

MANAGERIAL LEADERSHIP: A VALUE BASED GANDHIAN PERSPECTIVE

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ABSTRACT

The presented research paper clarifies the managerial utility and present relevance of managerial leadership qualities based on the values of Mahatma Gandhi. The main objective of the research paper is to understand Gandhian philosophy based managerial leadership ideology and to clarify the relevance of Mahatma Gandhi's leadership thoughts in solving management related problems and providing efficient leadership in the present challenging times. In order to make the research paper effective, comprehensible and practical, an analytical and descriptive form has been given on the basis of personal research method in relation to Mahatma Gandhi's thoughts, deeds and life on the basis of secondary sources based on historical analysis.

In the research paper, an attempt has been made to clarify the relevance of value-based leadership for increasing managerial efficiency and solving practical problems by introducing managerial leadership ideas based on the life philosophy of Mahatma Gandhi. Gandhiji's philosophy of life is of utmost importance in the present times of managerial challenges. Organizational conflicts can be reduced by considering Gandhiji's ideas as ideal. The success of managerial leadership depends on organizational efficiency.

Keywords: Management, Leadership, Organization, Values, Human Resources, Motivation, Communication, Morale

1. INTRODUCTION

Mahatma Gandhi was an important and brilliant leader in the Indian independence movement. Mahatma Gandhi was an advocate of peace, unity, harmony, truth and morality. The philosophy of life of Mahatma Gandhi proves him to be an efficient leader for solving management problems. Mahatma Gandhi was born on October 2, 1869 in Porbandar, Gujarat. In 1888, Mahatma Gandhi received a law degree from London. In 1893, Gandhiji went to South Africa. After returning from South Africa, following the path of non-violence and Satyagraha, he led the Indian masses against the British rulers. He led the Indian public through Mahatma Gandhi's Non-Cooperation Movement, Civil Disobedience Movement, Satyagraha, Dandi March and Quit India Movement. Mahatma Gandhi influenced the thoughts of Indian public through his deeds, thoughts and conduct of spontaneous life. By increasing the enthusiasm of the Indian public, influencing them and uniting them for community benefit. Mahatma Gandhi, the great man of the 20th century, was rich in experimental personality.

Mahatma Gandhi worked as a superhero in the field of truth, non-violence, love and communal harmony, women equality, freedom from exploitation, village swaraj, and dalit upliftment through his hard work life. Mahatma Gandhi used organizational struggle to work towards the aspiration of change and emphasis on dialogue to overcome. Today, the graph of violence and terror is continuously increasing in the whole world. In the dazzle of materiality, moral devaluation is increasing due to the competition to become more and more rich, to collect material resources in abundance, to get facilities. Purity of ends and means is possible through Gandhi philosophy.

At the time of Gandhiji's death, then Prime Minister Pt. Jawaharlal Nehru had said that "the beam of light that illuminated our lives has gone out, but has given such an extraordinary light to this country and humanity that it will illuminate us for thousands of years." Gandhiji himself had said that 'probe your soul, not my words'. Gandhiji needs to be understood holistically at the spiritual and moral level.

Today, Gandhi's philosophy is relevant for the solution of various problems prevailing in the whole world. Gandhi's philosophy begins from the village and is an approach of action and behavior. Gandhi philosophy emphasizes on decentralized economy. Modern Managers learn the art of converting their subordinates and opponents.

It is necessary to be proficient in Managers can lead by increasing the morale of the subordinates by their conduct, by performing their duties. Gandhiji's emphasis was on high character; his moral leadership emphasizes the reconstruction of society and the upliftment of man. In 1936, Mahatma Gandhi told the members of Gandhi Seva Sangh in Sanwali in the direction of moral leadership that, "I have only tried to apply eternal truths to daily life and its problems in my own personal way. The committees I have formed and the results I have arrived at are not final. I might as well change them tomorrow." The experiments made with regard to truth have been justified.

2. OBJECTIVE OF RESEARCH

The main objective of the presented research paper is to highlight the various aspects of value-based managerial leadership ideology contained in Gandhi philosophy, to understand and study Mahatma Gandhi's ideological philosophy regarding leadership and to clarify the relevance of Gandhiji's leadership thoughts in solving management related problems and efficient management.

3. RESEARCH METHODOLOGY

For purposeful, expedient and effectiveness of the research paper, various research journals, books, literature based on Gandhiji's life, government and non-government publications, material available on various websites have been used on the basis of secondary sources. Thoughts of Mahatma Gandhi in the presented research paper have been analysed. In the presented research paper, a detailed study of Mahatma Gandhi's thoughts has been done by personal research method and descriptive study method has been used. In the research paper, an attempt has been made to clarify the relevance of value-based leadership from the point of view of increasing managerial efficiency by introducing the ideas related to managerial leadership of Mahatma Gandhi.

4. REVIEW OF LITERATURE

Panigrahi, Samir Kumar (2018) has discussed leadership qualities in terms of dimensions of transformational leadership such as intellectual stimulation, individualized consideration idealized influence and inspirational motivation.

Sharma Purnima. (2021) presented the relevance of leadership qualities of Mahatma Gandhi. She discussed significance of leadership qualities of Gandhiji with a view of exemplified leadership capabilities.

Hasoom, Adeeb Obaid. (2018) discussed communication and leadership qualities of Mahatma Gandhi. He presented that Mahatma Gandhi used effective communication as a leader to create inspirational avenues.

Dadwal Sapna, Agarwal D.C., Tanwar Deepti and Sahu Anuradha (2022) have presented Gandhian Philosophy on managing relationships with customers. They discussed customer relationship management and interrelationship of Gandhian philosophy.

Sain Khushboo (2017) has presented Mahatma Gandhi as a revolutionary transformer. She emphasized on self management, time management, stress management, wealth management, emotional intelligence and communication.

Pinki and Kumar Sunil (2018) have presented an overview of Gandhi's ideal economy. They discussed Gandhi's views on self sufficiency, self reliance, trusteeship, industrialisation, women empowerment, population control, employment and labour.

5. LEADERSHIP TRAITS

Leadership refers to the quality of behavior of individuals by which they guide people or their actions in a collective effort. Gandhiji had emphasized on the right to freedom of thought and expression from the point of view of personal freedom. Modern managers should give freedom to each person in the organization to express their views for successful leadership so that organizational conflicts can be prevented. On September 16, 1940, at the meeting of the All India Congress Committee, Mahatma Gandhi said that if the British people would fight for their independence till the end and it is appropriate, then they would also recognize our right to express our views. According to Gandhiji, there should be no discrimination of caste, religion and status under complete independence. Gandhiji continued to work towards the abolition of untouchability till his life should be equal to men. In this way, Mahatma Gandhi emphasized on equality towards establishing human dignity in his thinking. From the point of view of management of employees working in commercial organizations, the leader should work continuously towards gender equality, caste equality and eradication of untouchability. According to Gandhiji, it is the duty of the leader to ensure that adequate remuneration is given to each employee working in the organization. To achieve economic self-reliance, Gandhiji recognized the principle of equal distribution by emphasizing on ethics. According to Gandhiji, performing duties is important. The person providing managerial leadership should motivate the employees in the organization by emphasizing on duty performance in such a way that authority cannot be achieved without performing duty well.

Like a successful leader, Gandhiji knew the art of self-management, communication skills, and establishing trust-dependent relationships. In the background of the Indian independence movement, Mahatma Gandhi was an expert in the art of winning the trust, respect and persuasion of the Indian public. Gandhiji used to do new experiments on the basis of innovation. Dandi March is a great example of this. Mahatma Gandhi had instilled a sense of belongingness, a sense of self-respect, a feeling of pride in the minds of the Indian public. Gandhiji was intellectually rich in setting goals and objectives, familiarizing the general public with his vision. Modern managers should provide efficient leadership to human resources in setting their goals and objectives. Mahatma Gandhi was adept at using

communication skills which are considered to be the qualities of an efficient leader. Gandhiji inspired the Indian masses by skilfully managing all the barriers of communication such as language, distance, ego, perception, motive and hierarchy. Gandhiji has ability of strategy formulation, self confidence, truthfulness, empathy, quality of persistence, visualization. Gandhiji had the ability of vision formulation, determination and simplicity. Managerial leadership is the behavior that elicits voluntary follower behavior beyond that associated with required minimum performance on a job –

Robert Albanese

The fundamental principle of Gandhiji's religion was truth and non-violence. It is relevant for modern managers to give preference to policy politics instead of devious politics. Satyagraha of Mahatma Gandhi means- following the path of truth, the conduct of Satyagraha does not hurt the opponent. Gandhiji's Satyagraha emphasizes practical idealism, khadi, de-addiction, abolition of untouchability, swadeshi movement, rural upliftment were emphasized by Gandhiji as a practical ideal. Gandhiji had launched a movement on the basis of apartheid policy of South Africa in the direction of ending casteism in India and providing equality, right to freedom. The non-cooperation movement and civil disobedience movement launched by Gandhiji in 1920 were also based on practical idealism. Gandhiji's non-violent policy encourages modern managers to think, speak and behave non-violently with their subordinates in the direction of human resource management. Although many times there are opportunities of fierce provocation in front of the managers, but they need to take policy decisions keeping restraint while adopting non-violent behavior. It is a matter of pleasure that keeping in mind the humanistic approach of Gandhiji, the governments in India are running schemes beneficial for the poor and neglected sections, to speed up the country's economy in the direction of fulfilling human needs. The Rowlatt Act was criticized by Gandhiji as he believed that it would take away the real freedom of the people. Is.

6. CONCLUSION

In today's world the business environment is highly complex and challenging, there is a need for ever-changing guidance for managers to maintain leadership skills. Leadership excellence is essential for the effectiveness of planning, organizing, directing and coordinating business organizations. Mahatma Gandhi's name is taken prominently among the great men and great heroes of the 20th century. His name is taken prominently for Charismatic and Transformational leadership not only in the Indian public mind but also in the entire world by shaking the human mind and creating impact with his style of work. The effectiveness of managers can be increased by imbibing Gandhiji's leadership qualities for the success and efficient operation of business enterprises in a globalized scenario. For the success of managerial leadership, there is a need for clarity of goals, vision as well as continuous refinement of leadership skills. From the point of view of human resource management, from the point of view of organizational efficiency, the management of business enterprises can be made excellent by adopting Gandhiji's ideas in resolving organizational conflicts.

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