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Reinventing Meditational Thought for Effective Human Resource Development

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Abstract

Meditational knowledge guides people in modern organizations for effective development. It is therefore necessary to apply yoga psychological principles in modern work practices. In an age of information technology, the system of cybernetics has made human life speedy and work more and more complex, and therefore, meditational application in the field of modern management needs special attention for increasing efficiency of human resource potentials as well as bringing overall effectiveness in areas of finance, marketing, human resource development (HRD), and so on. Thus, this paper enumerates all such problems in systematic manner and gives a perfect solution thereto, with the help of fundamental breakthrough in reinventing meditational process to enhance human capabilities, organizational work qualities and managerial competencies level. The paper also seeks to provide organizational development (OD) through coagulation of the principles of meditation in terms of HRD mission, managerial vision of work and organizational strategies. Hence, equanimity at the work place is scientifically analyzed for exposition of requisite norms of meditational practices through organizational human development paradigms, and has been dealt in sparkling manner for 'path-goal' relativity of management. All these are attempted and explained clearly for scientific management of things with different nature of modern organizational directive functions and mechanisms for the purpose of adequate policy formulation and program implementation at right time, to the right place and in right manner. As whole, meditational application in management tries to illuminate the picture of effective human resource development processes in terms of increasing human efficiency level.

Key words: *Empirical Ego, Good Governance, Managerial Effectiveness, Mind Concentration, Organizational Development, Self-actualization, Work Ethics, Yoga Psychology.*

Introduction: There are different books and volumes on human meditational process which guide people for the self realization in ordinary course of life. As such, it is found that the subject has become quite popular in recent times worldwide. In management of human organization also, meditation has occupied its place because of its universal application to the ground realities of all-round development of the global society. However, in simplest form, meditation can be visualized as the process of self-realization. Though there are different types of it, all are related to this self-realization of human beings. By means of meditation, it is quite possible to concentrate on human mind for perfection in work as well as realizing the inner most self which is present in all human beings. Thus, duties are performed in perfect manner when mind concentration becomes the vital force of life within the different types of activities. In management of human resources and organization behavior, we find that people are always feeling restlessness in mind for which many times there seems to be organizational conflict that ultimately hinders the productivity of the organization, and thereby, the natural growth of the organization is further hampered. In this case, meditation helps the management to guide people in perfect manner in terms of making perfection to the nature of the self which produces better result at the work place by reducing various types of organizational conflict.

Mind concentration helps people in organization to reduce and cope up with different stressors. It is therefore, expected that meditational thought would bring in organization a balanced and harmonious interrelationships among different groups and individuals who are otherwise guided by the philosophy of their egoistic feelings, for which they forgot to think that the same self is present in all beings. Once it is realized, there would become automatically a cooperative atmosphere in organizational cultural development that needs essentially for the purpose of getting things done through people to attain the goal of the organization. Through meditation, it becomes possible to think in equanimity which is a must for all in organization to achieve results, with a view to attain the goal. Over and above, meditation prescribes the rule of living by doing in disinterested way¹, instead of absorbing within the work.

Meditational Approach in Management of Human Resources: The meditational application in management will lead to understand the real consciousness of being which is unconsciously believed to be otherwise. It is, therefore, meditation peeps into mind for the reality of beings, and by this the egoistic feelings of man is eradicated from the inner mind to understand the basis of his work in organizational way of living. In meditation, our general mind is converted into super mind which perceives things and receives the same phenomena in right light and at the same time, at right direction. As result of this, man understands correctly the difference between the self as an ultimate entity and the self as the empirical ego. This case has been dealt in Upanishad version of Indian scriptural order in which we get the idea that the empirical self is transient while the other, the superior self, is permanent. The works of Kuppusswamy² is quite relevant in this regard, who observes that the empirical self is associated with the bodily needs and the emotions and the task of man

is to realize this two-fold nature of the self; so that the lower self is under the control of the higher self.

In management of human resources, meditation means human value orientation in organizational plans, policies, strategies and mission. In this context, Gordon MacBeath has suggested that any manpower planning in an organization must be followed with help of two types of strategic requirements. Firstly, it (plan) should have concern regarding the detailed “planning of manpower requirements for all types of and levels of employees throughout the period of the plan”, and secondly, the plan of the organization must also include with the planning process concerning the “planning of manpower supplies to provide the organization with the right types of people from all sources to meet the planned requirements”³. Again, at about more than three decades back, Peter F. Drucker raised important philosophical questions related to business: What is our business? What will it be? And what should it be⁴? He further in his another work suggests that objectives need to set in the eight vital areas of market standing, innovation, productivity, physical and financial resources, profitability, manager performance and development, worker performance and attitude, and public responsibility⁵. In all these areas, there are different approaches being made to augment orderliness at work place by modern organizations, and yet, there seems to be corporate chaos, for which, it is expected that the meditational process will come to solve all human and other problems of modern organizations with the correct nature of strategy, adaptability in the corporate mission; so that human qualities are strengthened to anticipate knowledge about the environment, information about the environment, implementation of strategies, and so on. All these issues are to be taken into psychological considerations that need much development to solve human problems at the enterprise. Meditation therefore, includes in its basic principles – (i) concentration of human mind for realization of the self in own and to integrate the same with the universal Self; (ii) it prescribes rules and regulations of human activities which guide people for the higher order of life with perfection through human consciousness; (iii) it leads to people in an understanding to realize about the common unity in organizational way of life, in the midst of corporate diversities and corporate beliefs, values, mission, human vision, value system, work ethics and culture, morale building, motivational techniques, strategic exploration of things through competitive advantages regarding corporate plans, policies and program implementation in correct phase of corporate development, along with human growth by means of utilizing potentials which are dormant and inherent in beings; (iv) meditational norms are useful for the engineering psychology which is the preponderance of human consciousness – being free from ego, though egoistic beliefs are observed to be prevailing in mind of enterprise people. Thus, meditation has a great role to play to differentiate the meaning of work and non-work philosophy, ethical principles, cultural transformational ideas which guide to organizational goal. It systematizes activities to enhance productivity, profitability and the stability of the organization.

Reinventing Meditation for Effective Management: Meditation provides for the orderliness of the organized behavior of human life with the core values of human

perfection, in terms of all-round development and growth of human personalities to understand the realities of management in creative manner⁶. The aim of management is getting output from input which is applied as the dose of production activities. This input is applied in different forms like – man, machines, materials, money and so on, and called as the resource of the enterprise or organization that utilizes all these elements in methodical way in production function. However, fundamental element being man-power resource behind everything in the production function of the enterprise, there is the necessity of optimum as well as perfect utilization of it, depending on which other resources are converted as the perfect output of the organization. It is here, meditation is essentially a vital part of management, because there is the consciousness in man, and also mind present in all human beings who are there to convert other resources of the organization into output. This output being produced in terms of result – there arise optimum necessity of the utilization of all other resources of the organization. In this connection, it is apparent to note that meditation, which relies on human concentration, can play a vital role to guide people for the attainment of the result of the organization.

There are three things guiding all such essential qualities requiring for the perfection in management – truth, value and commitment. While managing resources for organizational goal attainment, every management should have to turn its vision for looking matters like, human factor at the enterprise level. It is therefore, meditational notion which brings in practice a balance between all essential conditions for organizational success for the entity of its dynamicity. In meditation, there is the process for human development which prescribes rules of law for the understanding of the real nature of man – knowing which man realizes everything for the realities of management. Thus, meditation provides scope for management of human resources with basic guidelines which are fundamental for the development and growth of individuals, groups and the particular type of organization, or business enterprises, and in general for the whole society. All types of human failures, conflicts, stress, chaos and likewise things prevailed in organization, or human social institutions are related to human ignorance from non-discrimination between the real and unreal. Here, meditation is further helpful for discriminating between the two, and comes to solve all such human problems at the enterprise level by providing vital force at the centre of all human activities, and thus, profitably utilizing the resources of the organization; so that results are achieved in harmonious manner. In nutshell, meditation enhances balance between the ‘path-goal’ journeys in an organization. In an age of information technology the overall management functionalities are to attain the realistic goal with the cybernetics. In this field again, meditation helps, as the markets, economics and financial systems are made dynamic to the respective behavioral reasons and natures. It is therefore expected that the meditational practices will take a leading role in management of human resources through its focal point in different interactions of human beings in organization, and of their positive effects in terms of particular value system towards the goal of management.

Application of Yoga Psychological Principles in Management: We have seen that human beings are the central point of all human activities. In management practices, people find

themselves involved with the decision-making process with a view to attain the goal. The goal of the organization is integration with the highest need of man – common unity through self-actualization. In this regard, ‘goal’ of the organization is said to be guided by the mission of the said organization and ‘path’ in terms of connectivity with that of route. Therefore, path leads to goal and vice-versa so to attaining quality with quantitative aspect of the missionary zeal for perfection with the dynamics of organizational behavior⁷, and here, yoga as the tool of management can be synthesized for managerial effectiveness to attain the organizational goal in terms of better communication, good coordination and cooperation between tasks and people, effective as well as efficient utilization of organization’s resources for the overall success of the management practices, and bringing thereby in organization good human relationship. From this standpoint, it requires that there should be some principles of work ethics guided by the philosophy of human managerial practices. Yoga psychology is one of the most modern and scientific tool to proceed for such journey of human life.

It (yoga) means evenness of mind. Mental peace arises only when the mind is free from restlessness. The psychological practices through yoga can provide thus, freedom from mental conflicts, which is commonly not found in all modern organization, and so, it can generate a restful state of mind, which is further an essential factor of human and organizational growth with the right path of development for the overall managerial effectiveness in the long-run. Yoga psychological practices in management provides free work atmosphere and its basic postulates promote integration of human personality for growth and development purposes. Thus, yoga psychological principles help in good managerial decision-making processes that must be preserved with the ethics and psychology of guiding people in the right path for the managerial success of communicating and dealing with people in right direction to attain the goal of the organization. The subjective view of yoga principles further promotes people’s awareness with relativity in constant and continuous manner to understand nicely about the notions of human desires, motives, thoughts and feelings; so that managerial communication becomes effective to the ground realities by fundamentally breaking all types of barriers and solving human problems at enterprise level, to establish peace and harmony in work environment, which is the essential condition for the success of managerial goal. So, it can be asserted that yoga psychological principles through meditational practices promote a total transformation of the self⁸. Hence, the psychological development in human thinking is strengthened by yoga principles when people become one with the universal process of the managerial techniques and procedures of handling tasks with greater responsibility, to develop the whole society along with the organization and people. In practice, universal process of managerial communication⁹ system will go to increase human efficiency and effectiveness of the organization in terms of yoga psychological norms for synthesizing human beliefs, feelings, thoughts, desires, drives, motives, and so on, to get the work done in systematic manner.

Reinventing Meditational Thought for Human Resource Development: Human resource is the core of any organization – be it business, government, non-government, or

any other social institution like educational, philanthropic, and religious and so on. The development of human resource (HR) in an organization is mainly dependent on the training in proper way that requires mental development; so that people feel the actual need of an organization in scientific manner. It is true that science relates to a systematic study about the facts and to find-out wherefrom, the inherent meaning of each fundamental truth, based on cause-effect relationship. This is done with a view to establish a unity between facts and happenings; because unity is the real search behind any scientific investigations for which scientists are playing a dominant role to know every truth behind all sorts of human endeavor. It is therefore, human resource development (HRD) which fulfills the conditions of human need in actualization process through realization of the self in man, and can be brought to the ground realities of management when the principles of meditation are applied on HR in organization to search for mental development of people; so that the organization can optimize its resource utilization capacity in objective attainment of the goal of management. Thus, meditation has tremendous role to play for the optimization of resource potentials and its objective utility by means of actualization process in different types of activities to social journey of life. By meditation, organizational culture is strengthened as it works out human creativity in a manner which guides people towards the fulfillment of life-related goal in their managerial objectivity, which finds the truth of management – the strategic analysis of things in organizational policy resolution, is aimed at obtaining organizational stability, in terms of human growth and required level of development in specific manner; which has to be seen from situational approach that has the root of effectiveness in management, as it were, in organizational policy implementations from time-to-time.

Today, modern organizations are encountered with the problems of rapid change due to fast change in technology. Hence, the issue of acquiring, developing and maintaining the employees of the organization poses a challenge of formulating and adopting a right strategy and approach to human resource management (HRM)¹⁰. In this regard, we must remember that meditation, by its underlying principles of optimization theory can uproot values in human beings in organizations; so that every managerial system and procedure is kept free from bureaucratic control of the organization for bringing in organization development potentials in every human being. Thus, meditational advantage for the HRD can be assessed when we review the transitional changes that could be served in terms of – foresightedness, vision, entrepreneurial zeal, managerial qualities of good governance, management by objectives (MBO), organizational mission, responsibility accounting with the responsive norms for organizational development, among others, are all human motivating factor; either directly, or indirectly related to work environment, and can provide for human potential development by strengthening the base of mental elements like attention, emotion, impulse, interest and many other psychological treatments on the grounds of actual experimentation of organizational policies, programs, quality circles, team building and as a whole, the total human quality (THQ) for the all-round and steady-state development of any organization¹¹.

Conclusion: Meditation will lead to attain managerial goal in organizational activities. Hence, there should be unity in managing effectively which calls for real knowledge about the self-actualization process, that which guides people towards the goal of human liberation. From this account, it can be said that managerial unison is the approach alternative to organizational learning¹² having its importance in the successful operation of organizations where the meditational approach can play a dominant role for the purpose of holistic development, growth, survival, stability and so on. Under all these circumstances, it is worth noting that meditation helps people to learn how to manage with integrative thought for managerial innovation, adaptive ways, shared responsibility, common goal setting, all channel communication networks, diverse information technology, cooperative attitudes, organizational cultural focus, internal integration, and balanced goals of individuals and departments showing concern for super ordinate goals and rewards¹³. In short, meditational implications in managerial unison in an organization provide the base of human core values, what constitute human culture in organizational environment. Thus, it develops human beings for the optimum level performance efficiency in bringing organizational effectiveness.

Notes and References:

1. Equanimity feeling in meditation comes when people know how to work in disinterested way. Under this method, every action and reaction is guided by the process of fruitlessness and becomes only goal-directed. This goal of work being related to human perfection for realizing the inner self in man, disinterested way of doing activities prescribes for the highest need of man, i. e., self-realization, which is attained when one thinks that there is no difference between the own self and the whole universe.
2. Kuppaswamy, B.: "Elements of Ancient Indian Psychology", Vikas Publishing House, 1985, p. 207. See also, Goyandka, Jayadayal: "Srimad Bhagavadgita", Gita Press, Gorakhpur, 1993.
3. MacBeath, G.: "Organization and Manpower Planning", 2nd Edition, Business Books, London, 1969, p. 55.
4. Drucker, Peter F.: "Management – Tasks, Responsibilities, Practices", Harper & Row, New York, 1974, pp. 77-79.
5. Drucker, Peter F.: "The Practice of Management", Harper & Row, New York, 1954, p. 63.
6. There are two types of human creativity, viz., actual and potential creativity. The former is that potential which is already developed and functioning, and the latter including the total creative potential (both developed and undeveloped) within an individual. Creative potentials of human beings are having some personality traits

attribute such as – self-sufficiency, independence, openness, stability, tolerance to ambiguity, familiarity in interests and self-confidence, which are related to be the first stage of their characteristic qualities. Therefore, researches on creativity analysis have rightly hypothesized that the creative individual tends to produce adaptive responses that are original in nature. Here, meditational practices have great advantages which modern organizations can utilize potentially as well as profitably for the purpose of HRD, and consequently, creative teaching is suggested for its proper implementation and understanding in practice; because it is the best and the most indispensable way for promoting creative behavior in organizational people. It promotes also self-activity principles by encouraging people to explore and experiment different ideas and realities of life. It thus, requires institutionalization of the subjective view of the conceptual ideas for effective management of, and development to the manpower resources of organization with the strategic deplorable conditions of various issues regarding the process of HRD and its relevant perspective goals. – Lytton, H.: “Creativity and Education”, Routledge and Kegan Paul, London, 1971. See also, Lownfeld, V.: “Creative and Mental Growth”, Macmillan, New York, 1957.

7. Deb, S.: “Contemporary Issues on Management”, Atlantic Publishers and Distributors, New Delhi, 2001, p. 35. This view of management is contained in the total quality management (TQM) principles and practices, and is enlarged here, with a view to enhance HRD as the basic and fundamental element of organization behavior, as it denotes – the philosophy of management, its universality, and common unity to the global business entity; so that application of meditation becomes possible for manpower research and development for the unity of management to the goal of human perfection in right direction, and as right dimensional order in systematizing human activities to the social development for all times to come. This is the fundamental theory being applied in science and philosophy of human work related principles in time and space with relativity aspects of human development.
8. In terms of one of the yoga institutional thought, as for example, ‘Prajapita Brahma Kumaris Ishwariya Vishwa Vidyalaya’, it can be said the aim of all this (Raj Yoga) teaching is to enable one to rid one’s self of any attachment to the body and objects of all bodily senses, and also to all worldly relationships, and thereby to stabilize one-self in the remembrance of the soul and the father of all souls, i. e., the Supreme Soul. – Chander, Jagadish B. K.: “One-week Course – For Attainment of Complete Purity, Peace and Prosperity”, Prajapita Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan, Mount Abu. There are similarly, hundreds of separate yoga institutions. All those institutions are founded upon human perfection by imparting knowledge about the self. Hence, this sort of meditational practice has a great impact on HRD philosophy in organization for effective management.
9. “... .. the sorry state of the discipline and its complex processes, we should know something about rethinking with a well-thought-out policy. In Drucker’s language, we may call communication in organizations as managerial communication with a habit

of continuous improvement, for without its effectiveness everything in organizations becomes mission less and unproductive”. – Drucker, Peter F.: “Really Reinventing Government”, *Span*, December 1995. It is therefore, yoga principles the application of which brings a transformational change of people in organization, and thereby, in the life-blood of the organization itself there takes place a radical change which tends to unity with perfection.

10. For an understanding over the issues of human resource management (HRM) policy, an organization, at present, requires adequate research base; so that the HRD mission of the organization is underlying certain principles that govern organizational effectiveness in contingent congruency on the phase of people’s development strategy (PDS). Thus, in HRD, research is necessary to ascertain the factors like: (i) The needs of the employees; (ii) Their attitudes to work; (iii) Their reactions to managerial behavior and practices; (iv) The causes of their grievances and resistance to change, if any; and (v) The state of the organization climate, among others. However, such strategy is expected to be adopted and implemented in organizations for the purpose of organizational development. Here, yoga plays a dominant role for higher quality of work life, productivity, adaptability and evenness. Ultimately, it seeks to change human beliefs, attitudes, values, strategies, structures and practices to enable the organization people to better adapt to competitive actions, technological advances, and the fast pace of other changes in the environment. – French, Wendell L. and Cecil, H. Bell Jr.: “Organization Development: Behavioral Science Interventions for Organization Improvement”, 4th Edition, Prentice-Hall, Englewood Cliffs, New Jersey, 1989. Accordingly, meditational application in modern organization has great implications for the HRD mission, which must have to be technically and strategically contained in the organization policy; because it has far-reaching benefits. In this way, meditation in different industries and businesses contribute for the development of their people, along with the nation as a whole. – See also Pareek, Udai and Rao, T. Venkateswara: “Designing and Managing Human Resource System”, Oxford & IBH Publishing Co., New Delhi, 1981; Nadler, Leonard: “A Handbook of Human Resource Development”, John Wiley, New York, 1985.
11. By meditation, it is possible to bring in man the total human quality (THQ) which is characterized by sense, mind and bodily training, and thereby the intellect, vigor, vision of man is clarified for realization of everything to the Absolute form – called in Indian scriptural order, a God-realization technique in work related philosophy. Thus, the steady-state development of man in organizational life is concerned with the state of stable existence in God has been referred to in the Gita. The Absolute may be regarded in this sense as an alternative of truth, value and reality. – Bhattacharya, K. C.: “Studies in Philosophy”, Vol. II, Progressive Publishers, Calcutta, 1985, p. 143. In short, it is meditation exemplifies how to manage and realize human life at the same time. It can be practically demonstrated in scientific investigations in OD for the HRD as its perspective goal in celebrated manner.

12. Organizations to be successful in a competitive world have to learn and relearn. It is the second order of or single-loop learning, and a sudden interest in this terminology owes itself perhaps to the fast changing environment and to the work of Chris Argyris and his colleagues. – Argyris, C. and Donald, S.: “Organizational Learning”, Addison-Wesley, Reading, Mass., 1978; and Argyris, C.: “Overcoming Organizational Defenses”, Allyn-Bacon, Needham Heights, Mass., 1990. Also see, Senge, Peter M.: “The Fifth Discipline: The Art and Practice of the Learning Organization”, Doubleday, New York, 1991, and “The Leader’s New Work: Building Learning Organizations”, Sloan Management Review, fall 1990, pp. 7-23. Sooner the organizations realize the importance of this, the better it is. – Adapted from Maria, A.: “Know-how versus Learning”, Business India, October 24-November 6, 1994, p. 133.
13. Hellriegel, D., John, W. Slocum Jr., and Richard, W. Woodman: “Organizational Behavior”, 6th Edition, West Publishing Co., St. Paul, 1992, pp. 626-627.