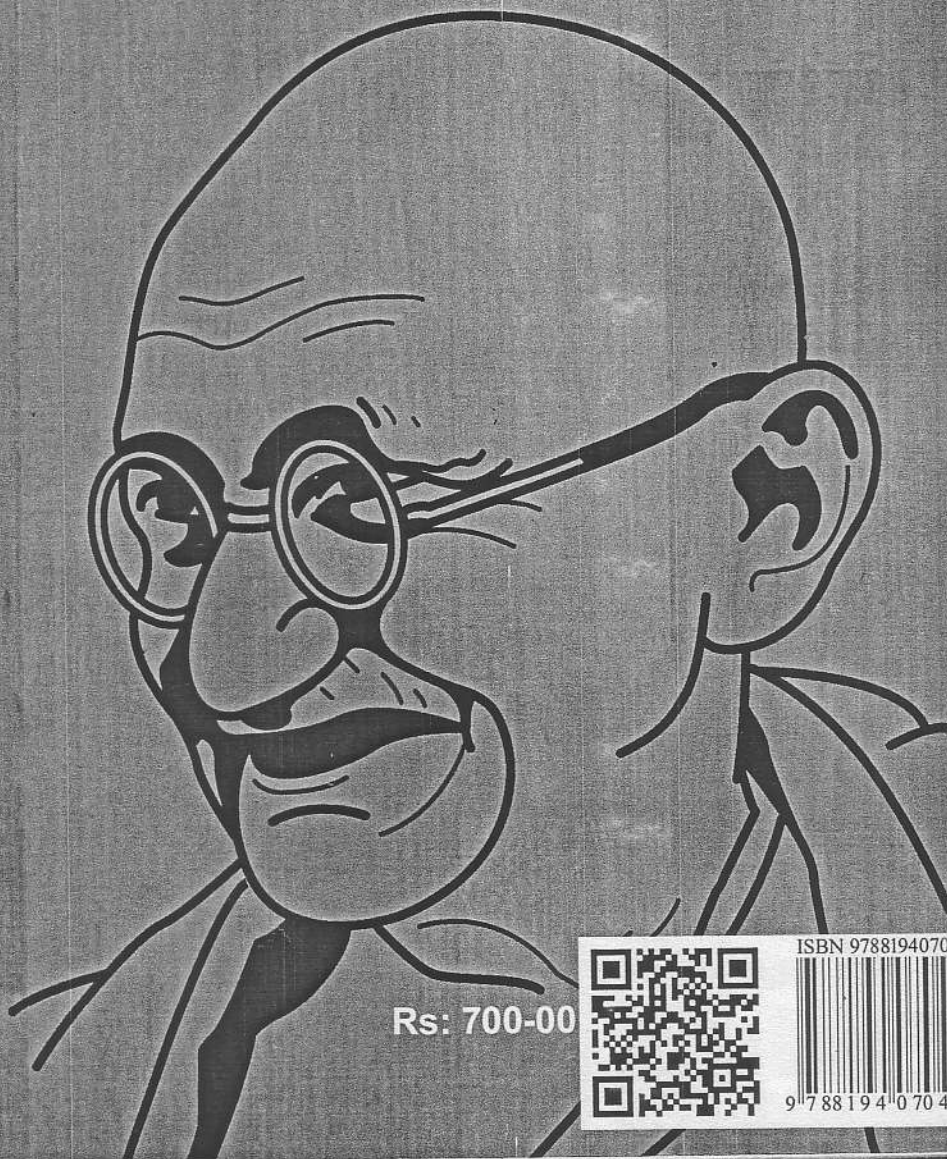


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of truth and non violence go a long way in the maintenance of global peace. That is the reason why in spite of the passage of several decades after the death of Gandhi his words remain relevant in the field peaceful co existence of nations.

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Foot Notes

1. Aparna Ramchriary, *Gandhian Concept of Truth and Non-Violence*, IOSR Journal of Humanities and Social Science, Volume 18, Issue 4 PP 67-69
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Relevance of Gandhian Management Principles in Entrepreneurial Activities

Nisab. T.

Assistant Professor, Department of Commerce, MES Keveeyam College Valanchery

Introduction

Gandhian management is based on Gandhian philosophy of love, truth and nonviolence. His philosophy is integrated with his principles and practices that add to new dimension to the fields of management. It is essential to understand his qualities of management style. It is for the betterment of the country and business to interpret and adopt these principles correctly.

In the age of globalization, if anybody talks about ethical management and code of conduct, then it is not so easy to implement the same. Even today business gurus are talking about Gandhiji's principles, to consider Gandhiji as role model of nation. But application of Gandhiji's principles in today's management is a matter of discussion or debate.

As we know that Gandhiji is the best example of an effective manager and an extraordinary leader. It is high time; we analyzed his principle, participative management, to understand his management style. The new-found faith in Gandhian principles means good for the country and businesses, only if interpreted correctly. It is an attempt to show of Gandhi's leadership principles should be emulated by today's business people and which, if any, should be avoided gradually.

Background Information

The concept participatory management is one of the burning topics in discussion in the field of business and industry. Most of the books, studies and writings show evidence toward the origin of the concept and many of them states that it have been born after the Second World War (Stephen Ogonda Juma 2014) their work also states that

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participatory management can be traced to the early 1960s. After world war II in the United States, European Countries like Britain, France, Italy and later to modern African economies like South Africa had followed the concept. The practice was necessitated by the need to improve productivity in the developing and developed World.

Meaning of Participatory management

Type of management in which employees at all levels are encouraged to contribute ideas towards identifying and setting organizational-goals, problem solving, and other decisions that may directly affect them

Review of literature

There are no much relevant studies in connection with participatory management, especially in Indian context.

L. Sattler and V. Sohoni (2009) conducted a study in semiconductor fabrication plants. The study shows that participative management has a statistically significant and positive correlation with manufacturing quality and a positive, but not statistically significant, correlation with quantity. Their research conclude that the facts that utilize participative techniques works efficiently. Manuela, Clara and Salvador (2012) found in their study that participative management might be giving the members of the organization the necessary tools to question aspects that could endanger changes, thus considering participation as a knowledge broker that sheds light along the change process through the increase of resistance to change sources. Srinivas Subba Rao (2012) studied the impact of participatory management in Indian Jute industry and reached in a conclusion that employers recognized the importance of participative management which improve the operational efficiency of the employees and maintain cordial industrial relations. Fadeyi, et al (2017) in their work proved that there is a significant and positive relationship exists between service quality and employees' participation in work decision. Similarly, a weak significant positive relationship exists between consultative participation and firm profitability. Furthermore, there exists a positive relationship between timely delivery of firm service and representative participation. On the other hand, there is no positive relationship between productivity of the firm and short-term participation. When employees are allowed to participate in decision-making, it gives them a sense of responsibility for their actions as they see themselves as an important member of the organisation. Reihaneh Shagholf, et al (2010) Knowledge in participatory management enhances

performance and capabilities of human resource in educational environment

Research Problem

In this globalized economy where factors of productions are moving freely across the border, it is very difficult to dominate in the market and retain the best employees with us. Even today business gurus are talking about Gandhiji's principles, to consider Gandhiji as role model of nation. But application of Gandhiji's principles in today's management is a matter of discussion or debate.

This contemporary situation the values and principles of the nation is highly questioned by the extremist especially political gangs who assassinated the great sole. So it is important to analyse his principle-participative management- to understand his management style. It is an attempt to analyse whether Gandhian Management principles should be emulated by today's business people and which, if any, should be avoided gradually.

Objectives of the study

The main idea behind adopting this management style-participatory management- is to create values and bring sense of belongingness in employees through ideas, suggestions and complaints. The application of Gandhian management principles in business will helps to create a world of equity and self respect by good governance and creating a sense of global society. This paper is an attempt to analyse the relevance and applicability of Gandhian values in participatory management. To understand the rules and regulation regarding the PM is the another aim behind this work. The study made an attempt to understand the presence of employee's participative forums prevailing in the country.

Methodology

Research design is the blueprint for the collection, measurement and analysis of data. This study used descriptive research design.

Concepts used and the theoretical frame work

Participative Management refers to as an open form of management where employees are actively involved in organization's decision making process. The concept is applied by the managers who understand the importance to human intellect and seek a strong relationship with their employees. They understand that the employees are the facilitators who deal directly with the customers and satisfy their needs. To beat the competition in market and to stay ahead of the

competition, this form of management has been adopted by many organizations. They welcome the innovative ideas, concepts and thoughts from the employees and involve them in decision making process. Participative Management can also be termed as 'Industrial Democracy', 'Co-determination', 'Employee Involvement' as well as 'Participative Decision Making'.

Gandhian values in participatory management

We know that Gandhian values and his principles are ever applicable in participatory management. On the whole Gandhiji's contribution was much more than leading the non-violent struggle to achieve India's freedom system. He has used it with great success to rally the masses in the freedom struggles. Hence he reinforced India's national identity and enabled the people to regain not only their freedom but their pride and dignity, eroded by two centuries of colonial rule also. The Gandhiji's greatest achievement was in motivating and mobilizing the masses of India across the states, regardless of their differences in language, religion, caste, creed and sex, to come together and fight for the cause of freedom under the banner of Indian National Congress. There cannot be a greater example of participatory management than this in the system. This is actually a real truth in the real life. And Gandhiji has managed like anything to achieve all this when electronic media was practically non-existent, most of the Indians were illiterate, and physical communication excluded rural India where most of the population lived in the country. And how did he manage to do this? It was through his technique of participatory management that he appealed to one and all to see it as their campaign rather than this opinion.

The participatory management was based on an ideal armed forces, Gandhiji's style of was rooted in his vision of ideal society always. The Gandhiji has identified seven important social „sins“ as obstructive to the achievement of ideal society. They are as follows: politics without principles, wealth without work, pleasure without conscience, knowledge without character, commerce without morality, science without humanity, and worship without sacrifice. We find the seven social sins to be relevant even today as they continue to cause of social and political aberrations in our country particularly.

Mahatma Gandhiji's practice of participatory management was driven by ethical and moral considerations without sacrificing goal orientation system. And its core values include: evolving a collective vision, balancing stakeholders and shareholders value, customer driven approach, and 360 degree communication system.. Mahatma Gandhiji

was firmly believed in looking after the interest of both stakeholders and shareholders. He also believed in trusteeship management. For example, Gandhiji considered every shareholder who invested a single rupee to buy a share of „Young India“ magazine, not only invested his money but trust as well. And his ideas on stakeholders' value were rooted in their needs

Forms of Workers Participation in Management in India

The various forms of workers' participation in management currently prevalent in the country are:

1. **Suggestion schemes:** This scheme is introduced to ensure the participation of workers. A suggestion box is installed and any worker can write his suggestions and drop them in the box. Periodically all the suggestions are scrutinized by the suggestion committee or suggestion screening committee. The committee is constituted by equal representation from the management and the workers. The committee screens various suggestions received from the workers
2. **Works committee:** It consists of representatives, both from employees and employers. This is constituted under the Industrial Disputes Act, 1947. Every establishment employing 100 or more workers is required to constitute a works committee. The main purpose of this committee is to provide measures for securing and preserving amity and good relations between the employer and the employee.
3. **Joint Management Councils:** It is constituted at the plant level. These councils consist of equal number of representatives of the employers and employees, not exceeding 12 at the plant level. The plant should employ at least 500 workers. This council works for the welfare measures, safety, rewards and suggestions etc. Wages, bonus, personal problems of the workers are outside the scope of joint management councils.
4. **Work directors:** This is the highest form of workers' participation in management. As per the scheme one or two representatives of workers are nominated or elected to the Board of Directors. The basic idea behind this method is that the representation of workers at the top-level management.

The Government of India introduced this scheme in several public sector enterprises. However the scheme of appointment of such a director from among the employees failed miserably and the scheme was subsequently dropped.

5. **Co-partnership:** It gives employees a chance to hold share capital of a company in which they are employed. As the shareholders they have the right to participate in the management of the company. The basic objective of stock options is providing better financial incentives for industrial productivity.
6. **Joint Councils:** It is mandatory to constitute JC in every Industrial unit employing 500 or more workers. A joint council shall meet at least once in a quarter. The chief executive of the unit shall be the chairperson of the joint council. The vice-chairman of the joint council will be nominated by the worker members of the council.
7. **Shop councils:** This scheme is announced in the year of 197. The employer is liable to constitute shop council in his company if there are 500 or more workers. Each shop council consists of an equal number of representatives from both employer and employees.

Findings:

The concept of employee participation in organization's decision making is not new. However, the idea couldn't gain that much popularity among organizations. Studies have shown that only 3-5 percent of organizations have actually implemented this concept in their daily operations. (Reihaneh Shagholi, 2010) The study conducted by Abhimanyu Kumar (2018) says that the Indian Thermal Power Corporation of India implemented almost all decisions of participatory forum. Revathi et al (2018) found that in India most of the IT companies are following participatory management as their policy while the other category of industries are not much interested in this case.

The government had created legal ground for the effective implementation of PM in Indian companies. Almost all forums which help the employees to take part in decision making are working in our nation. Suggestion schemes, Works committee, Joint Management Councils, Work directors, Co-partnership, Joint Councils and Shop councils are the few of them.

Many enterprises are failed to adopt the concept of PM as a tool to enhance the unit in this globalised economy.

Reasons for failure of Workers participation Movement in India:

1. The lack of consideration of workers by the employer may affect the proper decision-making. There is a general belief that the workers are not competent enough to take decisions.
2. Workers' representatives are in efficient to perform the role of spokesman and a co-manager.
3. The Trade Unions' leaders who representing workers generally giving more priority to political interests rather than the workers' cause.
4. Both the trade union and employers are not interested to take an initiation to carryout the various schemes of workers sponsored by the government.
5. Workers are not aware about the benefit of participation in management and the workers are meant to serve and not to rule.
6. Workers participation in lower level management is always ignored.

Suggestions

Many writings show that in India the participatory management is not good as developing countries doing in their country. It is also quite surprising that Indian companies are not interesting in adopting the principles of Mahatma Gandhi as their management aspects.

Measures for making Participation effective:

1. The employer should consider the opinion of workers for the progression of the business.
2. The employers and workers should come to an agreement on the objectives of the industry and the both should respect their mutual rights
3. There should be a proper mechanism to make the workers aware of the benefits of participative management.
4. The communication between workers and management should made effective
5. It is better to apply the concept of participative management from the operating level of management.

6. The stock holders have to ensure a better environment which helps to enhance participative management

Conclusion

In order to apply the Gandhian model it would require a rearrangement of current management practices. Although Gandhiji has formulated a theory of management nowhere, a model can be evolved from his social philosophy of which the most relevant idea is the conception of truth as God and faith in the essential goodness of man in the real world also. Then the Non-violent struggle and sarvodaya are practical expressions of this faith. Those expressions could be considered as theories themselves which could be worked out into the principles of management system. The concept of participatory management is not much popular in the nation because of many reasons. Those practicing this principle in their organization are performing very well as compared to others. It shows that this principle is still relevant and an easy tool to lead the organization to prosperity. In our country we need a special policy to popularize the concept in all business and commercial enterprises.

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