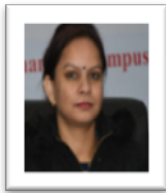
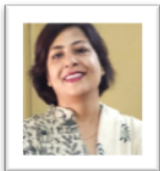


Integral Humanism Philosophy and Its Implication in Management Thoughts

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Human welfare and development has always been an area of concern for the managers. According to their belief human beings are the assets for the organization and without complete development of human resource no organization can achieve the goals. The advocates of Human welfare and development are constantly trying to find the ways by which overall development of human being is possible. The story begins with 19th century when welfare officers came into being and work for protecting the rights of women at workplace. After that trade unions also played important role in this regard. Early thinkers like Adam smith, Robert Owen etc. talks about specialization in work, division of labour and fair treatment to employees in terms of equal pay for equal work. Though modern thinkers worked hard in this direction but still there is a gap in these researches. There is a lack of integrated approach which is quite essential for the complete development of human being. The thoughts of Indian thinkers on Integral Humanism are quite suitable in this regard as they developed the integrated approach for human development.

Keeping these thoughts in mind the present paper is an effort to identify the implications of integral humanism in management thoughts. So that practitioners of management apply it in practical world. The present study is descriptive in nature. Data is collected from secondary sources. For the purpose of this study Researcher has reviewed various books and articles.

Keywords: Integral Humanism, Integrated approach, Human Welfare, Human Development, Holistic approach etc.

Introduction

Human welfare and development has always been an area of concern for the managers. According to their belief human beings are the assets for the organization and without complete development of human resource no organization can achieve success. The advocates/pioneers of HR are constantly trying to find the ways by which overall development of human being is possible. The evolution of management thoughts can be traced from the era of Industrial revolution. Thinkers explained the ways which are helpful in achieving organizational as well as individual objectives. These ways are gradually preceded from division of work to scientific management and from scientific management to psychological and behavioral consideration for human beings while currently we talked about system approach or holistic approach. The focus of western thinkers, who contributed majorly in management thoughts, was on maximizing organizational profit though they have some individual consideration also. Yet they lacked in identifying overall objectives of human being.

Indian philosophy is quite rich in this regard as it is always the point of consideration for us that "what is the ultimate objective of life", "what are the desired objectives of human life". The answers are there in Indian thoughts. Our Upanishadas, Vedas and Granthas like "Bhagavad Gita" explained the philosophy of life. It has been explained that our objectives are not merely limited to the completion of desires or earning money. There is something which place higher than these materialistic objectives and that is the satisfaction of intellect and soul. The philosophy has been explained in the form of "Integral Humanism" which explained that what humankind exactly is and what are the needs and objectives of human beings and how they can be achieved.

The individual philosophy is all about nurturing the individual objectives and in an organizational context employee as an individual work for fulfilling their individual objectives. Thus organization is a group of people working together with their individual objectives. Hence it is necessary for the managers to understand that satisfaction of individual goals is required for the achievement of organizational objectives. In other words we can say that the organizational objectives can only be achieved when the individual objectives are taken into consideration thus it is viable to say that it is essential for modern managers to understand the ultimate human objectives and the way they can be achieved.

Keeping these thoughts in mind, the present study is an effort to understand that the concept of Integral humanism is relevant for the overall management. Hence, to implement the concept in practical world for up-liftment and betterment of individual as well as organization. The study is carried under following objectives:

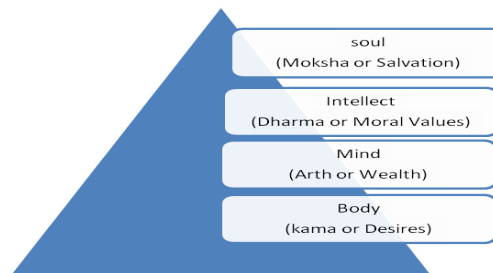
1. To understand the concept of “Integral Humanism”.
2. To understand the evolution of Management thoughts.
3. To establish the interlinkages between management thoughts and Integral Humanism.
4. To understand the implication of concept in management.

Aim of the Study

The Objective of the study is to identify the implications of integral humanism in management thoughts so that the practitioners of management can apply it in practical world.

Integral Humanism

The philosophy of Integral Humanism is not new for us. It is deeply rooted in our Indian culture. Since from the beginning of vedic period our Rishis, Munis explained the philosophy of salvation. Later on various Indian thinkers redefined it. But pandit Deen Dayal Upadhyay in 1965 had given a new paradigm to the concept. He explained the four components of humankind viz Body, Mind, Intellect and Soul Which has clearly defined Four different objectives i.e. “ Kama, Artha, Dharma and Moksha. Kama or desires are the requirement of body, Arth or wealth is required for mind while dharma or moksha satisfies the intellect or soul. The figure below show the hierarichal order of attributes and there desired objectives as defined by pandit Deen Dayal Upadhyay.

**Evolution of Management thoughts**

The advent of industrial revolution in the middle of the 18th century had its impact on management. Industrial revolution brought about a complete change in the methods of production, tools and equipments, organization of labour and methods of raising capital.

Pre-Scientific Management Period

The Early Era which is called pre scientific period identified by the name of thinkers like Professor Charles Babbage, Robert Owens, Henry Robinson etc. professor Babbage said that precise observations, accurate measurement and in depth knowledge is required for taking business decision so that an entrepreneur can minimize the risk of business. Apart from it there is one more name which is quite significant in this regard and that is the name of Robert Owens. He is the promoter of co-operative and trade union movement in England. Owens emphasized on the importance of human beings in the industry. He was the first person who noticed that worker’s performance is directly related to the environment of workplace. He also introduced several ideas for improving human relations in industry like shorter working hours, housing facilities, hygiene training for workers, education of their children, provision of canteen etc.

Classical Era

Prof. Charles Babbage, Robert Owen, Henry Robinson, Towne and Rowntree James Watt Junior were definitely the pioneers of management thought. Still they were not able to made major contribution in the industry as the impact was not significant. The actual beginning of scientific management occurs in late 19th century. Taylor and Fayol propounded the science of scientific management. F.W. Taylor, H.L. Gantt, Emerson, Frank and Lillian Gilberth etc., laid the foundation of scientific management. This phase is considered as transition era where earlier ways of managing were challenged by new thoughts. These pioneers made remarkable contributions as their

concept and theories have profound impact in furthering the process and practices of management. These theories also enrich the base of management principles.

Neo-classical Theory

Neo-classical Theories built their base of classical theories. Thinkers of this era improved and extended the existing classical theories. As Classical theories are emphasized on job content and management of physical resources whereas, neoclassical theories gave greater emphasis to human orientation at workplace. These theories said that there is a role of psychological and sociological elements in the understanding human behavior as an individual or in group in organization. Hawthorne Experiment is very significant in this regard. A study was conducted by Elton Mayo and his associates at Hawthorne plant of the western electrical company, U.S.A., between 1927 and 1930. Findings of the study emphasized that behavioural science is the different part of management and theories and concepts of behavioural science should be applied while managing the workers in organization.

Modern Theories

Human relationists made remarkable contribution to management thought by throwing light on human and social factors. But apart of human and social factor there are certain other factors which has direct influence on productivity. Modern management thinkers gave equal emphasis on man and machine and thus we evolve balanced man- machine system to secure the goals of both productivity and satisfaction. Hence the systemtheory of management is the fourth major theory of management also called modern theory. Modern theory explains that organizationsshould adopt adaptive system to adjust themselves with environmental changes. The theory defined organization as a structured process in which individuals interact for attaining objectives.

Contingency Theory

Systems approach of management explains that all sub- systems of an organization are interrelated and interconnected along with the super system of environment. As Contingency approaches focuses on the understanding of these inter relationship sothat specific situation can be handled by taking appropriate managerial actions. Thus the contingency approach enables us to evolve practical answers to problems demanding solutions. Organization design and managerial actions most appropriate to specific situations will have to be adopted to achieve the best possible result under the given situation. As advocated by Taylor There is no one best way to organize and manage the things. Thus, Contingency Approaches understands that management is a highly practice-oriented discipline hence situational solution is required to solve the problems.

Integral humanism and Management thoughts

The story of human development and welfare begins with 19th century when welfare officers came into being and work for protecting the rights of employees at workplace. After that trade unions also played important role in this regard. Early thinkers like Adam smith , Robert owes etc talks about specialization in work, division of labour and fair treatment to employees in terms of equal pay for equal work.

The late twentieth century witnessed the winds of change start affecting the approach of personnel management. The Hawthorne experiment of Elton Mayo's debunked Taylor's approach of Scientific Management toward productivity increase. The findings of the experiment concludes that non-monetary factors were the major drivers of productivity and motivation. A host of new theories emerged on the basis of this view. Theory X and Theory Y of Douglas McGregor, Hierarchy of needs theory of Abraham Maslow, Herzberg's hygiene factor theory, Vroom's Expectation Theory, Alderfer's ERG Theory, and more are popular in this regard.

Though modern thinkers worked hard in this direction but still there is a gap in these researches. There is a lack of integrated approach in this which is quite essential for the complete development of human being.

The concept of integrated humanism is deeply rooted in Indian context, from the vedic era our rishi munis talked about the ultimate objective of human life that is moksha or salvation. Moksha, which is much more important than materialistic satisfaction, required for the satisfaction of body and mind. Later on during 19th century the concept is defined by Sri Ram Krishna paramhansa, later on by Vivekananda who described humanism as a feeling of fellowship. He further added that if we want to develop the nation we have to develop the humankind and the development of

humankind required the realization of human being as a soul. He gave ultimate importance to moral values, called dharma in our Vedas.

In 20th century the concept is again redefined by Mahatma Gandhi. Inspired by the thoughts of Gandhiji and the concept of vedic culture, Pandit Deen Dayal Upadhyay comprehensively defined the philosophy of "Integral humanism", the philosophy given by Pandit Deen Dayal Upadhyay in the year 1965 during his lecture in Bombay. According to him "Humankind had four hierarchically organized attributes as body, mind, intellect and soul which corresponded to four universal objectives, kama (desire or satisfaction), artha (wealth), dharma (moral duties) and moksha (total liberation or 'salvation'). While none could be ignored, dharma is the 'basic', and moksha the 'ultimate' objective of humankind and society. He claimed that the main problem of both capitalist and socialist ideologies is this that they only consider the needs of body and mind, and were hence based on the materialistic objectives of desire and wealth".

This shows the huge gap between the western researches as western thinkers were not even realized that welfare of humankind is not possible by increasing wealth or materialistic things. The definition of early thinkers is limited to increasing wealth which they thought essential for development. Scientific management thinkers also add value to the concept though neo-classical thinkers realized the importance of psychological or behavioural aspect but the desire of liberation is still missing in these researches.

Tabular Presentation of Management thoughts and its correlation with Integral Humanism

Era	Management thinkers	Management thoughts	Focal Area	Component of Integral humanism
Early era or Pre-scientific Management period	Charles Babbage	Division of work Their objective is to increase the productivity and wealth.	Increase Productivity and Organizational efficiency to increase organizational profits.	Arth/Wealth (satisfies the need of mind)
	Robert Owens	Promoter of co-operative and trade union movement.	Worker should also have say in organization.	Kama/Desires and Arth/Wealth (Satisfies the need of body and mind)
	Seebohm Rowntree	created a public opinion on the need of labour welfare scheme and improvement in industrial relations	Individual should get basic amenities and facilities at workplace	Kama/Desires
Classical Era or Scientific Management Era	F.W.Taylor	Scientific Management	Scientific way of doing thing for reducing wastages.	Arth/Wealth
	Henry Fayol	14 Principles of Management	Defined principles for managing work	Kama/Desires

	Max Weber	Bureaucratic Model	Favours strict control and monitoring of work to get best output	Arth/Wealth
Neo-Classical Theory	George Elton Mayo	Hawthorne experiment	Behavioural and psychological concerns of employees	Dharma/moral values along with strict focus on individual desires/kama
Modern theories	Talcott parsons Niklas luhmann	System theory	Holistic approach	Focuses on productivity i.e. wealth.
		Contingency theory	Situational application of management styles	Goal shifts according to situation

Maslow Need hierarchy theory and Integral humanism



Hierarchy of Needs

One of Maslow's lasting and most significant contributions is "hierarchy of needs." In his quest to understand human motivation and aim of life, he formulated a list of basic human needs that had to be fulfilled for maximum psychological health. He categorized the needs that are required to be fulfilled for increasing life satisfaction. This categorization is almost similar to the approach of integral humanism. We can understand it in following manner.

Physiological Needs/ Kama

The Physiological Needs such as need of clothing, food, and shelter are biological and physical requirements. When they are not fulfilled, people become preoccupied with filling those needs above all else. These needs can be associated with kama, the lower level need or the needs of the body.

Safety needs/ Kama

Once the basic needs get fulfilled, the next higher level need arises. According to Maslow's hierarchy, the safety needs come after the physiological needs. The word safety doesn't mean just physical safety, it also covers Economic, social, vocational, psychological security. As safety and security is needed by body not by soul when one work for the realization of oneself he doesn't need any safety or security hence these needs are also associated with body that is kama or desires and considered as lower level needs.

Belongingness and love needs/Dharma

Man is a social being and research shows that family, friends and intimate connections helps the people through le through the ups and downs of life. studies show that the healthiest and happiest people are more involved in their communities. Hence we can say that this is a pre required condition for the achievement of dharma and moksha. Individual want association from society as it is the natural characteristic of an individual and for getting this association and approval from society, he gets

involved in social activities or we can say start working for the welfare of the society, the concept is similar to the concept of dharma (moral duties) as explained in integral humanism. We can associate it with arth or money also as money is essential for the fulfillment of social and love needs.

Esteem needs/ Dharma and Artha

Maslow said that love respect and self esteem are entirely distinct terms. he further added that the feeling self esteem and uniqueness is developed right from the beginning when they get love and embracement by their families . The urge of getting noticed for their exceptional qualities is natural for the individuals. Sooner he gets an understanding of self esteem which in turn inculcates the feeling of confidence which give psychological freedom to individual for being creative and helps him to grow as a generous person. The concept is associated as dharma (moral duties).

Self Actualisation/ Moksha

As explained by maslow "What a man can be, he must be. This need we may call self-actualization...It refers to the desire for self-fulfillment, namely, to the tendency for him to become actualized in what he is potentially. This tendency might be phrased as the desire to become more and more what one is, to become everything that one is capable of becoming". While this we can call moksha or salvation, as defined by intellectuals and practitioners of integral humanism that " moksha is not the another name of heaven; moksha happens when a man has become completely free from others; when a man is completely centered in his own being, then a man is fulfilled. When a man experiences and attains to the wholeness of his own being, then he is liberated. While maslow called it self - actualization and our religious literature believed it to be moksha "A journey towards realizing oneself".

Conclusion

It can be understood with the study that management thinkers are still so far in realizing the needs of human kind. Hence can be interpreted with the thoughts that the implication of Integral Humanism is required in management. The practitioner of management have to realized the importance of this concept. There is a need to "return towards Vedas" only then we will be able to achieve complete satisfaction/ salvation. Though the theories of motivation given by Douglas Mc Gregor, Abraham Maslow and Victor Vroom somehow matches the concept of Integral Humanism . Maslow realized that satisfaction of primary needs gives satisfaction to body and mind and satisfaction of higher level needs is essential for intellect and soul. Upadhyaya explained through his philosophy that the ultimate aim of human being is self realization which is development and happiness of the Integral human.so that he can be developed as an individual and an organization. According to him the concept of Integral Humanism is found suitable for the holistic development of the society.

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