

Human Resource Approach to Management in Jain Literature: A Correlation Between McGregor and Uttaradhyayan Sutra Approach to Goal Achievement

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Abstract: *This study is a blend of ancient approach of management in India and modern approach of management of western world. Two sets of qualities of employees and behavior of managers are kept on one plane to see if any correlation may occur. The study attempts to analyze the psychological aspect of managerial behavior in an organisation. The author analyzes it as a two way traffic. If this happens then that happens theory applies here. If the employee has negative qualities he is to be treated negatively, if he has positive qualities which help the organisation achieve the goal, then he is to be treated in a positive manner.*

Keywords: Jain literature, Ancient Indian literature, competencies of employees, Uttaradhyayan Sutra, Human Resource approach to management, management thought, successful employees, unsuccessful employees, Theory X, Theory Y. McGregor, Human Resource Approach

1. Research Question

1. Does Uttaradhyayan Sutra have a two way approach to analyse the psychology of positive and negative approach of a person?
2. Is there any correlation between X and Y theory of McGregor and Uttaradhyayan Sutra?
3. Is human resource approach to management relevant in today's businesses?

2. Research Methodology

A study of Uttaradhyayan Sutra and modern management theories was the first step of this research. Further McGregor's table of positive and negative behavior of managers was listed, on the other hand positive and negative qualities of employees from chapter eleven of Uttaradhyayan Sutra were listed. An analysis was done to check if a correlation exists at the psychological level of employees and managers. In the end research questions are answered and conclusion has been made.

3. Uttaradhyayan Sutra : An introduction

Uttaradhyayan Sutra is a religious text of Jains. This is a part of 32 scriptures and is categorised under the Anga system of Jaina religious education. The Sutra deserves the most prominence amongst Jain scriptures as this is the last percept of Lord Mahavira. In Sadhvi Chandana's words, "For entire development and progress of human life, in it many beneficial and good teachings are collected with various view points. Hence we can say- it the Gita of Jainism."

The subject matter of Uttaradhyayan Sutra is instructive by nature and is helpful in self realisation. It depicts a lot of theories which work as guiding path for a person towards spiritual life. But at the same time these theories help the man to achieve materialistic goals also. These ancient theories are though narrated to the kings and people of that era but they have their relevance today also.

4. What is Human Resource Approach to Management : Modern view

Human Resource approach to management is applying human psychology and its Human Resource aspects to business setups. This approach gives a humane touch to our businesses. According to Griffin, "Human Resource Management perspective placed much more emphasis on individual attitudes and behaviors and on group process and recognized the importance of Human Resource processes in the workplace."

Stephen & Coulter opine that, "Members of Human relations movement' uniformly believed in the importance of employee satisfaction." According to Gary Dessler, McGregor felt that modern management has to be based on a revised view of the nature of man. From this feeling emerged the set of assumptions of Theory X and Y. He opines that Theory X was traditional in its approach to employees while the time to implement Theory Y in modern organisations had come up.

5. Human Resource Approach to Management in Jain Literature

Jaina literature lays emphasis on the behaviour of a saint, nun and lay persons who follow Jainism. Many holy books of Jains like Acharang Sutra, Ratnakarandaka Shrawakachar etc. These great books speak on how a saint and a lay person should behave in his daily life while following five principles of Jainism. This is a very distinct Human Resource approach to management. Apart from these two books examples of Human Resource approach are scattered here and there in almost all Jain scriptures. For the purpose of this study, the researcher has taken up eleventh chapter of Uttaradhyayan Sutra that speaks about the behavior of a successful and unsuccessful learner.

6. The X and Y theory of Douglas McGregor

In Griffin's words, "According to McGregor, Theory X and Theory Y reflect two extreme belief sets that different managers have about their workers. Theory X is relatively negative view of workers and is consistent with the point of view of scientific management. Theory Y is more positive and represents the assumption that human relations advocates make. In McGregor's view, Theory Y was a more appropriate philosophy for managers to adhere to."

Stephen & Coulter opine that, "Douglas McGregor is best known for his formulation of two sets of assumptions of human nature- Theory X and Theory Y. Very simply, Theory X presents an essentially negative view of people. It assumes that they have little ambition, dislike work, want to avoid responsibility, and need to be closely directed to work effectively. Theory Y offers a positive view, it assumes that people can exercise self direction, accept responsibility, and consider work to be as natural as rest or play. McGregor believed that Theory Y assumptions best captured the true nature of workers and should guide management practice." The table below depicts the assumptions of Theory X and Y of employee behavior:

Table 1 :

<i>Theory X</i>	<i>Theory Y</i>
Employee inherently dislike work and will attempt to avoid it, whenever possible.	Employees view work as being as natural as rest or play.
Employees must be coerced, controlled or threatened with punishment to achieve desired goals.	Employees will exercise self-direction and self control if they are committed to the objectives.
Employees will shirk responsibilities and seek formal direction whenever possible.	The average person can learn to accept, and even seek responsibility.
Most workers place security above all other factors associated with work and will display little ambition	The ability to make good decisions is widely dispersed through the population and isn't necessarily the sole ability of manager.

Source: Stephen P. Robins, Mary Coulter, 'Management' page 532

Gary Dessler presents a more detailed but less systematic point of view on McGregor's assumptions. According to him, "Theory X- Most people dislike work and responsibility and prefer to be directed, people are motivated not by the desire to do a good job but by financial incentives; and that, therefore most people must be closely supervised, controlled and coerced into achieving organisational objective.... Theory Y held that people could enjoy work and exercise substantial of self control over their performance. People are motivated by the desire to do a good job and by the opportunity to affiliate with their peers than just by financial rewards."

7. Human Resource Approach to Management in Uttaradhyayan Sutra

Eleventh chapter of Uttaradhyayan Sutra is dotted with Human Resource approach to management. The verses that

the researcher is quoting here are aimed towards knowledge management, as they explain the competencies of a polite (hence successful) and an impolite (hence unsuccessful) learners of facts (Tattva). The verses explain what type of behaviour is expected of a student, the whole theory of a learner's behaviour can be generalised for an employee who is trying to achieve the organisational goal, just as a spiritual learner is trying to achieve spiritual goal - Moksha.

Chapter 11, sutra 6, 7, 8, 9- unsuccessful employee

६. अहं च उदसं ठाणेहिं वदमाणे उ संजए

अविणीए वुच्यइ सो उ, निव्वाणं ण गच्छइ]]

७. अभिक्खणं कोही हवई पबंधं च पकुव्वइ

मेतिज्जमाणो वमइ सुयं लद्धूण मज्जइ]]

८. अवि पावपरिक्खेवी अवि मित्तेसु कुप्पइ]

सुप्पियस्सावि मित्तस्स रहे भासइ पावगं]]

९. पइण्णवाइ दुहिले थद्धे लुद्धे अणिग्गहे]

असंविभागी अचियत्ते अविणीए त्ति वुच्यइ]]

According to Amar Muni, "The restrained ascetic, if his behaviour is mixed with 14 faults, he is called undisciplined and cannot attain liberation" The author is generalising this theory for business people who are operating in an organisation to achieve the organisational goal. They can do so only if they have following fifteen qualities:

1. अभिक्खणं कोही हवई (Who often loses his temper) - An employee who loses temper much often, is not liked by his subordinates and superiors.
2. पबंधं च पकुव्वइ (Who perseveres in wrath) - Same is the case with this type of employee.
3. मेतिज्जमाणो वमइ (Who spurns friendship) - Such employees are not friendly by nature
4. सुयं लद्धूण मज्जइ (Who is proud of his scriptural knowledge) - The scriptural knowledge can be replaced by information about minor and major issues of an organisation. This type of employees are proud of the information, they have in hand and according to them, no one else knows more or better about the company issues.
5. अवि पावपरिक्खेवी (Who disgraces the perceptors etc. for their petty slips) - Such employees disgrace their superiors, when see them committing a mistake.
6. अवि मित्तेसु कुप्पइ (To be angry with friends) - Such employees are not friendly in their behavior with those people also with whom he has to interact on daily basis in the organisation.
7. सुप्पियस्सावि मित्तस्स रहे भासइ पावगं (To speak ill of most dear friends in his absence) - This type of employee is not trust worthy because he can speak bad about his friends at their back.
8. पइण्णवाइ (Who talks irrelevant) - Such employees are careless about their speech and language, they need to be controlled by their superiors more.
9. दुहिले (Malicious) : This quality depicts the mean nature of an employee.
10. थद्धे (Proudly) - This depicts arrogance in an employee which is not good for his career in the organisation.

11. लुद्धे (Greedy of food) – Such employees fail to act honestly because of this greedy nature. We should keep in mind that this greed is not necessarily for food, as is said in the translated version given by Jain sants but this is meant for any materialistic substance-be it food, cloth, money, fame etc.
12. अणिग्गहे (Does not control his senses and mind) – Such employees are dangerous for an organisation , because in absence of control on their senses , they can talk absurd, they can act absurd and harm the organisation.
13. असंविभागी (Not shares with his fellow ascetics) – This type of subordinate or superior does not want to share anything with his superior or subordinates.
14. अचियत्ते (Unfriendly) – Unfriendly nature of an employee brings hatred amongst his peers and subordinates.

Sutra 10,11,12,13 list the qualities of successful employees. In Amar Muni's words, "By fifteen virtuous qualities , an adept is called well behaved." Though these verses are written for students under guidance of a teacher with the goal of learning Jain scriptures from them, but the author has tried to interpret them in the light of business management .This way we can generalise these qualities for an employee's behaviour who is working in an organisation with the aim of achieving organisational goal.

१०. अह पन्न रसहिं ठणेहिं सुवीणीए त्ति वुच्चई]

नीयावत्ती अचवले अमाइ अकुहले]

११. अप्पं चासहिक्खिवइ पबंधं च न कुव्वइ]

मेत्तिज्जमाणो भयइ सुयं लद्धं न मज्जइ]

१२. न य पावपरिक्खेवी न य मित्तेसु कुप्पइ]

अप्पियस्सावि मित्तस्स रहे कल्लाण भासइ]

१३. कलह डमर वज्जए बुद्धे अभिजाइए]

हिरिमं पडिसंलीणे सुवीणीए त्ति वुच्चई]]

Meaning ,”By fifteen virtuous qualities an adept called well behaved . These qualities are :

1. नीयावत्ती (Modesty) – Such employees are famous amongst their superiors and subordinates for their humble behavior.
2. अचवले (Stability) – They stick to what they say. This term also stands for their stability in the organisation, department or a particular project.
3. अमाइ (Simplicity) – Simple nature of such employees brings more friends in the organisation to the employee.
4. अकुहले (Free from curiosity – soberness) – Such employees do not interfere in other's matters, they keep themselves involved in their own work most of the time.
5. अप्पं चासहिक्खिवइ (Abuses no body) – The one who does not abuse others at the workplace, hardly has any enemies, hence less obstacles in achieving the goal.
6. पबंधं च न कुव्वइ (Not persevering wrath for long time) – Such people have the capability to forgive others for their flaws and can start afresh any assignment given to them.

7. मेत्तिज्जमाणो भयइ (Gratefulness towards friends) – Gratitude for friends brings popularity in grapevine interaction of other employees for him , hence a positive image in the work culture.
8. सुयं लद्धं न मज्जइ (Unproudy of his learnings) – This quality is also appreciated by all the superiors and subordinates.
9. न य पावपरिक्खेवी (Not disgraces the perceptors etc. for their petty slips) – Such employees have the capacity of absorbing the flaws of others.They do not make others feel shame for their petty flaws.This brings friendly environment in the organisation.
10. न य मित्तेसु कुप्पइ (No anger with friends) – No anger brings calmness and good atmosphere inside the organisation is prevailed.
11. अप्पियस्सावि मित्तस्स रहे कल्लाण भासइ (To speak well even of an undear friend in his absence) – Such a quality can turn enemies also onto friends forever.
12. कलह डमर वज्जए (To abstain from quarries and row) – It is very important for an employee not to get involved in any sort of physical threats. As this may create negative environment in the organisation.
13. बुद्धे अभिजाइए (Polite and sophisticated) - These employees are from a good background and are a little sophisticated. This quality makes them acceptable in the environment where they act as ambassador for the company.
14. हिरिमं (Shyness) – A little shyness is always appreciated, as it brings humbleness in the character of an employee.
15. पडिसंलीणे (Fixing him in himself – calm) - Such employees are deeply involved in their own affairs.

8. The X and Y theory of Douglas McGregor and Uttaradhyayan approach

According to Griffin , “the managers are now more likely to recognize the importance of Human Resource processes and to view employees as valuable resources in stead of mere tools.” The following table is drawn to analyse what type of behavior of employees leads to what type of behavior by the managers:

Table 2:

Theory X (Negative Behavior of Managers)	Negative qualities of employees	Theory Y (Positive Behavior of Managers)	Positive Qualities of employees
Employee inherently dislike work and will attempt to avoid it,whenever possible.	दुहिले (Malicious) थद्धे (Proudy) लुद्धे (Greedy of food)	Employees view work as being as natural as rest or play.	अकुहले (Free from curiosity – soberness) सुयं लद्धं न मज्जइ (Unproudy of his learnings) न य पावपरिक्खेवी (Not disgraces the perceptors etc. for their petty slips)

			न य मित्तेसु कुप्पइ (No anger with friends) बुद्धे अभिजाइए (Polite and sophisticated)
Employees must be coerced, controlled or threatened with punishment to achieve desired goals.	अभिक्रुणं कोही हवई (Who often loses his temper) पबंघं च पकुव्वइ (Who perseveres in wrath) अचियत्ते (Unfriendly) अवि मित्तेसु कुप्पइ (To be angry with friends)	Employees will exercise self-direction and self control if they are committed to the objectives.	नीयावत्ती (Modesty) अचवत्ते (Stability) अमाइ (Simplicity) मेत्तिज्जमाणो भयइ (Gratefulness towards friends) अप्पियस्सावि मित्तस्स रहे कल्लाण भासइ (To speak well even of an undear friend in his absence) हिरिमं (Shyness)
Employees will shirk responsibilities and seek formal direction whenever possible.	अणिग्गहे (Does not control his senses and mind) असंविभागी (Not shares with his fellow ascetics) सुयं लद्धण मज्जइ (Who is proud of his scriptural knowledge) अवि पावपरिक्खेवी (Who disgraces the perceptors etc. for their petty slips) मेत्तिज्जमाणो वमइ (Who spurns friendship)	The average person can learn to accept, and even seek responsibility.	कलह डमर वज्जए (To abstain from quarries and row) अप्पं चासहिक्खिवइ (Abuses no body) पबंघं च न कुव्वइ (Not persevering wrath for long time)
Most workers place security above all other factors associated with work and will display little ambition	सुप्पियस्सावि मित्तस्स रहे भासइ पावगं (To speak ill of most dear friends in his absence) पइण्णवाइ (Who talks irrelevant)	The ability to make good decisions is widely dispersed through the population and isn't necessarily the sole ability of manager.	पडिसंलीणे (Fixing him in himself – calm)

- Both the approaches are based on two categorisations of employees – positive and negative. Accordingly managers' behavior can change towards a particular employee.
- Uttaradhyayan Approach is ancient by nature, originated in India, while McGregor's theory is relatively modern and originated in America.
- US theory throws light on the behavior of employees and their success based on the type of behavior, while McGregor's theory is based on the behavior of managers in response to their inherent behavior.

Relevance of Uttaradhyayan Theory in Modern Business World

Uttaradhyayan approach to negative and positive qualities of a learner is so simple that it can be easily understood by all managers. An employee when joins an organisation, acts as a learner only and we can apply these theories on him. Behavior of a disciple and a teacher can be generalised for employees and managers for better organisational culture and achievement of organisational goal.

9. Contribution

Above verses are significant psychological and scientific analysis of competencies of an employee. In achieving the goal of an organisation, such analysis help a lot if today's managers succeed in motivating their subordinates towards these fifteen qualities explained in Uttaradhyayan Sutra. This way many problems of modern economic world can be solved before they raise their head.

10. Limitations of the Study

The theories rediscovered from the great book Uttaradhyayan Sutra are meant for spiritual goal- Moksha which are to be generalised for materialistic goals-organisational goal. The terminology used in ancient literature has to be interpreted in modern words and ideas in order to make it relevant for modern world of Logics.

11. Conclusion

The study concludes that negative and positive theories of McGregor and Uttaradhyayan Sutra are correlated to each other. The negative and positive qualities of employees and behavior of managers are interdependent. Employees with negative qualities are to be treated as per Theory X by the managers and employees with positive qualities are to be treated as per Theory Y of McGregor. This relationship has been shown in the Table 2. Further scope of study can be if vice versa also exists- Meaning is manager's behavior responsible for employee's negative and positive behavior in an organisation.

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To compare McGregor's theory and Uttaradhyayan approach to two categories of employees, we can ponder on the following points:

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