

## THIRUKKURAL SPECIFIC PERSONAL VALUE SYSTEM AND MANAGERIAL STYLES

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### Abstract

*This study is an attempt to bring out the importance of personal values, beliefs and ideas and to find out the extent of internalization of values based on Thirukkural in their personal life. It also tries to find out the extent of the use of these values in the business life of owners. When Tamil businessmen are culturally moulded by the values of Thirukkural, there is a need to understand and get an objective picture of the values internalized and applied by businessman in Tamil Nadu. If values determine business behavior, one important aspect of business is the behavioral norms followed by the employers in dealing with their subordinates. This study examines what are all the values that shape management styles democratic and autocratic.*

**Key Words:** Personal Value, Thirukkural, Managerial Style, Leadership, owners functional level.

### INTRODUCTION

The luring world of business is like an empire whose roof or crown is leadership. Every organization needs a leading individual at its helm of affairs to uphold its set of objectives. Effective leadership cannot merely be defined as a mechanism of issuing orders or dictating terms. It is a gaudy prism that reflects a spectrum of multifarious traits. The edifice of proper leadership is built on the massive pillars of melting sympathy, refined culture, inspiring confidence and mutual trust. Leaders are the voice of their teammates and guiding stars like the captain of a ship. They are aware of the merits and demerits of their teammates and sow the seeds of faith in their hearts to help them emerge as sane workers marching towards the goal. Leaders or Executives weave a ring of protection and armour of security by assigning the territory for individual action and by never interfering with the work. They felicitate good work and reward the best performers with celestial words of praise and high acclaim. They are neither a set of critics nor a band of fault-finders. They are humble, humane and determined but are never dominative or overbearing. Never do they discourage initiatives and always ensure that success will have its own recognition and reward. Leaders are followed and obeyed with due regard and an interesting sense of curiosity.

Thiruvalluvar depicts guidelines for the executives in their dealings with the staff to transform them into more effective and resourceful administrators who are well versed in verbal communication, consultation, delegation, management interpersonal relationship and soon. He identifies management with an art. He endorsed cordial ties of be executives with their staff to promote a healthy, encouraging and congenial work atmosphere. Like Manu who has formulated the Dharmasastra and Kautilya who has designed the political framework, Thiruvalluvar enunciates a code of rules for the executives that are a fabulous treasure. He was a Jain saint and naturally Jainism and its philosophical thought gets reflected in his magnum opus Thirukkural.

## **Thirukkural**

Thirukkural the book of wisdom, that has stood the test of time for over 2000 years and still remains relevant as a guiding force for the mankind is a hallmark of ancient Indian civilization that prides in its rich heritage, tradition and culture. It was penned by Saint Thiruvalluvar, who was born near Chennai in 30 BC. Thirukkural has been divided into three major divisions, viz., Virtue, Wealth and Love. It has in all 1330 verses in the form of couplets that are rich in meaning, rhythm and diction. No area of human life has been left untouched in this great work. This book has tremendous influence on Tamilians – including Tamil businessmen. Humble attempt has been made to identify 89 couplets in Thirukkural that have in them the essence of management thoughts of the ancient times which in turn are related to the contemporary management thoughts that are explained in brief, interlaced with relevant couplets of Thirukkural that contain in them the wisdom of Thiruvalluvar. The entire work is so revealing that it would benefit both practicing managers and students of management studies immensely. One would find in the words of Thiruvalluvar a striking coincidence with the contemporary management thoughts and at times the wisdom of Thiruvalluvar would stand high above the contemporary thinking.

## **Values**

Values are general beliefs tinged with moral flavour containing an individual's judgmental ideas about what is good, or right or desirable and end state of existence. They are the valuations made by human beings. It is proved beyond doubt that a significant portion of one's values is generally determined. The rest of the values, like attitude, are learned and

acquired through experiences with parents, school – mates, friends, peers, models and organizations.

### **Personal values**

The personal value is a belief that a specific mode of conduct or end-state of existence is personally and socially preferable to alternative modes of conduct or end-state of existence. A value is a belief which shapes a person's attitudes and behaviors. In fact, a value is a standard to guide actions attitudes, comparisons, evaluations and justifications in self or in others. When we say a person has a value, we may have in mind either his or her beliefs concerning desirable modes of conduct or desirable end states of existence.

### **Management styles**

Management styles are characteristic ways of making decisions and relating to subordinates. Management styles can be categorized into two main contrasting styles, autocratic and permissive. Management styles are also divided in the main categories of autocratic, paternalistic, and democratic.

#### **Autocratic**

An autocratic management style is one where the manager makes decisions unilaterally, and without much regard for subordinate. As a result, decisions will reflect the opinions and personality of the manager, which in turn can project an image of a confident, well managed business.

There are two types of autocratic leaders:

1. A directive autocrat makes decisions unilaterally and closely supervises subordinates
2. A permissive autocrat makes decisions unilaterally, but gives subordinates latitude in carrying out their work.

#### **Democratic**

In a democratic style, the manager allows the employees to take part in decision-making: therefore everything is agreed upon by the majority. The communication is extensive

in both directions (from employees to leaders and vice-versa). This style can be particularly useful when complex decisions need to be made that require a range of specialist skills.

## STATEMENT OF THE PROBLEM

The present study falls under the broad area Personal values. In this area, the study is confined to the influence of Thirukkural values on the managerial performance of business men in Tamil Nadu. This study is an attempt to bring out the importance of personal values, beliefs and ideas and to find out the extent of internalization of these values with Thirukkural in their personal life. It also tries to find out the extent of the use of these values in the Business life of owners. When Tamil businessmen are culturally moulded by the values of Thirukkural, there is a need to understand and get an objective picture of the values internalized and applied by businessman in Tamil Nadu. If Values determine business behavior, one important aspect of business is the behavioural norms followed by the employers in dealing with their subordinates. This study examines what are all the values that shape management style democratic and autocratic.

## IMPORTANCE OF THE STUDY

It is the firm belief of the researcher that Thirukkural values used in the business life can identified. This study is an attempt to understand the extent to which members of business owners have internalized Thirukkural values and the relevance of these values to the business behavior and practices. The researcher identified Thirukkural value based business men styles and what are the impact of the organizational culture.

This study fathoms the administrative aspects of a manager and business As an exploratory attempt, this study attempts to understand the impact of values on management style.

## SCOPE OF THE STUDY

This study tries to identify the influence of Thirukkural values on the behaviour and performance of business owner's functional levels. Business will be identified based on value system of the owners. Personality structures of the business owners will be identified on the basis of internalization of personal values.

## OBJECTIVES OF THE STUDY

The basic objective of the study is to obtain a picture of culture – specific values internalized and used by businessmen in Tamil Nadu.

The main objectives of the study are as follows.

1. To ascertain the Thirukkural- based personal values internalized by businessmen in Tamil Nadu.
2. To bring out the Thirukkural - based personal values realized in business and to understand the deprivation suffered by businessmen in terms of values.
3. To construct a Value Profile.
4. To examine the nature of relationship between personal values and managerial styles.

## LIMITATION OF THE STUDY

As us the case with all studies of business, this study too suffers from the basic problem of a sample of values selected. To identify about the business as well as personality, this study relies on a sample of Thirukkural values. To what extent these values represent the business is a moot question therefore, the findings of the study will have to be used with cautions.

## RESEARCH METHODOLOGY OF THE STUDY

Though there are various means of identifying corporate culture, it is believed that the identification view of culture is the best. To the personal values of business owner have been indexed. For understanding personal values, the questionnaire method has been used. The questionnaire consists of three parts. The first part elicits information about demographic characteristics of the respondents. The second part of the questionnaire is to verify whether the business owner has internalized Thirukkural values and to understand to the extent to which he/she is able to use these values in his/her business life. The Thirukkural values have been selected from Thirikkural. The second part of the questionnaire represents statement with five points likert type scale ranging from the most important. The third part of the questionnaire is to verify the leadership qualities: autocratic or democratic. A standard such

as instrument for measuring styles has been used. This part of the questionnaire represents forty behavioral norms to identify the management style. Three hundred – large level, middle level and small level business owners have been selected in TamilNadu by adopting convenient random sampling techniques. For getting values internalization and value usage information, the percentage method has been used and to examine the nature of relationship among personal value styles, personality and management styles. The chi-Square tests have been conducted.

## **PILOT STUDY**

Before finalizing the questionnaire a pilot study has been conducted to know the accuracy and proper communicability of the questionnaire with business magnates and research guides. Based on the recommendations and their healthy suggestions the questionnaire has been redesigned accordingly. The Reliability of Questionnaire is .839. The study was conducted during the period of July 2008 to October 2012.

## **DESIGN OF THE QUESTIONNAIRE**

To understand the importance of personal values, its internalization and its effect on their business practices, the questionnaire method has been used, which consists of three parts. The first part elicits information about personal and organizational data. The second part of the questionnaire verifies whether the executives have internalized the Thirukkural values and to understand to what extent he is able to use these values in their Business life. The third part is to verify the leadership style as whether it as autocratic or democratic. A standard instrument for measuring leadership styles has been used, which consist of fifteen behavioural norms.

## **NUMBER OF RESPONDENTS**

Three hundred large level, middle level, and small level business owners have been selected from the business situated in Tamil Nadu by adopting the convenient random sampling techniques.

## **METHOD OF ANALYSIS**

The responses to the questionnaire have been analyzed based on the percentage of the internalization of Thirukkural values. Chi-Square test was used to understand the effect of these values on the behavioral norms of the business owners

## ANALYSIS OF DATA

The primary data collected from the respondents were analyzed by applying statistical tools like Chi square Test and Percentage analysis were used to obtain the results concerning the objective of the study.

## MAJOR FINDINGS

The following are some of the major findings of the research study.

### 1. Internalizations in Thirukkural Values

Scores (in Frequencies)

No of Respondents: 300

S No	Name of the Value	Rank
1	Wisdom	1
2	Guiding	2
3	Truth	3
4	Motivation	4
5	Fairness	5
6	Wealth	6
7	Training	7
8	Honor	8
9	Fearlessness	9
10	Kindness	10
11	Power	11
12	Discipline	12
13	Control	13
14	Excellence	14

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15	Purity	15
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Source: Part II of the Questionnaire.



## Applied Values

Scores (in Frequencies)

No of Respondents: 300

S No	Name of the Value	Rank
1	Guiding	1
2	Truth	2
3	Wisdom	3
4	Honor	
5	Fairness	5
6	Purity	
7	Motivation	7
8	Control	8
9	Kindness	
10	Discipline	10
11	Wealth	11
12	Power	
13	Excellence	13
14	Training	14
15	Fearlessness	15

Source: Part III of the Questionnaire.

## 2. Value Profile

S No	Operative Values	Intended Values	Adoptive Values	Weak Value
1	Wealth	Nil	Nil	Nil
2	Truth			
3	Wisdom			
4	Training			
5	Fairness			
6	Power			
7	Honor			
8	Motivation			
9	Purity			
10	Fearlessness			
11	Guiding			
12	Control			
13	Excellence			
14	Discipline			
15	Kindness			

Source: By combining frequencies from the Part II and Part III of the Questionnaire.

## 3. Managerial style of the business owners

Democratic		Autocratic		Mixed	
No of Respondent	Percentage (%)	No of Respondent	Percentage (%)	No of Respondent	Percentage (%)
219	73.00	56	18.67	25	08.33

Source: Part IV of the Questionnaire.

#### 4. Managerial styles and Applied Values

S. No.	Name of the Value	Chi-Square Calculated Values	Chi-Square Table Value @5% Level	Not Significant/ Significant
1	Wealth	4.623509	15.507	Not Significant
2	Truth	8.854964	15.507	Not Significant
3	Wisdom	4.115795	15.507	Not Significant
4	Training	6.355566	15.507	Not Significant
5	Fairness	14.12269	15.507	Not Significant
6	Power	7.575331	15.507	Not Significant
7	Honor	5.392047	15.507	Not Significant
8	Motivation	18.14786	15.507	Significant
9	Purity	11.78511	15.507	Not Significant
10	Fearlessness	1.687164	15.507	Not Significant
11	Guiding	14.00234	15.507	Not Significant
12	Control	13.52176	15.507	Not Significant
13	Excellence	10.77603	15.507	Not Significant
14	Discipline	9.443887	15.507	Not Significant
15	Kindness	27.03143	15.507	Significant

#### CONCLUSION

In a globalized business world, there is a need to understand cross-cultural organizational behavior. Organizations do not function in vacuum, they are the products of their culture: their business practices, policies, decision – making methods, authority patterns, business norms, recruitment policies, training methods, compensation policies, pricing policies, level of technology, innovation methods, corporate social behavior, are all

determined by their indigenous culture. In short, every aspect of business is conditioned by the socio-cultural milieu which the business organization operates.

There are several methods of indexing or gauging an organizational culture: ideational, folklore, mores, traditions, practices, ethos, etc. The researcher is of the opinion that the best method of determining a culture of any organization is to measure a set of ideas held by top level managers of that organization. Personal values of the businessman determine the organizational culture. In this study, an attempt has been made to explore indigenous values of Tamil businessmen. It is an accepted fact that Thirukkural, a sacred scripture of the Tamilians is the crucible of Tamil / Dravidian culture; therefore, it is decided to get a complete picture of Thirukkural-centric values of businessmen in Tamil Nadu.

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