

Karma Yoga (General Article)

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Abstract: The series of actions where associate fights for his basics, security and self-esteem for the ultimate goal of Self-actualization and God-realisation at different stages of life. The nature and level of struggle differs from one stage to another in the organizational life of a manager.

The articles suggests the philosophy of detachment and dis-passionate actions. Dispassionate actions lead to perfection in the actions of a manager to enable him to deliver a world-class product or service. Lord suggests remedies and helps managers to conquer mind to control tumultuous senses. Lord helps him to weed out negative thoughts to persue perfection. Perfection leads to control of variables and identify constants. The manager can not waste time on things he can not change.

Keywords : Passion, Philosophy, Tumultuous Senses

I. INTRODUCTION

When the reason has crossed the entanglements of illusion, then you will become indifferent both to the philosophies heard and unheard.

When the intellect, bewildered by the multiplicity of holy scripts, stands unperturbed in blissful contemplation of the Infinite, then one attains Spirituality. This is the level usually CEOs acquire if they have to work for highest level in the organizations where they look for conditions of self-actualization. They have to participate in the upheavals of organizational life thereby continuously use applied spiritualism in Karma or Action linkages.

Arjuna asked: My Lord! How can we recognise the saint who has attained Pure Intellect, who has reached this state of Bliss, and whose mind is steady? How does he talk, how does he live, and how does he act? Is such a man a manager in the organization?

Lord Shri Krishna replied: When a man has given up the desires of his heart and is satisfied with the Self alone, be sure that he has reached the highest state. The manager in this state becomes a true professional and stands alone and is least selfish in the team which performs. Such a man is in entrepreneurial state who has satisfied himself at all the levels of hierarchy through actualization upon realization and realization upon actualization.

The sage, whose mind is unruffled in suffering, whose desire is not roused by enjoyment, who is without attachment, anger or fear – take him at the level where decisions are close to perfection. The CEOs work in the toughest conditions of diversity and they remain unaffected in adverse conditions of results to be in gain or at loss.

He who wherever he goes is attached to no person and to no place by ties of flesh; who accepts good and evil alike, neither welcoming the one nor shrinking from the other – take him to be one who is merged in the Infinite. He is the manager who attains the best results since he is not attached to the negative and inefficient factors of his performance. For him, the success is a state of mind.

He who can withdraw his senses from the attraction of their objects, as the tortoise draws his limbs within its

shell – such a manager has attained perfection in maintaining his mind in equilibrium. Perfection in practice is the ultimate goal of every business manager since he has to deliver a world-class product or a service never created before.

The objects of sense turn from him who is abstemious. There are times when the team starts working in different directions due to different self –interests. There may be differences in the spiritual level or different objectives. This is the time when the manager needs guidance from his super-hero.

O Arjuna! The mind of him, who is trying to conquer it, is forcibly carried away in spite of his efforts, by his tumultuous senses. The great manager drifts and the lord re-minds him of the uni-direction policy in which he has to perform to attain perfection in diverse conditions.

Restraining them all, let him meditate steadfastly on Me; for who thus conquers his senses achieves perfection. Focus on the smallest steps to reach the biggest results. The art lies in the management of the team and to make them work to the final objectives of their action plans.

When a man dwells on the objects of sense, he creates an attraction for them; attraction develops into desire, and unfulfilled desire breeds anger. This thought process leads to breakage of teams or delays in achieving results or the best possible results are not attained.

Anger induces delusion; delusion, loss of memory; through loss of memory, reason is shattered; and loss of reason leads to destruction. The great companies consist of best managers who turn destruction in to constructive thinking to produce incomparable quality products. Difference in quality is the difference in the leadership in these companies. Team members truly

develop the respect for the leader and belief in his directions based on relative quality levels in reference to other companies.

Self-controlled soul, who moves amongst sense objects, free from either attachment or repulsion, wins eternal peace. Peace leads to quality and the quality leads creation of better products and services in both manufacturing and service organisations.

Having attained peace, he becomes free from misery; for when the mind gains peace, right discrimination follows. Peace leads to happiness and happiness draws people who need happiness. The general level of happiness raises the level of performance needed for organizational development.

Right discrimination is not for him who cannot concentrate. Without concentration, there cannot be meditation. He who cannot meditate must not expect peace and without peace there is no happiness. Every job needs focus on the work to reach the highest level of performance and perceivable quality. How the other leaders perform and get better quality products and then your perception changes to a higher sigma level. The followers then changes the work practice or induce better technology including men, material or machines to achieve newly acquired level of quality in performance.

As a ship at sea is tossed by the tempest, so the reason is carried away by the mind when preyed upon by straying senses. These conditions everybody has and yet there are differences in the levels of performance leading to comparable quality.

Therefore, O Might-in-Arms, he who keeps his senses detached from their dissuading objects to purify reasons is purified. Do not attach yourself with the object called the final product or outcome but the intermediate unit process or steps to get better results

or yields. Attachment to dream product or outcome will lead to loss of reasoning and the quality is likely to deteriorate since the intermediate steps are defective.

The saint is awake and conscious when the world sleeps for new products, processes or quality standards. He thinks of implementing the proven and successful methods already achieved by others and then takes an edge.

He attains satisfaction and peace in successful intermediate steps which lead to successful outcomes. Desire to work to get good results need interest in affairs of life. Fulfilment of legitimate desires gets inner peace and happiness if properly channelized. Therefore have interest in life.

The manager in pride gets out of focus and leaves behind the power of reasoning and works without flow of sufficient inputs.

O Arjuna, the manager! This is the final state of the Self, the Supreme Spirit, if a man once attains, shall never be taken from him. Even at the time of leaving the body, he will remain firmly enthroned there, and will become one with the Eternal.

II. ROCK SOLID PRINCIPLES

1. The first is being mindful that respect and dignity of the human being is paramount.

Give respect and seek respect. Give love and get love. Treat people alike irrespective of their social status. Meet and Greet people because it is fortunate that we took birth on the planet in the same time frame.

2. Power of Positivity

It is the power of meditation that keeps our head above our pains and miseries. We still perform in the positive direction that we will have a good day. Your today is your best day.

3. Re-invent yourself

You are the most creative human being on planet and there are enormous possibilities of finding happiness and prosperity. Let us think again till we get the right solution to our problems. Life as such is not a problem but a celebration. You have a body car and a driver soul who takes you in the direction you want. You are the mentor for yourself . Therefore serve yourself.

4. Faith in God through application of spirituality and self-rejuvenation and family members.

Trust is most important that it is my destiny that is ruling me. Use your spirituality to analyse people and situations. Become a child before parents and parents before children. Enjoy learning for re-energising your- self to face the wear and tear of life. See the people in greater pain to improve your positivity to help them.

5. Attitude of Gratitude

Let us be thankful to God and the friends around us who nurtured us to erect us in the shifting stands of time.

Though truth is unitary and Brahman is absolute, the realization of it is possible only by stages and by a gradual rise of consciousness of his mind under degrees of reality which he experiences in the different stages of its evolution.

Unit Human Value is important and the universalism of soul in human body is absolute. Let us not forget that god is within us and within you and potentially divine we are. The god in you and god in me converse with each other to make us human beings in good relationship.

As the time passes, the business organization gains realization of not only market but the people who lead them to ultimately attain organizational-spiritual value and the business life cycle is superimposed on the human life cycle. You will find good people in good organization. The profit realization is a part of spiritual realization in the company during the entire business life cycle. It is not the end but the means to end. How we earned profit through net positivity against odds. The annual profit is the cumulative effect of infinite unit transactions. The combination of good deeds finally lead to the spiritual achievements of the management which are much more than mundane profit of numbers. It is unbelievable but truth is that the big organizations can-not become bigger without optimal stock of spiritualism or will get dis-integrated. The ultimate goal of any organization is salvation of its people including high fliers who strive for tangible results besides their religious pursuits. The organization must therefore track and maintain each employee from birth till death. The management will say that we did a good job in managing life span of an employee. Every human being is a priceless creation of god if his purpose of birth is identified. The man does not take birth without purpose and the human life is precious.

As a start-up, the organization consists of an individual or a team with a definite spiritual level. The organization keeps on growing only if the material consciousness level is lower than the spiritual level otherwise spiritual erosion will commence. As the organization grows, the gap should not widen during growth part of strategy. It is the reverse when there is negative growth in the organization. We have to separate the fortune with the spiritual content for real balance sheet, Gross Spiritual Factor. The manager can be low in fortune but high in the spiritual content but how to recognize and use this combination. Should he be left behind or the organization should take him

along. The organizational family that prays together stays together for a positive outcome. We need gross happiness factor in the balance sheet including goodwill besides tangible profits.

Brahman is truth in infinite knowledge and from it arises ether, air, fire, water, earth, light and sound in different bodies and so on. The organization must provide all the tangible resources to make members comfortable. The positive spirituality comes faster if there is material comfort. It is a fallacy that material discomfort leads to spiritualism. Though deprived people have a tough life while realizing god but they are blessed with extra strength to bear the upheavals. At the same time, the blessings flow from top to bottom in the tiers of spirituality. Give and accept blessings with true heart for your salvation. You cannot stop work to gain god. Therefore work honestly and have material comfort in men, material and machines. You have opportunity to do good things and therefore work and bring good fortune not only to yourself but for others.

There is no instrument of measurement but it is your own inner-conscience which tells your position at the helm of affairs. The organization lives infinite and works for the society in the short and the long run and therefore the lord is the ultimate stake holder. Do not forget that you are a performer in a definite short time span. The mission remains how to make organization live longer.

In the beginning it was only pure existence for survival then attained multiple-purpose objectives. The organization multi-purpose and it creates the luminous medium of fire for stakeholders to perform as an effect. There is a significant difference between a new start-up and a matured organization in material and the spiritual content. The start-up is itself spiritual since there is a linkage with destiny of its future stake-holders. The spirit feeds the casement called body and the body

thinks of an economic or social start up. The charity thereby is not a part of design of the organization but is the character of its stakeholders who give spiritual light for organization to follow as a part of corporate responsibility. At the same time there is nothing free in the world. You breathe oxygen and cost is carbon gas for mother earth. Let us learn from the nature. There is a perfect material and energy balance in nature. The transformation means cost.

As sparks emanate from fire, all the varieties of conscious and sub-conscious beings come out from the one imperishable and ultimate soul. The imperishable is the soul in consciousness or tangible living beings or its manifestation or in the transformation which led to the path of spirituality. Managers leave no gaps in spirituality and materialism as they progress. The success lies in the progress at a pace where the spirituality does not get lost. The apparent life on screen or the-stage of life does-not speak of the harsh realities off the screen. The gap is to be managed. Collective meditation and prayers thus lead to success and leaders therefore have to lead by self-example.

In the beginning it was all un-manifested, and by the will of the un-manifested Absolute the latent became patent, and the one became in many names and forms, down in the gross universe. The manifestation is the change in the form and the shape of the material world for a consideration and finality of today is the summation of value addition in the chain.

God entered in the form of the life in all the apparently divided aspects of Himself as a matter of principle and made them appear as living beings with their own subjective ideations. We would rather call it the manifestation of god in god. His creations again manifest in new shapes and forms of space, time and cause.

The different forms of living species with different DNA and RNA, different characteristics ,levels of knowledge, different body languages, behaviours are all in pursuit of spirituality at different levels. The manager has to know the difference in human beings but not realize them on the basis of cast, creed, sex, family, community, state and the country but their utility and contribution in business organization. The success needs different combinations at different point of time. Each casting of success has different seasoning with different traditions , behaviour and trait.

The Shakti of God which is responsible for the creation of the universe, also acts as a deluding factor when it enters into the constitution of the living being as Avidya or ignorance or innocence at the time of conception. The Shakti is feminine in nature of motherhood. The women absorb sin and pain for the existence of world otherwise the organization of world will become un-controllable with outburst of pain. The role of Shakti is therefore important since she is the energy and the fire in life.

The management remains un-attached to the actions of skilled human beings in the group for results which are tangible and material but expected. How-ever the human beings are biological and physical in form having unique value of emotions and the spiritual content. The composition of body, mind and soul differs from one person to person and the managements have to use them optimally based on job-requirements and monitor them. These concepts also include the CRM-Customer Relationship Management and the expected levels of service and desired level of traits needed in any CR Manager. The customer who uses a product has to have the required set of skills, emotions and the spiritual level for and during usage of the product to attain the highest level of satisfaction. These qualities are at the same level as the manufacturer or the creator. The human-being are different and have

unique unit value summation and the selection of team members becomes all the more important for finite results.

The eating of the fruits of the tree is establishing a relationship with the tree of manifested world for having a total experience with God. The living being is limited to particularized experiences of separated objects with which it has varying relations in the different stages of its evolution. Therefore meditation is the only method of a direct relationship with almighty which is above the power of reason and logic. On the other hand the world of materialism needs total relationship with the objects in the domain of interest for further manifestation.

Likewise the products of the organization are consumed to form a relationship with the customers. The job of a manager is to establish that relationship with the customer. The product is of supreme value in CRM but the outcome which is the level of satisfaction. Only the lord of any belief will form the linkage between different creations of God. The managers responsible for different functions will make a basic but limited relationship which can manifest from lowest to the highest level in the society.

The objects, with which the living beings thus maintain relations, are, in their own capacity, creations of God, but they bear differing value of satisfaction at different times. The living being therefore has no permanent and definite information of anything in the world as it evolves. He simply forms relationship with respect to space, cause and time to ultimately vanish.

“Arjuna the management questioned: My Lord! If Wisdom is above action, why don't you advise me to engage in this terrible fight? The language perplexes the management and confuses them. Therefore the management seeks advise on spiritual welfare above profitability.

The Lord Shri Krishna replied: In this world, as I have said, there is a twofold path, O Sinless One! There is the Path of Wisdom for those who meditate to achieve me which is the easiest with no strings attached, and the path of action for those who work and toil with plan, action and a definite hidden strategy.

No man can attain freedom from activity by refraining from action. Nor can he reach perfection by merely refusing to act. Action remains superior to inaction and therefore we have to necessarily plan and act for tangible results which motivate us for further action. The man has come with a purpose and it is for him to detect and per-sue purpose.

He cannot even for a moment remain inactive as the qualities of nature will compel him to act. His biological system is working continuously and his biological class makes him exist in his time of space and cause of existence. We are the cause for an action or an initiative for a cause in action. This makes all the difference. We as human beings do not know the reasons of all the actions and inactions of the universal god.

He who remains motionless, refusing to act, but all the while brooding over sensuous object, that deluded soul is simply a hypocrite. The biological body is a vehicle and the soul in- carnages Krishna is to drive. The motion less vehicle is not a vehicle but a dead mass. The vehicle moves for a purpose of realization. The realization is to follow the cycle of action and rest to find god in nature including others. The realization is in finding the nature in the universe in which the body and the soul grows and follow a specific life cycle. Even in the body at DNA level, there is no rest and the body seems to be at rest in the dynamics of bio-cells. To realize, the manager in Arjun has to establish a spiritual relationship with the nature as he can- not manifest the whole universal world as said earlier. This makes him different from his living God.

But, O Arjuna! All honour to him whose mind controls his senses and is in beginning to practise Karma-Yoga, the path of right action, keeping himself always unattached. Any system without controls is meaningless and will not serve its objectives. He has to maintain his action and thought ratio which largely depends upon his resourcefulness, his level of comfort and passion to achieve his ultimate objective of realization of god. Any project you undertake has a spiritual manifestation. The right actions with proper direction will give you final output for which the project has been set up. The right action is what your conscience allows. The human creations are spiritual in design and programmed for perfection. The job could be writing a poem or setting up a petroleum refinery. The poem will make readers happy and a refinery will provide products, services and employment as a matter of social welfare. Actions and decisions are to be dispassionate otherwise we will be dissuaded in the wrong direction. Let us not forget that the designs are to be perfect as there are no sentiments of religion in the design. Design follows usage and practice so that the differences appear on the surface for improvisation. The higher you convert your thoughts in to action, more you travel to be happy and creative.

Do thy duty as prescribed, for action for the sake of duty. Even the maintenance of the body would be difficult if man remains in-active. You have to follow a definite standard operating procedure as per design otherwise the mission will not be achieved. Prescription is given after a lot of human thought with the time spent on hit and trials. The human body in life follows a strict pattern in biological system and clock. Though the man becomes musical at times and breaks the mundane rules to motivate himself.

In this world people are fettered by action, unless it is performed as a sacrifice. Therefore, O Arjuna, let thy acts be done without attachment, as sacrifice only. Here

comes the concept of opportunity cost. Any action is an opportunity to do a good job which is spiritual for the man kind with a pre-defined cost. However every opportunity has a cost which we always incur.

In the beginning, when God created all beings by sacrifice of Himself, He said unto them that through sacrifice you can pro-create and it shall satisfy all your desires. Only your specific good actions can fulfil your legitimate desires and keep you happy to live and get along.

Worship and realize the powers of nature and let them nourish you in return for highest objectives of welfare. The science believes in the manifestation of powers of nature for human welfare.

He who enjoys what the mother nature gives without returning is, indeed, a robber. We have to be eco-friendly to maintain the nature and keep the environment pollution free and leave a clean earth for future generations. We need a perfect material balance, energy balance and eco-balance for the ideal creation of useful products and provide services to human beings without robbing the nature.

All creatures are the product of food, food is the product of rain, rain comes by sacrifice, and therefore sacrifice is the noblest form of action. Rain falls on mother earth and men creates the crops which are useful for them and the masses. Agriculture business is full of sacrifices and pains as farmers align and remain closest to nature. This sacrifice is comparable with the ultimate sacrifice by soldiers for defending the borders.

All actions originate in the Supreme Spirit, which is imperishable and in all sacrificial actions the all-pervading spirit is consciously present. You will see some gardens, homes or places which are vibrant and full of positive energy. These places are inspirational

and make you to use your thoughts to perform positive actions to create similar places.

Thus he who does not help the revolving wheel of sacrifice, but instead leads a sinful life, rejoicing in the gratification of his senses, O Arjuna in manager, he breathes in vain.

The realization is a purposeful exercise of actions followed by success and failures. This is a path full of sacrifices to find god in the form of satisfaction out of prayers. The satisfaction gives you cosmic relationship with the almighty if you close other outlets in meditation. On the other hand, the soul who meditates on the self remains content and satisfied to serve the self. There remains nothing more for him to accomplish. He has nothing to gain or lose by the performance or non-performance of action.

Therefore do thy duty perfectly, without caring for the results, for he who does his duty without attachment attains the Supreme. For whatever a great man does, others imitate and follow. People conform and follow to the standards he has set. There is nothing in this universe, O Arjuna, that I am compelled to do, nor anything for me to attain; yet I am persistently active. And if I were to refrain from action, the human race would be ruined. I should lead the world to avoid chaos and destruction that follows if I do not act.

As the ignorant act, because of their fondness for action, so should the wise act without such attachment, fixing their eyes only on the welfare of the world. The wise man should not perturb the minds of the ignorant, who are attached to action. Let him perform his own actions in the right spirit, with concentration on lord thereby inspiring all to follow and do the same.

Action is the product of the qualities inherent in Nature. It is only the ignorant man who, misled by personal egotism, says and thinks that I am the doer.

Therefore, surrendering thy actions unto Me, thy thoughts concentrated on the Absolute, free from selfishness and without expectation of reward, with mind devoid of excitement, begin thou to fight. Those who always act in accordance with My precepts, firm in faith and without cavilling, they too are freed from the bondage of action. But they who ridicule My word and do not keep it, are ignorant, devoid of wisdom and blind. They seek but their own destruction.

Even the wise man acts in character with his nature. Indeed, all creatures act according to their nature. What is the use of compulsion then? The love and hate which are aroused by the objects of sense arise from Nature. Do not yield to them. They only obstruct the path. Sometimes nature lead you to action.

It is better to do your own duty, however lacking in merit, than to do that of another, even though efficiently. It is better to die doing one's own duty rather than the duty of another which is full of danger as the spiritual policy do not super-impose.

Arjuna, the chief manager asked: My Lord! Tell me, what is it that drives a man to sin, even against his will and as if by compulsion? Lord Shri Krishna replies that it is desire, it is aversion, born out of passion. Desire consumes the truth and corrupts everything. It is man's greatest enemy. As fire is shrouded in smoke, a mirror by dust and a child by the womb so is the universe enveloped in desire. It is the wise man's constant enemy. It tarnishes the face of wisdom. It is as insatiable as a flame of fire. The level of desire in the organization is the deviation from the policy framework. The deviation increases if the decisions are based on selfish motives.

It works through the senses, the mind and the reason; and with their help destroys wisdom and confounds the soul. Therefore, O Arjuna, first control thy senses and

then slay desire, for it is full of sin and is the destroyer of knowledge and of wisdom.

It is said that the senses are powerful. But beyond the senses is the mind, beyond the mind is the intellect, and beyond and greater than intellect is He. Thus, O Mighty-in-Arms, knowing Him is to be beyond the intellect and, by His help, subduing your personal egotism, kill your enemy, the Desire, extremely difficult though it be.”

The supreme personality of God head said: while speaking learned words, you are mourning for what is not worthy of grief. Those who are wise lament neither for the living nor for the dead. Never was there a time when I did not exist nor you nor all these kings nor in the future shall any of us cease to be.

As the embodied soul continuously passes, in this body from boyhood to youth to old age, the soul similarly passes from one body to another body. A sober and truly religious person is not bewildered by such a change. The non-permanent appearance of happiness and distress and their disappearance in due course, are like the appearance and disappearance of winter and summer seasons. They arise from sense and perception and therefore one must learn to tolerate them without being disturbed.

Organizational Development is an outcome of the real net spiritual content which has profit, loss and many other variables as sub-components. Definition of Human Resource Management (HRM) is central to the management teachings of Lord Krishna which included research and has emerged in the last decade as a significant field from its earlier roots in personnel management, industrial relations, and industrial psychology.

Management of human resources is to add value at the same time recognizing the right unit human value of

each individual in the company and give the performance a desired shape. They should never be separated. Management is personnel administration which is physical in nature. Management has three jobs having relevance to Holy Gita, two of which are directly related to personnel-managing a business, managing managers and managing workers, work and work practice.

The management has the means and every manager a personal way of managing men with tact. A man manages many men tactfully with his composite behaviour consisting of his own nature, his taste, preferences, likes and dislikes, communication skills and leadership qualities including referral powers. These practices are strengthened by regular practice and sharpening of management skills and reading of Holy Gita.

The planning with an honest mind is more likely to be implemented if objectives are clear. The entire team has to be true to themselves in the research and the process of planning and down to prevailing reality. The step of organizing needs acquisition and use of resources to bring the plan in tangible form which requires a true and holistic approach in direction and controls with respect to standards already set.

The development, maintenance and motivation needs a clear understanding of unit human value of each member and its reference to collective value. The individual members may have the highest value but when the team is formed the combined unit team value becomes less than sufficient. The collective value is usually higher if there is a good leadership. The process of motivation is a very difficult to implement since different persons need different inputs, composition and the leadership to operate at highest value after identification.

The objectives have to meet the spiritual and material standards of the team members with the quality standards as already set in them or better quality standards through improvisation. The spirit has to lead or there will be material attrition of mind, body and loss of control of senses for degradation and demotivation. We must all the time remember that we are potentially divine and by the grace of God we have assembled at one place in the form of family or team members for a specific objective.

John Storey (1995), states that HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly a committed and capable workforce, using an integrated array of cultural, structural and personal techniques.

The employment approach is all about employer and employee relationship in which due care needs to be taken about the potential divinity of the both the employer and the employee. The competitive advantage could be in the product , technology but generally seen in better leadership.

The use of skilled man-power needs strategy and continuous monitoring and integration of diverse forces as the workforce have to be kept in the highest level of performance during the employment.

According to Gary Dessler, “Human resource management is the process of acquiring, training, appraising and compensating employees and of attending to their labor relations, health & safety and fairness concerns. ”The selection process is very complex and is not merely a skill buying process but the matching of cultural blood. The best of team members get aborted if they have cultural differences.

“Human resource management is the set of organizational activities directed at attracting,

developing and maintaining an effective workforce ” , – Ricky W. Griffin. You must employ them raw and develop them as per your tailor made requirements which is a difficult process. Sometimes due to technological up-gradation or expansion we have to hire specialists to enrich the team and increase the value in the team.It is seen that persons from diverse fields have a better and out of the box observation than the regular workforce.The CEO has to compare and monitor different organizations to assess his own team from various angles .The world is becoming digital and the existing team has to be trained or the change agents have to be introduced.

“Human resource management involves the acquisition, retention, and development of human resources necessary for organizational success”. – Robert Kreitner. The success in terms of profitability could be dissuading therefore the contributing factors have to be recognized. This will give rise to a different outlook on the needs of human development.

The job training needs continuous development plans for each manager as the skill requirement of the organization changes as the technological improvement takes place on a continuous basis. It is all possible if the development plans have a spiritual content at the time of design.

Byars and Rue said, “Human resource management encompasses those activities designed to provide for and coordinate the human resources of the organization. ” How to make the best use of a human being who has come for realization of God in the process he works for material manifestation and economic reasons.

Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits,

employee motivation, communication, administration, and training. The issues of safety, wellness, benefits and motivation needs high spiritual and material approach.

The acquisition function begins with human resource planning. It includes the job analysis, recruitment, selection and socialization of employees. The development function includes employee training, management development, and career development. Socialization needs interaction and there have to be reasons for social cohesiveness and intermixing including spiritual interaction. In such case you may not find any material requirement for team building.

As jobs evolve and change, on-going retraining is necessary to accommodate technological changes.

The motivation function begins with the recognition that individuals are unique and the motivational techniques (job satisfaction, employee performance appraisal, and compensation) must reflect the needs of each individual. The composition can change if the Gross Spiritual Level is high in the company.

The maintenance function is concerned with providing those working conditions in order to maintain the commitment of employees to the organization. The relationship between managers and employees must be handled effectively if both the employees and the organization are to prosper together. The company needs that the spiritual life line spearheads the policy makers or else self-interests will prevail and the direction will not be business like.

III. PERFORMANCE APPRAISALS

HRM encourages the people working in an organization, to work according to their potential and gives them suggestions that can help them to bring about improvement in it. The determination of true potential is from the honest analysis and others in the peer, subordinate and the superior groups. The team

communicates with the staff individually from time to time and provides all the necessary information regarding their performances and also defines their respective roles. Performance appraisals, when taken on a regular basis, motivates the employees besides the employee comes to know about organizational plans about himself and the business.

IV. MAINTAINING WORK ATMOSPHERE

This is a vital aspect of HRM because the performance of an individual in an organization is largely driven by the work atmosphere or work culture that prevails at the workplace. A good working condition is one of the benefits that the employees can expect from an efficient human resource team. A safe, clean and healthy environment can bring out the best in an employee. A friendly atmosphere gives the staff members' job satisfaction as well. This aspect of management includes the welfare within the company and the social welfare outside the company as a part of social responsibilities.

V. BUDGET CONTROL

Human resources curb excessive spending through developing methods for training workforce in the management of costs, which includes negotiating better rates for benefits such as health care coverage. In addition, human resources ensure competitive and realistic wage-setting based on studying the labor market, employment trends and salary analysis based on job functions. As some small businesses have budget constraints, this human resources function is especially helpful. The marketing managers have to get better prices so that the profitability can be increased with a self-less effort. Procurement means conscientious effort to get the best prices without selfish motives. These are the material aspects of HRM and embedded in Gross Spiritual Content for reducing conflict.

VI. CONFLICT RESOLUTION

Workplace conflict is inevitable, given the diversity of personalities, work styles, backgrounds and levels of experience among employees. A human resources manager or a staff person specially trained to handle employee relations matters can identify and resolve the conflict between two employees or a manager and employee and restore positive working relationships.

The conflict resolution needs free communication since the people must be able to tell their problems. The environment has to be conducive so that the people are able to interact and work positively. The company may require HR intervention or the use of an external agency to know the hidden problems at heart level. The Gross Spiritual Level will be helpful in resolving conflicting situations and its people.

VII. TRAINING AND DEVELOPMENT

Human Resources conduct needs assessments for the organization's current workforce to determine the type of skills training and employee development necessary for improving skills and qualifications. Companies in the beginning or growth phases can benefit from identifying training needs for existing staff. It's much less expensive than the cost to hire additional staff or more qualified candidates. In addition, it's a strategy that also can reduce turnover and improve employee retention. The GSL is helpful in correct and dispassionate analysis.

VIII. EMPLOYEE SATISFACTION

Human resources specialists usually are charged with the responsibility of determining the level of employee satisfaction — often an ambiguous measurement at best. With carefully designed employee surveys, focus groups and an exit interview strategy, human resources determines what underlies employee dissatisfaction and addresses those issues to motivate employees. This

requires a thorough understanding of each- individual for its unit human value and his place in the organization with respect to gross organization value. There are individuals who are able to work in diverse groups and conditions and yet give results. How they form teams, how they keep them motivated and bring about change. The motivating factors can be money and better facilities but more importantly the physical, mental and spiritual conditions in which the employees work for their performance. The company has to have an open and free environment and not too many questions asked on a day today basis. If the spiritual level is at a high level then the physical requirements can reduce but the good management does not overlook them. Out of a day, the eight working hours have to be the best though it is a subjective matter.

IX. COST SAVINGS

The cost to hire new or replacement workers, including training and ramp-up time, can be exorbitant for employers, especially in small businesses. With a well-constructed recruitment and selection process, the human resources function can minimize expenses regarding advertising job postings, training new employees and enrolling new employees in benefits plans.

X. PERFORMANCE IMPROVEMENT

Human resources develop performance management systems. Without a proper human resource staff person to construct a plan that measures performance, employees can wind up in jobs that aren't suitable for their skills and expertise. Additionally, employees whose performance falls below the employer's expectations can continue on the payroll, thereby creating money for low- performing employees. Usually talent attrition takes place as good managers shift their jobs due to better opportunities.

XI. SUSTAINING BUSINESS

Through succession planning that human resources development, the company identifies employees with the promise and requisite capabilities to eventually transition into leadership roles with the company. This is an important function as it can guarantee the organization's stability and future success. The superimposition of human life cycle, product life cycle and the business life cycle and there must not be mismatch. The HRM needs regular monitoring so that best results are achieved.

XII. CORPORATE IMAGE

Businesses want to be known as the “employer of choice. Employers of choice are the companies that receive recognition for the way they treat employees. They are the companies for whom people want to work. Becoming an employer of choice means human resources balance recruiting the most qualified applicants, selecting the most suitable candidates and retaining the most talented employees. Any organization, without a proper setup for HRM, is bound to suffer from serious problems while managing its regular activities. For this reason, today, companies must put a lot of effort and energy into setting up a strong and effective HRM.

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