



## RESEARCH ARTICLE

### THE IMPACT OF INDIAN ETHOS AND ETHICAL VALUES IN MANAGEMENT AND LEADERSHIP ROLES

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#### ABSTRACT

**Purpose:** The research paper aims at bringing to light the impact of Indian Ethos and ethical values in management and leadership roles. The management and leadership roles have always been governed by a set of principles that provide growth and discipline in an organizational environment. **Methodology-** A qualitative study on the books and documents of the researcher from the database of 2013-2017 is used to determine necessary understanding on the topic of study. The review of the article provides clarity on the topic of the research paper. **Findings-** This holistic management model provides a high focus on the activities of managing and driving human behavior towards the development of quality work and greater work efficiency. Indian management through the influence of Vedas, Upanishad, Bible, and Mahabharata gains wide opportunities for growth and expansion. **Conclusion-** The successful models of management are based on the aspects of spirituality, Karma, Liberation and culture. The modern approaches of management and leadership do not provide high existence and growth to a system. The base of Indian management and leadership is derived from the cultural and spiritual values of the ancestors. The research signifies the role of Indian ethics and Ethos in the transition of management and leadership styles.

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#### INTRODUCTION

**Rationale:** The Indian management values are the extended strands of the Indian philosophy and cultural norms. The essence of Indian Ethos is derived from the study of Mahabharata, Ramayana, Bhagavad Gita and the autobiography of ancestors. Indian management and leadership have observed different phases due to a distinct interpretation of Indian ethical values and culture (Chattopadhyay, 2012). As per the Indian Ethos, quality of work among the management can be enhanced and that emphasise on work culture of the organisation. The research paper identifies the understanding about Indian Ethics and Ethos and its need for management of the organisation.

#### Research questions

- What are the basic ethics and Ethos followed in India?
- What is the evolution observed in management roles as per Indian Ethos?
- How Indian Ethos influence leadership and management models in the organisation?

- How Indian Ethos and ethical values provide innovation in framework for the development of leadership?

#### RESEARCH OBJECTIVES

Research objectives are the key targets of the researcher that would be accomplished at the end of research. And it is actual direction through research is being carried out.

- To study about the basic principles of Indian and Ethos for management.
- To analyse the respective role of Indian ethos for revolution of management.
- To examine the impact of Indian ethics and ethos and its influence on management and leadership.
- To underline the influence of innovations in Indian ethics on creating values in management?

#### RESEARCH METHODOLOGY

The study relies on conducting secondary data that is through the help of books, journals, research articles and Internet. The research paper helps to conduct qualitative aspects of data and more theoretical knowledge would be conducted about Indian Ethics and Ethos.

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The research is aware about the fix principles, norms and Values that are followed in Indian Ethos. With respect to methodology, the reliable and valid data is being conducted with the help of authentic use of sources.

## INDIAN ETHICS AND ETHOS

**Ethics and Ethos in India:** Indian Ethics and Ethos are a set of Indian culture and values that govern the business system and management. They are a set of proper practices that contribute to an efficient system of management and leadership roles to influence positive human behaviour. As per the study of Chattopadhyay, Chandrani, the work culture and values are based on the principles of BharatheeyaSanskriti which includes serving others for overall good, being honest and considering the importance of well being of others, performing activities of sacred offerings and maintaining unity of thought and deeds (Chattopadhyay, 2012).

**Evolution of Indian management:** The evolution of the concept of Indian management can be attributed to six distinct phases in the History of Indian culture. The Phase I is traced back to the era of 1960s and 1970s where the main aim was implementing the western thoughts in the Indian management system. The second phase was in the year 1980s when scholars researched on external management system to be implemented in India. In the 1990s the Phase III began with the adoption of Japanese management culture in the organizations. It was in 1990s and 2000s (Phase IV) that Indian ideas were given recognition as an effective part of management activities. According to Jois, the main reason behind adopting Indian culture is to ensure development rather than solely managing a business. The Indian management concept is related to the focus on nation-building and development of organization and society in a wider area. The phase V observed the growth in the role of Indian Ethos in management and leadership of an organization. Currently, it's the VI phase that ensures the globalization of business with Indian values and Ethos (Berger, 2014).

**Transition in Indian management:** The ancient time followed Arthashastra that focused on managing its kingdom. The modern-day management activities are governed by the Hind Swaraj of Gandhi that focuses on the overall development of the nation that is economical and social development (Chatterjee, 2016). As per Berger *et al.*, The modern-day focus of management is on the activities of managing the activities in such a manner that the overall development of the economy is ensured. There are various books that guide the managers to be ethically correct and excel in their field of operations at the workplace. As per the study of Sowmya, the managers have developed coordination between the principles of Ram Rajya and modern-day philosophies such as peace, justice and prosperity. The Implementation of principles of Indian Ethos provides new avenues of discussion for human development.

## EVOLUTION OF LEADERSHIP AND MANAGEMENT ROLES IN AN ORGANIZATION

**Approaches to knowledge creation:** The application of Indian Ethos to modern-day management provides three areas of knowledge creation that are the structural, cultural and spiritual model that provides management and leadership knowledge in an organization.

The models are described by looking in the external business changes through an eye outside the window. The management principles believe in recruiting experienced candidates to ensure creativity and innovation. Chatterjee, Samir Ranjan believed that the idea was used to develop innovation and achieve success with the help of yoga, meditation and practice of concentration (4). The knowledge through looking outside the corridor is to gain knowledge about the external growth opportunities and expand the business to a global level. As per Karvinen-Niirikoski, approaches of knowledge creation are determined through research on the ancient books and knowledge areas so that Indian values are added to the modern-day management activities.

**Ideas of Indian management:** The ideas of involving Indian Ethos in the area of management include gaining knowledge about the ideas rooted in the models of Triguna and Purushartha. The three basic ideas that govern Indian management are a basket of needs, modes of thinking, and the hierarchy of needs. Mitra, Rahul argues that the basket of needs is the Indian model for motivation which has deep roots on the insight of approach towards life. It covers the six essential dimensions of human nature that requires to be fulfilled in an organization. The needs as per the Indian Ethos are similar to the Maslow's motivational requirements (Mitra, Rahul, 2012).



Figure 1. Basket of needs

Lawton *et al.* in their study has concluded that the Indian management has gained its knowledge through modes of thinking that are based on five distinct elements of Power acquisition, Liberation from oppression, having concern for others, seeking knowledge from wherever possible, and earning wealth through management. Lawton *et al.*, proved in the study that the approach of Liberation is a point of distinction that has been added through values of Indian Ethics (Lawton, 2013). The Spider model of knowledge creation provides the five elements of thinking that is derived from the Indian Ethos. The actions of Humans are divided into three parts Tamas, Rajas, and Sattva. The Indian Ethos focuses on Karma that is a good deed in performing operations in an organization.

## MODEL INFLUENCING LEADERSHIP AND MANAGEMENT AS PER INDIAN ETHICS AND ETHOS

**OSHA model:** The OSHA model has been derived from the Triguna theory that involves the nature and characteristics of Sattva, Rajas, and Tamas. It states that there are four different behaviours of human beings that depend on situations and circumstances. The OSHA model stands for Openness, S stands for Spiritual that has its roots in Sattva, and H reflects Humanistic nature derived from Rajas and the A in Tamas meaning Aggressive behaviour. The openness is related to the Oceanic experience an individual looks for Shanti, and it states that an individual ensures creativity when openness is ensured. The S states that there is a requirement of supreme goodness in humans. The Humanistic nature believes in carrying the qualities of dignity, liberty, and empathy, while the aggressiveness is seen in individuals during conflicts and power. ParijatPranav claimed that these characteristics make up a leader and manager in an organization (Parijat, Pranav, 2013).

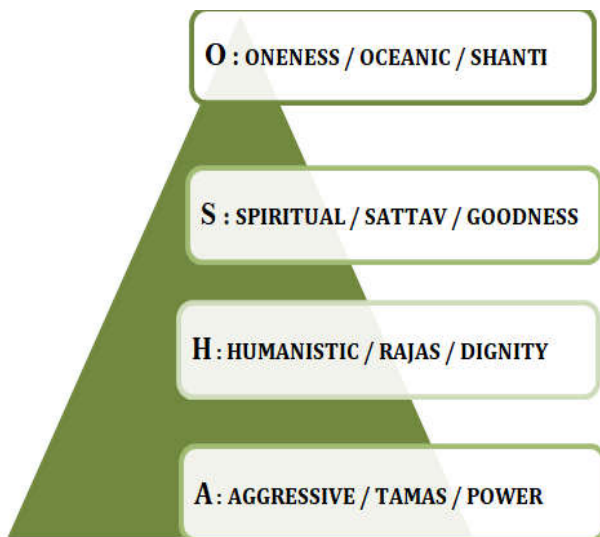


Figure 2. OSHA Model

**K theory:** The K theory stands for formation of Kutumbh that is a family environment in the organization. It inculcates a sense of family and togetherness among the leaders and managers not only in the organization but for the whole world. This supports adding proper skill and behaviour to ensure good for all and the stakeholders. There are theories of X, Y and Z that are applied in distinct situations to ensure effective management and leadership. According to Purohit et.al, individuals need not act as either pure dictators or saints; rather, a combination of all is essential. Purohit state theories depict different human behaviour that is linked to the method of upbringing and the cultural life of an individual. The freedom struggle depicts that the need for freedom is a commonly observed trait of leadership as per the Indian Ethos (Purohit, 2017).

**Corporate Rishi model of leadership:** The Corporate Rishi model of leadership believes that effective leadership as the ability to re-see opportunities and threats in a way that enlightens the growth of the organization. Sowmya, C. S believed in the Indian Ethos that entrepreneurs such as Narayana Murthy and Azim Premji are the Rishi's of the world of management that has the ability to perform effective operations through strategic planning (Sowmya, 2015).

**HOPE management model:** The HOPE model stands for Higher-Order Purpose of Existence; the model states that only the fittest survive for long, the others are removed out of the competition. This provides a new model of leadership where the leaders focus on developing directing the employees to give the best so that their existence in the competition can be ensured. The roots of the model are drawn from the values of corporate spiritual responsibility (Rajeev, 2012).

**Innovation in indian management inculcating values from indian ethos and ethics:** The Indian Ethos and ethical values provide a new framework for the development of leadership and management approaches in an organization. The new framework involves special attention on the human values that are derived from the philosophical books and guides of the ancient Indian History (Mathur, Birendra Prasad, 2015).

Birendra Prasad Mathur argued that the framework allows proper treatment of humans as a family and observing the nation as a part of corporate so that strategic decision influences the growth of the nation as a whole. It involves independence and creativity at work that distinguishes from western management to ensure efficient work practice. The practices of Indian management are rooted in the use of Sanathana Dharma which refers to the eternal essence of livelihood. The Indian management, as per the ethics believe that the inner resources within a human are more essential than the outer resources (Jois, Justice).

## FINDINGS

The system in India is effective as it is totally based on generating lessons for workforce. The set of principles followed as per Indian Ethos would lead to improve the decision making of moral judgements and suitable standards. The Indian scriptures are used to involve innovation and eternal knowledge about guiding humans towards the goals of an organization. It believes that good management and leadership practices come from activities that have the right intention. There is a clear picture regarding contribution of harmony, unity of vision, and well being of society in the books of Indian Ethos.

The focus of current paper is on the different ethics and ethos that would lead to bring change in the models of management and leadership in the organisation. Paper describes about positive change in the working of management with relying on the values of Indian Ethos. The study has identified that ethical behaviour with respect to Indian Ethos will lead to promote change in the models of the leadership and will bring positive change in culture of the organisation. The paper develops positive understanding of Indian Ethos and it generating positivity among the workforce.

## Conclusion

The Indian management involves the practices of Liberation, spirituality, good deeds and culture. The ideas are drawn from these sources to develop theories of leadership and management. It aims at creating a holistic approach of management so that globally the ideas are circulated. The Bharatheeya Sanskriti is majorly devised to service leadership ideas. The main aim is following values and being ethical in practices. It adopts practices of being honest and transparent so that innovative contribution is made in management practices and strategically decisions.

The moral values, customs, culture, and attitude are combined to develop efficient management practices to look towards an organization in a different manner.

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