



Kripalani on Gandhiji's Organizational Skills: An overview (A step for sustainable managerial practices effective towards Human Resources Management)

Abstract

“For Gandhiji organization is not possible without SAMYAMA, discipline, a word which has come into dispute today because of those who utter it themselves lack discipline.” Acharya J.B. Kripalani was a sincere scholar and known as follower of Mahatma Gandhi. He came in touch with Mahatma Gandhi during Chmparan Movement. Kripalaniji observed very closely the adopted by Gandhiji for doing work and guiding people or organization with right perception and right direction. Kripalani was one of the followers of Gandhiji who have faith but not blindly. He criticizes whatever not found as per determine views. His famous book “Gandhi and his life” focuses on various aspects of Gandhian thought in analytical manner. One of the chapters is Gandhi and organization in which he explains organizing capacity and humanitarian wisdom to manage human resource in sustainable manner. People become able to decide right and wrong perception about the things lies with them. They become also enlighten to visualize working capacity, identify and use of inner strengthens it in the interest of an individual, community with survival of universe.

In this article, we have tried to know the various examples in which managerial competency of Gandhiji come out. Lastly, we are agreed to keep this statement that Kripalaniji was intellectual follower of Gandhiji who understand his view in right way. These are valuable assets in management field also to those managers who wish get permanent solution of managerial problems, reduce stress and develop harmonious relationship in the organization. His disciplined organizational management thinking may able to manage the HR issues in the boundary of truth and nonviolence without harming the interest of anyone. Gandhiji's organizational wisdom would directed to our those managers as torchbearer who wish to follow the path of human value based solution and bring peace, prosperity and happiness for all.

Keywords: humanitarian wisdom of Gandhiji to manage human resource and Organizational issues.

Introduction:

Jivatram Bhagwandas Kripalani (11 November 1888 – 19 March 1982), popularly known as Acharya Kripalani, was an Indian politician, noted particularly for holding the presidency of the Indian National Congress during the transfer of power in 1947. Kripalani was a Gandhian socialist, environmentalist, mystic and independence activist. He grew close to Gandhi and at one point, he was one of Gandhi's most ardent disciples. Kripalani was a familiar figure to generations of dissenters, from the Non-Cooperation Movements of the 1920s to the Emergency of the 1970s. He was also worked as Acharya in Gujarat Vidyapith during 1922-27. His observation and analysis on Gandhi and organization may useful for our managers.

Managers are very important for every organization. Manager plays many numbers of roles in evolving organizations, including leader, negotiator, figurehead, liaison and communicator. A manager needs to be an ideal leader so his or her followers believe in the leadership and organization grow in right direction. The main aim of organization building is to manage activities to achieve the determine goals, clarity of relationship among personals, ensure their efficiency to work done in scientific manner, two way communication within time, and energetic work-environment etc. organization is human centric instead of

means and other physical resources. There is very big challenge before HR Manager to keep their personals for long duration in the organization with desired interest and energy. Acharya J.B. Kripalani had kept Gandhian thoughts on organization management as torch in the darkness and uncertainty. These are really so effective that may convert human resource as human assets for an organization.

Mahatma Gandhi, the Father of the Indian Nation may prove as management icon that ensures real happiness beyond so called success. In this practice there is no space for exploitation of human being but mutual faith and we feeling for each other. Gandhiji found many great leaders across the country that ensures their best efforts and fruitful contribution voluntarily. There was discipline, purity of means, proper strategic planning, and time management during goal achievement. His power of truth and Ahimsa was miracle in way of united and planned efforts. He proved his value based wisdom not only to integrate individual efforts for common goals but also to indentify and use individual skills in proper way as an effective and competitive manager. The Mahatma is now being rediscovered as more than just a political leader who gained independence for the country. He is being looked upon as a master strategists and an exemplary manager whose ideas and strategies have great meaning for the corporate world, particularly in India. The contribution of Kripalaniji towards Gandhian thought in organizational management is very much useful as ray of hope for management world that are looking for sustainable solution of managerial problems with their HR. in next part we can assess various examples in which Gandhiji gave the glimpse of his wisdom of sustainable managerial practices.

Sustainable organizational Wisdom of Mahatma Gandhiji: analysis of His Few Experiments as per view of Acharya J.B. Kripalani

- All experiments concern with organizational ability of Gandhiji has been fulfilled by holistic approach.. In South Africa, he has not only organized political life of the Indians settled there but also their social life, teaching them the habits of hygienic living. This was not the organization for task but for life of members of organization that cover economic, social and all other necessary aspect of life style.
- Twice he well managed the organization mass (Ambulance Corps) during service in Boer war and again in Zulu rebellion. In struggle in South Africa, he organized a march of some 2,500 Indians, males and females, from Natal to the Transvaal. It was successfully done in spite of scarcity of funds and other difficulties in a land under a hostile Government which wanted the Indians to quit. He had balance in behavior and maintain disciple, justice during the organizing and managing this event.
- Preference to manage for Self- help- He was in Santiniketan when, in 1915, he returned from South Africa, He was merely a guest there, yet he could not resist the temptation of keeping a scheme of reform of the hygiene at the poet's home, before the inmates through organized self-help. It shows his organizing capacity at work.
- Work and life both are together and affected to each other. While present management concern has concern with only completion of physical task. There is one saying in Indian culture that we may bring horse to water source but can't ensure that he will drink. Likewise, instead of managing physical property in the organization, we should concentrate to manage human being surrounding his life. It may push the people's will in desired direction. Such capability comes out in Champaran. He organized not only his work but also the life of those who had volunteered to help him in the conduct of his enquiry.
- Concern of Gandhiji in organization was reflected by purity of means. He was always there for common interest. He was very careful and sensitive for needy segment of society. He organized mass in scarcity of physical means. There was equality and justice in distribution system. For the purpose of discipline and rules was firm and stick but human centered. Whenever he felt the need of change in the system or rule, he consider whole affair on humanitarian ground. Rules are for human being but they are not over the human interest. Conflict should resolve on ethical ground without harming others intensely. Experiment of truth and Ahimsa may take place effectively to change the heart of human being towards positive direction

without any undue pressure. He taught us the politics of join together instead of divide and rule policy which are in practice in modern management world.

- Unique settlement policy that not harm to others and keep them in shame – this ethical ability of Mahatma Gandhiji came out during the organization of Mahajan Sangh in Ahmedabad. During the 40 days strike before injustice he provided them day- to- day constructive work by which they could help themselves and their children. At last both party mill owner and labour, were happy with peaceful and honored settlement.
- As a visionary leader, he adopted the policy of decentralization of power. During reshaped the constitution of congress, he made it a mass organization with its branches throughout the length and breadth of the country, functioning for the whole year, looking into the grievances of people. It was the best example to aware and prepares the people for their role in the organization.
- He gave proper direction to the leader of the kisan agitation in Kheda and Borsad. It was a ToT as per concept of HRM.
- He was a creative innovator working for organization of khadi work. He innovated to moderate in the design of Charkha and reach to the root level through capacity building of the Charkha Sangh that lead productivity of each individual. For the cottage and village industries, he created the All India Village and Cottage Industries Board. It shows him strategic vision and clear cut ideology for development of organization.
- His organization for social reforms was very firm. He wanted to remove this evil thorough entire and inner effort. He made as organization- the Achhut Nivaran Samiti for the uplift of the Adivasis and the backward classes. He also organized the Adimjati Sevak Sangh.
- His organization- the Nai Talim Sangh is the landmark in the field of education that ensures sustainability in the living. It was the powerful instrument to bring real civilization in the society. Very prominent personality of education field i.e. Zakir Husain, Ashadevi and Aryanayakam etc. It ensures that people must equip with 3 H (hand, heart and head). For cow protection, he had the Go Seva Sangh. For the propagation of Hindi, he organized the Hindi Pracharini Sabha.
- Like a good manager, he utilized the ability and services of all persons of goodwill who wanted to reforms in any field of national reconstruction. For instance the ability of Thakkar Bapa, a member of the servant of India society which did not believe in Satyagraha, was utilize for uplift of the Adivasis and other depressed classes, Birla was not prepared to leave his business and march to jail, but took interest in Harijan uplift and Harijan Sevak Sangh was organized under his chairmanship. Likewise he found a scholar personality – Kumarappa, a C.A. and economist to organize cottage and village industry programme. It was the hunner of Gandhiji to prepare the person to contribute in the nation’s building according to the capacity and interest. Besides of this, he made space in heart of his enemy or not convey with his ideology or acts.
- Multipurpose use of personal ability-
- Wisdom of financial discourse- Gandhiji advocated that organization of public work is not possible unless proper budget. Account of receipt and payment must be accurate and maintain properly. Often, he paid respect the policy & procedure of organization and never go beyond it. Kripalani share his experience that once he used capital of Khadi fund to get more interest. But Gandhiji said very frankly to him that Professor, you are doing wrong, you violating the healthy procedure. PF must keep in the bank only. He always critically examined the budget and balance-sheet. **He was clear that public work must not be done by borrowing money.** But present administration system does not bother it. **He also gave a landmark of efficiency of financial system that allotted money of must be spent as per norms and within time.** Otherwise it would mean that the worked chalked out for the year was not faithfully and meticulously performed.

- Again he said that public money must use by the leaders as their own money with wisely thinking. He did not hesitate to spend Lakhs of rupees where the expenditure was justified but become upset if anything lost due to carelessness.

Conclusion:

Gandhiji gave proper introduction of his intellectual and root level ability of organization. In his capacity to organize his private life and that of the country lay the secret of his success in the organization of various movement and national level events was truth and non-violence. Acharya J.B. Kripalani has mentioned clearly that Gandhiji was an intellectual of his time. He was also a great advocate. This quality often made his British opponents feel that he was not playing an honest game and had something up his sleeve. They dubbed him a cunning Asiatic, Indian critics called him a crafty Bania. Likewise, little note is taken of his great organizing capacity. They must not only serve the individual actively but also society. This he did by his organizing capacity. Ever since his student days, Gandhiji kept a diary in which were recorded not only what he saw, felt and did, but also his accounts. Even the expenditure of a few pennies or annas is recorded therein. He sincerely keeps each aspect of the organizational capability of Gandhiji through relevant illustration from his life (an experiments with truth) This was the organization his life.

Gandhiji had strictly disciplined his life. He was a karmayogi. He was disciplined in eating, talking, walking, in sleep and wakefulness, as the Gita says. He was also a great disciplinarian. He would not tolerate shoddy work. Nothing was too small or insignificant to deserve attention from Gandhiji. He tried to improve all facets of the national life.

In present era, organization or its personals have been categorized and treat under various categories or so called management level/layers. These layers have been developed on the discrimination of work. But for Gandhiji even the sweeper who does his work well is entitled to honour. In the organizational world, discrimination in work is the root cause of organizational problems. Their way of solution is truth and non-violence as not only suggested by Mahatma Gandhi as an ideal leader or effective manager but experimented by him with the result great level of satisfaction and happiness of all. Gandhiji felt that if truth and non-violence were to fight untruth and violence; they must be organized in a powerful movement, not based merely on the goodness of the individual but on the goodness organized to withstand organized evil. He utilized the ability and the services of all persons of goodwill, who wanted reform in any field of national reconstruction.

Last but not least, we would like to say that Acharya Kripalani has become successful to keep the managerial skills of Mahatma Gandhi before us. Managers and owners may take lesson from his work to manage their HR problems on value based ethical ground. Then, there will be cooperation instead of unfair competitions, stability instead of uncertainty and creative work environment instead of hide n seek game between owner/managers and employee/labours. There will be organizational peace. No exploitation and on undue influence can take place in the organization. We can rightly mentioned with proud that Gandhi is not; it is present and golden future.

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