

SELF MANAGEMENT: AN ETHICAL APPROACH FOR INDIVIDUAL AND ORGANISATIONAL SUCCESS

Dr. Satyam Pincha¹ and Dr. Laxmi Narayan Arya²

¹Assistant Professor, Department of Management, IASE Deemed University, Sardarshahr, India

Email: satyampincha@gmail.com

²Senior Faculty Member, Govt. Lohia P.G. College, Churu, India

Email: drlnaryachuru@yahoo.com

ABSTRACT

Self-management is one of the main concerns in eastern philosophy. It constitutes an important maxim for success. Self-management is also known as self-control and self-development. The way to manage self is through emotions and intellect. Self-management means the capacity to control emotion through intellect. It requires complete introspection of one-self so as to assess one's own strengths and weaknesses. A person who has learned to control his passion with the help of reason, always succeed in life. To compare this spiritual term self-management and the modern western concept of human resource management, it is found that our ancient eastern thinking is being expressed in a new context using new phraseology. In fact, self-management is a part of management which has to do with planning, organising and controlling self to achieve set goals. It requires development of awareness and skills. By getting awareness, skills, emotional balance and wisdom, a person can acquire success. Hence, the biggest philosophy of success is to practice the state of self-management.

Keywords: Self-management, Awareness, Skill, Emotion, Intellect

INTRODUCTION

Self-management is one of the main concerns in eastern management thought. It is a spiritual term. It is also known as self-control or self-development. To realise one-self, his capacities and potentialities is the important factor in the process of self-management. The main aim of self-management is self-discovery, self-realisation, self-discipline and self-development. An individual has two elements – emotion and intellect. Emotion means any agitation and disturbance of mind, and intellect means awareness, ability and skill. So, self-management works better if a person has capacity to control his emotion through intellect. It requires complete introspection so as to assess one's own strengths and weaknesses. This may be called self-observation. Self-observation is an imperative for self-management. Behind all success – individual and organisational lays self-observation.

In human resource management context, self-management has to do with planning organising and controlling self to achieve set goals. Here, the self-planning has the highest importance. In the absence of proper ordering, our energy gets dissipated. So, self-planning is a part of self-management. It is not an event or an end in itself but it is a process of human resource management and development. Being a process, self-management involves setting goals about what is to be achieved, what actions are to be taken to achieve that and taking these actions to proceed in right direction. The concept of self-management gives birth to two vital thoughts – self-exertion and wisdom. Self-exertion involves awareness, skills, work commitment, courage, attitude etc. and wisdom involves dignity, intelligence, discernment, judgement etc. All these help in self-management process. People who have no faith in their own infinite strength and wisdom can never get success.

Success is hard to define. Different people define it in a different manner. Some call it an achievement, other see it as enjoying the journey. It may mean money, power or fame to some. But some feel that success comes from personal fulfilment and self-development. So, successful indeed is the one who develops his whole self. Self comprises not only the physical body but also the mind and the heart, emotions and attitude, character and behaviour. Proper management and development of these elements of self will achieve desirable goals. When goals are desirable, that process of aspiring to, working towards and achieving them also become desirable. So, to achieve desirable goals is the first sign of success. The Gita says that there are two ways to get success. First is the path of knowledge and second is the path of emotion. The path of knowledge is the first ladder to get success because thinking mind is considered to be superior than emotional mind. Although, emotions are playing a major role today to get success but those emotions or desires that lead us to depression, jealousy, aversion and destruction should be controlled. Hence, a person who has learnt to control his emotion through intellect always succeeds in life.

In the changed environment of business and management, self-management plays an important role today to get individual and organisational success. Most of the organisations today need teams and individuals that can self-manage. Self-management provides talents to HR professionals with the knowledge to take initiative in solving problems and increase their personal effectiveness. It also provides the techniques of how to set and achieve goals, get the direction and support they need, and how to garner and manage relationships more effectively. An organisation in which workers process the quality of self-management will endure and will be an inspiration for all.

OBJECTIVES

1. To understand the self-management and development process.
2. To identify the principles of self-management.
3. To identify the ways through which individuals can undertake self-management to do better in their careers.
4. To analyse the relationship between self-management and success.

HYPOTHESIS

Researcher visualises that the biggest philosophy of success is to manage self.

METHODOLOGY

The method of study is descriptive. The study surveys from textbooks, reports, journals and from self knowledge. The study was conducted from 16th Aug. 2012 to 20th Jan. 2013.

REVIEW OF LITERATURE

Explicitly the term self-management is not used in the field of management. Implicitly it can be found organisational management as studying the individual behaviour (Robbins 2002 and Prasad, 2008). To some extent Jain saint Acharya Tulsi has clarified self-management, but with relation to the religious view point. Study of HR professionals (Prasad, 2005 and Aswathappa, 2008) helped to understand the implication of self-management on human resources. This term also used in analysis of Bhagavad Gita and Management (Bhattathiry, 2004). The importance of values and ethics (Tripath Kaur, 2007) in self-management makes it more understandable. Jain saint Acharya Mahapragya has used self-management for the religious emancipation of Human being. To manage others first of all one should know to manage himself. After self-management activities of managing others becomes more effective.

NEED AND IMPORTANCE OF THE STUDY

Self-management is the process of maximising efficiency and effectiveness to achieve desirable goals based on a sound ethical system. It is necessary for individual and organisational success. Most of the organisations need teams and individuals that can self manage. Self-management provides the techniques of how to set and achieve goals. It gives initiative to human resource professionals in solving problems. The resolve may be small or big, self-management is essential for its fulfilment. It also provides personal effectiveness in studying one's decisions that is necessary for individual and organisational development.

RESULT AND DISCUSSION

Self-Management Requirements

Self-Management Requires Self-Awareness

Self-management is not possible in absence of self-awareness. Self-awareness means becoming aware of thoughts, feelings, sensations, speech and actions. It is concerned with the identification of what one is. The awareness about the self is not static rather changes continuously. There is no parameter whereby awareness may be judged but it can be tested through an individual's behaviour. Constructive behaviour is the sign of awareness and non-constructive behaviour is the sign of infatuation. A constructive behaviour is one which leads to attainment of goals.

Awareness involves acceptance of reality, perceiving things as they are, balancing emotions and change of direction. Acceptance of reality means to accept the reality of problem and seek its solution. One who does not hide his weakness, imperfection and has the guts to accept the truth then one sincerely seeks the solution of any problem and wilfully practices the state of awareness. Perceiving things as they are means to perceiving with an equanimous view one's likes and dislikes. A person who can not perceive in relation to likes and dislikes can not be aware. Balancing emotions is the art of perceiving to become free from ego and inferiority complex. When ego and inferiority complex disappear, only then is a balance

achieved. A person, who has learnt the art of perceiving, can give up his ego and live a balanced life. Change of direction means reformation in behaviour and conduct towards truth. Reformation in behaviour is the gist of awareness.

Self-Management Requires Competency and Skills

Self-management is not possible in absence of competency and the skills required. Competency may be judged through attitude, skill and right knowledge. So, competency is the combination of right knowledge, right vision and right conduct. We can assess self-management through these criterions. Competency is unique personal resource which one alone can develop and manage.

Skills refer to the proficiency required to use the knowledge to do work. There are different ways for classifying skills and their relevance for self-management. However, for self-management, skills may broadly be classified into two categories: job related skills and behavioural skills. While job related skills are relevant to a particular field, behavioural skills can be used in a variety of fields. Some of the behavioural skills relevant for all are positive attitude, self-confidence, creativity, balance emotions etc. All these skills are necessary for self-management.

Self-Management Requires Unified Willpower

Unified willpower implies self-control, self-confidence and disciplined action. In absence of these features, self-management is not possible. Self-control is the first feature of unified willpower. The person who does not know how to control his own activities or emotions can not manage self. Self-confidence is the second feature of unified willpower. Self-management can only be achieved if one has immense confidence in himself. Discipline is the third feature of unified willpower. It increases mental power. An individual with strong mental power firmly resolves to fight in the way of obstacles.

Self-Management – A Process

Self-management is a process of maximising time and talent which lead efficiency and effectiveness to achieve worthwhile goals based on a sound vale system. Management of time and talent play important role in self-management process. An individual has to learn and develop a lot, while the time and talent available at his disposal is short. Unlike other resources, time once lost can never be regained. With the result, one's work suffers in proportion to time lost. This problem can be overcome by time management. Self-management is a process of maximising time so that proper allocation of time to different activities may be possible. Talent is an individual's natural ability, aptitude or capacity; it is a 'human capital' for the organisation. Self-management develops the talent in human being.

Self -management is the part of human resource management and development which has to do with planning, organising and controlling the 'self' to achieve set goals. It refers to those behaviours that an individual deliberately undertakes to achieve self-selected outcomes. Here, the self-planning has the highest importance. In fact, self-planning is not an end in itself but it is a process of self-development or self-management. For self-management a person is required to go through in the following manner:

- (a) There must be complete introspection of one-self so as to assess one's own strengths and weaknesses.

- (b) There should be self-insight to identify patterns in emotional life and reactions, recognising similar patters in others.
- (c) There must be self-acceptance of mistakes and weaknesses which may be overcome through self-management process.
- (d) There must be right attitude to develop a positive mind set to accept change.
- (e) There must be awareness of behaviour, feeling and motivation to accept reality and balancing emotions.

Hence, in self management process, following steps are to be taken to achieve ultimate goal-

- (a) Identification of self needs and aspiration
- (b) Set goals about what is to be achieved
- (c) Assess self strengths and weaknesses
- (d) Identification of actions to be taken
- (e) Taking these actions to proceed in right direction
- (f) Achievement of ultimate goal

This process of self-development may be possible through self-awareness and competency. The concept of self-awareness gives birth to two vital thoughts – self-exertion and wisdom. They who have no faith in their own strength and wisdom, can never get achieve ultimate goal. Self-exertion involves dedication to work, renouncing egoism, work commitment and courage etc. wisdom involves attitude, dignity, intelligence, judgement and knowledge etc. All these help in strengthening modern management concepts like vision, leadership, motivations, decision making, and achieving goals. Above steps of self-development process may be observed in form of following figure-1:



Figure 1. Self-management and Development Process

Self-management – A Criterion for Success

There are two ways to get success. These are the path of knowledge and the path of desire or emotion. Eastern philosophy concentrates on knowledge and suppresses 'desires'. Indians by habit tend to either ignore or suppress desire. In eastern philosophy, thinking mind is considered to be more superior than emotional mind. So, the path of knowledge is the first ladder to get success. However, in the changed environment of business and elsewhere, emotions are also playing a major role today to get success. So, those emotions or desires which lead us to harmony, work-commitment, self-esteem etc. should be encouraged and those emotions that lead us to depression, jealousy, aversion and destruction should be controlled.

The process of creating success involves two steps. First is the process of coming to know one-self and second is to create a blueprint for success. To know one-self is simultaneously to manage one-self. This is self-management. Second step to create a blueprint for success means specifying mission, goals etc. it includes following prerequisites:

Personal Mission Statement

The mission statement must reflect what you want to be and what you want to do. It serves the purpose of acting at the guiding light for actions and decision.

Setting Goals

A goal is a statement of results to be achieved in a specific time. It is very important in making a blueprint for success.

Meeting Goals

The main purpose of goal setting is to achieve them. In meeting goals, the monitoring and reviewing of goals is very important. Goals can be set once in a year but monitoring must be done on weekly basis and reviewing of goals means adding and modifying them periodically. With the completion of goal the blueprint for success is ready.

Self-awareness

The next step for success is self-awareness. Self-awareness means becoming aware of our thoughts, feelings, sensations, speech and action.

Managing Self

Self-management helps in comprising effectiveness and efficiency because self-management is a process to maximising time and talent both. Time and talent are major factors which need to be managed effectively. Time once lost can never be regained. With the result, one's work suffers in proportion to time lost.

Success eludes the person who is careless about time. So time management is very important for success. Like time, talent also plays important role to achieve success. Talent increases efficiency and effectiveness. Effectiveness is doing right things and efficiency is doing things right. There is not much difference between the two. Both the terms are used quite closely and sometime, interchangeably. The whole notion of success criteria is similar to efficiency and effectiveness. Both are important for strategic development of human resources. Work, deed or actions of a person are not only the reflection of his past experience

but also the reflection of his future actions. So, efficiency is needed in each and every human effort. It is a combination of attitude, skills and knowledge. It is a process for attitudinal change, behavioural modification and integrated development of personality. An organisation remains effective as long as it uses efficient human resources. Most corporate sectors say that the biggest constraint to pursuing growth opportunity is efficiency and effectiveness. Self-management is the process of maximising efficiency and effectiveness to achieve desirable goals based on a sound ethical system. Hence, self-management is the biggest criteria for individual and organisational success.

FINDINGS

1. The study focuses on moral development of human resources through self-management process.
2. The study demonstrates spiritual and moral techniques to achieve success. It also shows that the successful is one who purifies his whole self.
3. The study indicates that success is not a matter of chance but it is the consequence of right knowledge, right vision and right conduct.
4. The study demonstrates the critical importance of self-management to obtain real success.
5. The study provides the way for attitudinal change, behavioural modification and integrated development of personality to get success.

CONCLUSIONS AND RECOMMENDATIONS

Key to self-management is not only about managing self but also developing self. Self comprises not only the physical body but also the mind and the heart, feeling and attitudes, character and behaviour. Hence, self-management is not possible in absence of physical, mental and emotional health. Proper nurturing and development of these elements of self will achieve success. For organisational point of view self-management provides the techniques of how to set and achieve goals, get the direction and support they need and how to manage relationships more effectively. Finally the study suggests that self-management is the combination of self-knowledge, self-exertion and wisdom which largely impact on individual's work performance. Enhancing performance leads to attainment of goals or success.

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