

Grooming HR Innovations and Principles from Ramayana: The Need of the 21st Century Organisations



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The business world is now recognizing the people factor and efficiently managing human resources is highly challenging for this era leaders. The greatest epic Ramayana embraces new lessons and thoughts and in itself is a classic example of putting HR practices as its best use and getting the work done. The paper attempts to portray the teachings of Ramayana can help to develop innovations for HRM for perennial improvement of work force and sustainable development of organisations. The essence of the paper focuses on reinventing futuristic HR trends blended with treasured human consciousness and inner commitment doctrines of Ramayana.

Key words: Ramayana, human resource, innovation, organization, management

1. Introduction

The present century seems to witness an emphasis on the field of human resource management, the glimpses of which can be visualized both on the pages of management literature as well as in practice in real sense of the term. In order to cope up with the ever increasing dynamism prevailing in the global business climate, most modern business houses have reoriented human resource initiatives, structures, practices and policies for crafting business agility in the long run. The study brings to light towards reinventing the HR interventions in the lines embedded with core values of the epic Ramayana that virtually reflects the spirit of compassion, professionalism, human values, quality and interpersonal reliance for better life management practices for individual and organizational excellence. The twenty first century is the age of highly dynamic scenarios occasioned by rapid and continuous advances in Technology. The essence of human factor brings new look through broad aspects of life management domains of Ramayana- the root of human effectiveness and enrichment. The Ramayana tells about the dynamics of group and how it is equally important to address workers participation in management, continuous motivation and establishment of alliance and network of human relations, necessary to win trust of the team. This can easily be correlated to the essentials of success of business organizations worldwide as in today's era of technological advancement and high human aspirations can pave the way towards strength, sustainability and success with harmonious human startups.

2. Objectives of the Study

One of the largest epic source of Indian culture namely Ramayana is not just the literary master pieces but symbolizes the perennial sources of inspiration for all sincere seekers on the path of human advancement. This paper is an attempt to highlight some of the unique lessons in human relations, human development, effective leadership, pillars of management, and strategic HR management models from the epic source Ramayana. The author has tried to bring out the essential elements of self-engineering as well as resource management from Ramayana and pointed out their effective applicability in the contemporary global HR hemisphere.

3. Qualitative Human Attributes in Ramayana: The Torchbearer of Effective HR Practices

The harvest of present day business functioning in the corporate hemisphere has made a phenomenal paradigm shift both in the content and context of management literature and practices. The essence of knowledge as Mind Illuminator igniting mind and soul need to be inculcated in the minds of the workforce as transformational- mind truly proclaims the glorified ideals of Ramayana. Humility is the foremost ingredient for developing a broader mind which agrees with reason and is conducive for wellness and well being of one and all. The epic Ramayana narrates the story of Ravana who was great scholar, ruler and learned king. At the end of the war Ravana lying wounded, Rama knew that Ravana is highly learned and told Lakshmana to seek Ravana's blessings. Lakshmana went to Ravana and stood near his head but no reply was given from Ravana. Lakshmana returned to Rama with lost heart and told Rama that he was standing towards his head. The wise Rama advised Lakshmana to stand near his feet because if someone wishes to learn something from someone, one should go to him and stand near his feet and humbleness and showing respect towards your teacher is the prime task to be complied. The humility value need to be imbibed to every learner for achievement of accomplished goals. Physical, mental and spiritual upliftment of an individual contributes to the development of not only himself but for organisational development and also societal development at large. Rama in Ramayana who is completely free from the worldly bondage and from desires of living. The human behavior has no influence on him; and a strong and deeper urge for renouncement turns him into a Sannyasin. This wisdom developed in him

gradually in the long course of his life in the highest moment overflowed. All other sentiments submerged in it. Pain and pleasure could no more disturb him. Rama's courage, patience, truthfulness and magnanimity were the very ingredients of his vital nature i.e. sama. From the beginning his enduring patience and knowledge served as the accessories of santa. He benevolently renounced throne for Bharata and went to exile to fulfill his father's vow. He did not break down nor did he return from banishment at Dasharatha's demise. He had a deep regard for truth. The glorified ideals and lessons from Ramayana acts as true soul of HR management and its impact is quite pertinent for present day contemporary management oriented business enterprises.

4. The Human Foundation of Ramayana World: The Crux of HR Management

The grass-root of emergence of modern management has been the division of labour. The very root of modern management is characterized from the human dimension instead of integrative phenomenon. In the present day competitive business environment neither the persons who are entrusted with managerial task are engulfed with inflated ego nor the work force that are managed are in the position to work as humans as their working relationships are entangled with organisational-specific behavior in place of human oriented behavior. The life-line of management says that all human beings have the infinite potential which has the ability to realize, recognize and respire in the process of discharging the true responsibility in the work domain. The role of every individual should be real-time facilitator wherein the eternal philosophy of 'Vasudhev Kutumbkum' emerges as the captivating ringtone of working together with helping hands, harmony and the quest for higher evolution for the generations of the present era. The motivating Cooperation approach need to be disseminated within the workforce and wiping out the popular competitive approach for the present day business houses propagating good collaborative-cooperative-communicative HR activities. The lessons from Ramayana highlights 'Yogah Karmasu Kaushalam' meaning all work should be done with perfect. The ancient Indian management can be witnessed in the doctrines of Ramayana where perfection in work is achieved when intention, action and effort are in tune with precision. During Dasharatha's long reign in particular, Ayodhya and the provinces attained a high level of prosperity. Under his efficient administration the various orders of society discharged their proper responsibilities; and the virtues practiced by the king and his principal officers led smoothly and inevitably to the raising of cultural level of the subjects. The capital itself was in every way a source of attraction. Its road was spacious, well laid out, and regularly watered to keep down the dust. Everything was clean, the food eaten was pure and the water available was 'sweet as the juice of the sugarcane'. Agriculturalists and traders received attention and protection. Undue competition and oppression was not significant through the vigilance of the king and his ministers, it became possible for all classes of society to breathe freely and strive successfully for self-expression. The king's personality was no doubt the mainspring of the progress which the country made, but it was by no means a case of a one-man show. The Ramayana, however, presents an entirely different picture. For at every turn we find the ministers, learned men and principal officers of the army consulting together and shaping the policy of the state. Free expression of opinion was allowed and mutual consultation and independent thing were expected to take place before any one spoke out his views. The building bricks of collective management were laid down in the Ramayana world the roadway effectiveness and sustenance.

5. The Essence of Human Value in Ramayana: The Epicentre of Human Development

Values portray the life-blood of society. Values are the bonding knot holding person-organization-society. Value is the nucleolus of philosophy, methodology, teaching, knowledge which harmonizes professional experiences and personal life where the fortitude of learning and enlightenment goes together. The spirit of doing things together is born out of the value of cooperation, mutual support, helping each other, warm association and guiding gauge. In the words of Guatam Buddha the true essence of value is "Teach this triple truth to all: A generous heart, kind speech, and a life of service and compassion are the things which renew humanity". The very purpose of human resource management is not to transfer or impose a set of knowledge, skills and knowhow for the work force but to inculcate a deeper sense of purpose in the minds of the people with a positive locus of control, conviction, empathy, vitality and a urge to contribute generously for the society at large. The sacred vedic Hymn followed by the true characters of Ramayana enlightens the true real meaning of human heart- the treasure of all resources which is the paramount source of humanity.

*Om Saha Navavatu
Shah Nau Bhunaktu,
Saha Viiryam Karavavahai
Tejasvi Nauadhii-Tam-Astu
Maa Vidvishwavahai
Om Shaantih Shaantih Shaantih*

[Om, May God Protect us Both (the Teacher and the Student), May God Nourish us Both, May We Work Together with Energy and Vigor, May Our Study be Enlightening, Not Giving Rise to Hostility, Om Peace, Peace, Peace]

To achieve perfection one need not always lead a secluded life with hard penance. Even in the midst of society one can follow the path of 'tapasya' even carrying on his prescribed profession with honesty and sincerity. These are formulated to cope with the real, as well as the ideal life. Every individual shoulders some responsibilities in his private life such as service to parents and other superiors, which are paramount duties. Rama went to forest to fulfill the vow of his father. The epic regarded the preceptor to be higher than the parents; since the body received from the parents perishes but the precepts given by preceptor

never perishes. The epic portrays that personal life is molded by social life. As a social being a man must shoulder some responsibilities for his society. He should see that other people can enjoy their lives. The glorious doctrines of the epic acclaimed the 'Grhasthasrama' to be higher than the other three asramas viz., 'Brahmacaryasrama', 'Vanaprasthasma' and 'Sanyasasrama'. In the Santiparva, Lord Indra say : " All three ashramas are based on the Grhasthasrama . It is the source and origin of civilized society; our near and dear ones are maintained through it. A householder is bound by duty towards god, forefathers, guests, relatives, lower animals. Truthfulness of which ahimsa is an example is said to be highest virtue is epitomized in the inspiring lessons of Ramayana. The epic teaches mercy to all creatures irrespective of whether they are human beings or animals. The epic recites offering hospitality to the guests is considered to be the highest service to mankind. The ethics of the classic lays stress upon 'Niskama Karma' or disinterested action glorifying Rama's renouncement of the throne of Ayodhya- the portrayal of pure selflessness in the history of mankind.

6. Insights of Strategic HR Management from Ramayana: Tool towards Innovative People Management

Strategic HR is considered to the significant tool in managing business houses and to ensure winning in their objectives with optimum solutions within organizations. Strategy is the direction and scope of an organization over the long term and is concerned with deciding on efficient allocation human resources in order to achieve the desired goal. The HR strategies applied in Indian epics prominently in Ramayana depicts the glaring examples of modern human resource strategies using PEST framework and ABCD framework. Indian philosophy is categorized broadly into four main periods out of which the second period called the epic period placed between 600 B.C.E. to 200 C.E., the great epics of Mahabharata and Ramayana were written. Instances of various HR strategic models used in Ramayana can truly correlate with the present day people management of new millennium. The successful implementation of varied HR strategies in the greatest epic Ramayana is illustrated in the following table.

Sl.No.	HR Strategy Defined	Example in the Epic Ramayana
1.	Red Ocean Strategy	In Ramayana, the competition between the king Bali and his brother Sugriva to gain the power of Vanara kingdom Kishkinda is a classic example of Red ocean strategy. The fight between younger brother Sugriva and elder brother Bali is continuously intensified and finally the younger brother took the help of Lord Sri Ramam to solve his problem of liberating his wife from the custody of his elder brother Bali.
		In Ramayana, the competition between Kaikayee and Kausalya, the wives of Dasharatha the king of Ayodhya, in order to get the kingship position to their children Bharatha and SriRama respectively is another example of Red ocean strategy. The entire story of Ramayana is the consequence of this competition strategy
2.	Blue Ocean Strategy	The strategy used by hanuman to get friendship of SriRama by his unique way of serving Rama and showing his gratitude towards his god SriRama.
		The unique ability of Ravana to use Aeroplane called Pushpaka Viamana to hijack Sitamatha to Lanka is a unique technology implementation strategy to fly in air.
		The uniqueness of Hanuman to jump to Himalaya or to lanka using his uncontested power as well as uncontested devotion towards his Lord SriRama
		The uniqueness of SriRama in divorcing Sitha based on comment by his citizen in his principle of giving justice and confidence to each and every citizen of his empire equally.
3.	Green Ocean Strategy	SriRama's exile for 14 years of living in forest and the way he lived in the forest. This shows the views and perception of Lord Rama in finding peace and living in unpolluted good environment to maintain good health.
		The mediation of compromise between Rama and Ravana by Hanuman to solve the problem of releasing Sithamatha is also an effort to avoid war and death of innocents in the process of maintaining good physical and mental health of the people
		The sole fight between Wali and Sugreeva to resolve their mis-understandings at kishkindha without using massive weapons and army to avoid environmental damage is also an example of implementation of Green Ocean strategy in Ramayana epic.
4.	Black Ocean Strategy	In Ramayana the strategy of Kaikeyee, the wife of King Dasratha to send SriRama to forest by means of influencing and cheating her own husband King Dasratha.
		In Ramayana the sister of Ravana, named Shurpanakha has tried to marry SriRama through this strategy but failed.
		In Ramayana, the hero of the story, Lord SriRama also followed this strategy to kill Wali, the king of vanras. This is the only black spot in his clean image throughout the story.

The present study focuses on various strategies applied in epic Ramayana represents the intelligent mix of strategies based on environmental, economic, political, social and technological situations affecting human performance of the business organizations. The PEST analysis include Political Environmental analysis, Economic Environmental analysis, Social Environment analysis and Technological Environmental analysis symbolize as an optimum strategy conducive for HR professionals for sustainable global business.

7. Leadership Traits & Managerial Implications from Ramayana: Glorified Guidelines for Grooming HR Professionals

The prosperity and flourishing of any nation vest on the efficiency and effectiveness of manpower with dominant leadership roles for better management practices. The tale of Ramayana prescribes the greater guidelines for leaders and managers through varied cases in form of legal issues, succession issues, conflicts, manipulation by top-management which is still pertinent for the present day organisational excellence and sustenance. The qualitative essence of Leadership is embedded within the human resource as declared in The Panchatantra

*"In case of horse or book or sword
Of women, men, or lute or word
The use and uselessness depends
On the qualities the user lends."*

The works of Ramayana have pioneered the case method of leadership domain with varied implications on leadership qualities, leadership style, role conflict, politicking, succession planning and many more. Modern management literature focuses multifaceted leadership qualities viz., Ambition, Energy, Desire to lead, Honesty and Integrity, Self-Confidence, Intelligence, High Self-Monitoring, Agreeableness, Conscientiousness, Openness to Experience, Personal Ability, Guiding and Motivating, Justness, Ethical Behavior, Protecting the follower- all being portrayed in the many more noble qualities of different personalities in Ramayana. The manifold leadership styles out of which charismatic leadership style wherein the leader's ability to shift the values, beliefs and needs of the followers through magical qualities of charisma, inspiration, intellectual stimulation and individualized consideration of the heroic personality Rama truly projects the role-model of a ideal leader. The prime quality of leader can be identified through its capacity of foresightness and succession planning. As a responsible leader, the king Dasarath planned for proper succession to the crown for the long term prosperity and well being of his kingdom. This very concept of succession planning is rightly apt for present day business houses in the corporate hemisphere for long term sustenance and development.

8. Findings of the Study

From the literature explicated in the study, the useful inferences and lessons from the epic Ramayana can be drawn towards nurturing efficient human resource practices for organisational excellence.

- Never make a blank-cheque-like promises to anybody including the life-partners, for it always lands the offerer in great trouble later.
- Know the terms of the contract precisely, definitely and without any ambiguous condition.
- Contracts should be devoid of illegal, invalid, void, voidable, problematic domains.
- Emotional blackmail situations should not be yielded.
- Due care and consideration should be taken into account before making a promise.
- Every individual should assert their rights and role to be played.
- There should clear –cut objectives and the organisational goals should overcome any personal and domestic goals
- Observance of individual integrity should be prioritized.
- Role-Model leadership style to be followed for all to command respect and for all others to follow.
- The key parameters viz. seniority, merit, commanding respect from all others, objectivity, role-modeling, decision making skill, emotional balance to be considered for selection and recruitment.
- Interpersonal dilemma and conflicts to be disregarded and avoided.

9. Usefulness and Implications of the Study

The present paper makes a modest attempt to relate Ramayana to the present day modern human resource potentials of the organizations. Ramayana, the greatest epic of all times contains 24000 verses categorized in 500 chapters prescribes the glorified life-line guidelines for all generations of this global hemisphere. This paper portrays only a part or module of the case Ramayana for its varied implications recommending leaders, managers and individuals for their organisational and human excellence in the twenty first century millennium. The technology engulfed corporate world is also people driven. At the heart of all excellence at work it is the human factor that matters most. The study is quite pertinent is the present fluctuating, turbulent business environment and the study is undertaken with the view to analyze the essence of human resource and its sustainability by following the principles of 'Karma' and 'Dharma' in Ramayana - the life management tool that exerts the greatest influence on most of the human being. Ramayana is just not a spiritual Book but a holistic human management 'Grantha' that entails multifaceted learning providing a bridgeway between ancient practices and modern HR management practices. The paper enumerates significant persona and events in Ramayana and elucidates significant management leadership and HR management lessons showing pathway for today's executives to implement these persona and events in contemporary business dynamics.

While looking in depth in the deep rooted ideologies of Ramayana it can be truly asserted that the lessons of progressive thinking, strength of inner self, positive attitude are the core ingredients for arriving better decisions in terms of inculcating human potential that contribute in building a promising growth and promoting human resource factor. The essence of Ramayana vests in shaping our lives, what principles we need to follow in order to lead a meaningful life. After all life is all about managing self in the journey beginning from birth and ending with death. At the heart of human excellence, the true dimensions of human resource management in the light of Ramayana can be visualized from the sacred verses of the Dhammapada

*“The kind of seed sown
Will produce that kind of fruit.
Those who do good will reap good results.
Those who do evil will reap evil results.
If you carefully plant a good seed,
You will joyfully gather good fruit.”*

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