

## **A saga of HEAD and HAND and the quest for HEART?**

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### **Abstract**

Human resource management in the contemporary era is a complicated process. Then it was easy, the employees have to understand the management and the work he is assigned to do. To manage was not at all a complicated matter. But scenarios are no longer the same. The Environment has changed. The present scenario demands a thorough understanding of employees. Their aspiration, potentialities and their attitude towards work are some of the parameters for analysis of the employees of workforce. Today, the management no longer dictate terms, a more democratic approach is chosen to manage the resources. Causing embarrassment and humiliation to employees means, damaging the reputation and spoiling the quality and productivity of the firm. Empathy and emotional quotient are expected from managers side. To understand a person, one must have a tremendous power of empathy.

Keyword : Rational, empathy, socialism, capitalism

Society does not want you to be a person of the heart .Society needs heads with ambition and ruthless schemes . Development has to take place and society has to surge forward. The Organization has to survive successfully and it is possible through ruthless and untiring labor and implementation of the strategies . 'Patience and endurance' has no place in society and organization . Progress ,Prosperity and Profitability are only possible when corporate or business affairs are strategically carried out .

Ironically every institutions has got a "HEAD":- Head of the state ,

Head of the Department ,

Head of the Family ,

Head of the Institutions etc...

But none has been heard speaking or talking about or considered as "Heart" of the state or "Heart" of the Department .

In a Society or in an Organization , come across two categories of people- the employees and the employers. The laborers , workers ,servants subordinates are called the "Hands" and the people who manage and control them are the "heads". The whole Philosophy of Capitalism and Socialism revolve around these two entity ;-"The Head and the Heart". The class struggle , Cultural Hegemony etc.. arise when these are two categories co-exist ;-The and the powerless.

A considerable knowledge and concept of 'heart' is widely known to the poets , musicians , painters sculptors. Those who know 'art' will be familiar with the philosophy of 'heart'. Head on the contrary treads on rational and scientific approach .'Head' can gives an egoistic pleasure but heart can give you tremendous experience of Love and Compassion. A very few

people have succeeded in striking a balance between Head( Rational quotient) and Heart(Emotional quotient) .And for both spiritual and mundane dimension are valid and relevant . Humans on earth is related with both spiritual and material dimension . Being an integral part of the society , humans associates with nature and civilization by uncountable , erratic and varying material and spiritual phenomenon and occurrence . Thus the concept of “life” is expressed through continuous and constant interaction and interface between the individual and the world. The social changes and transition is greatly affected by the human activities and is determined to a extent by the position in the social structure . The need is a natural motivating ingredient that accelerates the human beings to gallop and implement things to satisfy both his /her , objective and subjective expectation . The activities are necessary for self-fulfillment and social development.

**Theory X and Theory Y** are theories of human motivation created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s. But in the contemporary time the theory needs some modification and changes.

This Theory X and Theory Y categorizes two different types of employees . One falls in the X category and the other one in Y category.

**Theory X :**Theory X states that employees are innately and integrally lazy and will possibly avoid work if they get opportunities and furthermore they basically dislike work. So it's the duty of the management to supervise and control them . A proper chain and channel of command must be created in order to avoid confusion and develop clarity of job role and achievement of objectives and goals . But in fact the present generation of management /engineer students view each organization with suspicion and negativity.

A casual survey and talks with the students realized about the stories and incidents they heard from their seniors and others who are organized in various industries. The politics and nepotism practiced among the top level managements (not the founders and owners) and the middle level management are making them negative about the organization. The misuse and exploitation are very much among the corporate. The exhibition of power, politics, ego and arrogance and capitalizing on the subordinates talent and work, scapegoating are common practices of the corporate world. A countable few are there, to encourage and elevate the young aspirants but the rest of the majority are only misusing and exploiting. It's a pity that the owners and the founders are not caring such matters. They only listen to the their people employed at the top level.

One of the major cause of Absenteeism and Employee turnover is due to the negative selfish and indifferent attitude of the top level management. They treat their employees as slave. People work not because they love the job or the organization, but for such unfortunate people there are no other alternatives. If these people get a better opportunity, they would at once leave the job. Such employees are victims of Ego and power play

The employees are not lazy nor they dislike the job, they ever active and ambitious. But when the organization disrespect them and mock at their expectation and when they feel alienated, their morale slides down and deliberately they show the sign of laziness and indifference towards the job. The students and the young aspirants are aware of such activities, most of them join the organization for the sake of experience and later leave the organization for better prospects. Most of them keep a low profile and will avoid responsibility whenever they can. "The Theory X manager tends to believe that everything must end in blaming someone". There is coercion and exploitation. They always live at the expense

of others and capitalize others capabilities . They make their subordinates work and finally takes the credit for themselves .These people are arrogant , useless, and selfish . They are very cunning and opportunistic.

**Theory Y:** Any fresher who enters in an industry, has certain expectation about the organization and career . They are ambitious and self-motivated. They are eager to do a lot of things. It's a big responsibility of management to take care of them and maintain that momentum and passion . Because when situation they face or the job they perform is against or below their expectation ,productivity and quality of the work, than, is greatly affected ..

Employees do own the capability for creative problem solving, but their talents are underused or misused or exploited in most organizations. Given the proper conditions, theory Y managers believe that employees will learn to seek out and accept responsibility and to exercise self-control and self-direction in accomplishing objectives to which they are committed.

Theory Y managers always encourage their employees and subordinates , They always pave way for their subordinates to move ahead .They make sure that their employees gets due respect and recognition for their effort and hardship. Employees under such leaders works productively and efficiently. They maintain their professionalism and productivity . Theory Y as a positive set of beliefs about employees and workers.

This article is not to contradict the McGregor's theory but the relevance of the theory in the present contemporary era . The quality of the product depends upon the employees and workers, who contribute their skill and expertise. Their involvement, their passion and professionalism are equally important .The superiors must treat their employees with respect and honor, provide them with a congenial and growth oriented working climate . Money is important

but besides money, a feeling of oneness is very crucial. Indifferent attitude from the part of the superior will only lead to deterioration of relationship.

McGregor simply argues for managers to be open to a more positive view of workers. It's human resource development that is a crucial aspect of any organization. This would include managers communicating openly with subordinates, minimizing the difference between superior-subordinate relationships, creating a comfortable environment in which subordinates can develop and use their abilities and expertise.

The Boss must have 'Heart' to understand his/her employee and not a 'Head' to dictate and command, to expect unconditional obedience and allegiance from the employees. Go to them and talk to them, respect their individuality and honor them. Do not make them come to the cabin and to take orders, meet them on the shop floor, ask them, seek their advice.

A man with a strong heart is full of emotional energy, their emotional quotient is more than rest of the average people. They can understand their employees well and they know to empathize, educate and encourage their subordinates and employees without a ray of EGO.

The discipline of power has been broadly classified into two aspects. The first is to develop and utilize the sense organ more and more; activate and sharpen the awareness level. The second is to focus on the conscious and awareness level, that gradually become the masters of one's character, rather than succumb to the external circumstances. The managers, the superiors must learn to appreciate what is simple, pure and healthy; a realization into self-purification

Desire, greed, ambition, comparison and competition takes the person away from the center of his or her being. The endless discontent, the pain and frustration that arise due to comparison

and the constant struggle to acquire and possess what others have result only in becoming dominant force by subjugating and subduing others. Erase the ego and be compassionate . Henry Ford has rightly said ,” Don’t find fault , find a remedy”. Mistakes are common, but instead of relentless accusation and labelling , make the employees or subordinates realize and understand their inconsistencies and rectify without accusation .

An organization do require an ‘**HEAD**’ but with a beautiful ‘**HEART**’.