

WEST AFRICAN JOURNAL OF BUSINESS AND MANAGEMENT SCIENCES
FACULTY OF BUSINESS ADMINISTRATION
IMO STATE UNIVERSITY, OVERRI
NIGERIAN EDITION
VOL. 11 NO. 1 MARCH 2022

**ON THE DIMENSIONS OF GANDHI'S SEVEN DANGERS TO HUMAN VIRTUES IN THE PRACTICE
OF HUMAN RESOURCES IN NIGERIA**

JOHN MARK

Faculty of Management Sciences,
Department of Management,
Rivers State University, Port Harcourt

Abstract

The paper avers that Human Resources in Nigeria have not attained sustainability as there are still continual disputes between management and its publics. The reason probably stemmed from Gandhian thesis that many of the work places, especially in third world countries are more organizational than human. The snag then is that organizations cannot thrive except the human resource desk attains sustainability. The paper then submits for Gandhi's seven dangers to human virtue, arguing that one way human resource practice in Nigeria can attain sustainability is to alter its philosophy of profiteering rather than truth, Justice and service for all. In other words, the paper posits, with the use of content analysis, that one major problem clients face from service providers is their non-compliance to truth and trust. As Gandhi put it, humanity first before profiteering. Concluding then, the paper recommends that sustainable Human Resource Management (SHRM) should be a distinct course of its own for scholars to explore as a look at it in the context of Gandhian thesis, will better sharpen the phase of Nigerian economy and the new crop of human resource students that are being churned out.

Keywords: sustainable human resource practice, Gandhi's seven dangers to human virtue.

Introduction

Regional diversity is perhaps one of the factors that shape human resource practice. Although a number of models are fast emerging. Especially among organization theorists, worker alienation and labour contract should be the most thriving among models (John Mark, 2020).

But whether continental diversity or not, the virtue of human nature remains same. Organizations then and emerging schools should follow same. In other words, Gandhi's thesis as interpolated in the paper is all time. It cults across continents and has the capacity to cure organization problems as one, its concern is about the supremacy of man in the work place. For

ON THE DIMENSIONS OF GANDHI'S SEVEN DANGERS TO HUMAN VIRTUES IN THE PRACTICE

Gandhi then the purpose of human resource desk is to help check industrial life experience, especially 'as against policies and ethics.

Gandhi laments against the danger of work without ethics that this spirit is capable of affecting labour. In other words, how well has human resource desk in Nigeria lived up to this doctrine in the work place. Concern among emerging scholars has always been on the position that the desk only mediates between the organization and its publics through the use of communication tools. For such schools, modern drive to organization behaviour would require that managers seek ways to continually retain their image. But this belief negates ethical values as it is likely to cut corners in order to redeem or retain its image with the publics.

It then follows their human resource desk in Nigeria is not thriving yet in terms of its sustainability, as we still see conflicts tempo. The truth about this is that human resource can only work, besides diversity trends only when ethical issues are embraced. For one according to Gandhi, it is in the nature of man to corrupt; it is also in his nature to practice virtue. But in order to shun conflict, greater good should be pursued.

The paper the intends to propose

1. To determine the extent human resource desk in Nigeria has lived up to Gandhi's thesis on seven dangers of virtue.
2. To determine if Gandhi's thesis is capable of helping organizations gain, customer trusteeship and patronage.
3. To determine the framework upon which Gandhi's thesis thrives.

Statement of Problem

A human resource conflict base sometime was advanced by Karl Marx and Friedrich Engels. The thesis argued for the reconciliation of two opposing forces within a given social group through a mediating object, which often times is the third party. The work advanced concern for a mediator in a conflict situation arguing that mediator is there to look for a leverage point to move the people towards negotiation rather than holding on to their entrenched position.

As applied to paper then the researcher explains the mediation role of Gandhi's ethical laws in human resource practice, arguing that the human resource desk in Nigeria should adopt the doctrine of the golden rule and nature in the course of her dealings with the public as ethical issues should supersede mere organization policies.

Conceptual Issues of Human Resource Practice

One aspect of human resources defined is that it is a mere administrative desk on relations to employee disputes, benefits, rewards and compensations (Sarah, 2013).The scholar argued that this sort of socio-economic environment, has in many countries resulted in the development of human resource desk. HRM practices then first as a personnel department, has been conceptualized as that unit of an organization that coordinates work relations in line with management responsibility, work performance. Values and cultures of personnel managers. In other words, it is about the management of human resources of the organization as defined in Oljve (2006).

Although, it was argued in Janet Drucker, (1996) that the human resource desk, especially in most companies still fall below fundamental innovation tests. For one, he averred that an organization is an extraction of the larger space called society and as such must continually initiate strategic plans to better manage the organization and its publics.

It then follows that organizations have the tendency to favour themselves more as they are essentially capitalist oriented. Initiatives then on how to manage human capital must be taken by the chief executives. However, where the chief executive is more of capitalist goals, the human personnel unit of the organization is more likely to be affected. In other words, the trouble with the practice of human resources in Nigeria is the absence of humanistic Spirit. Robin (2014) refers to this as sustainable human resource management (SHRM) as policies and structures in the last 20 years have been more of organization concerned rather than human interest concerned (Sarah, 2013; Rune, 2007).

While then industrial democracy and organization meet the demands of classical era, they are however not hinged on humanistic doctrine of Ghandhi. Position taken was that most operationalize their human resource desk to be more organizational in nature. The usual conduct of business will be to alienate the public from their mode of operations (J. Mark, 2017) In other words, most organizations, especially the emerging ones are image centered rather than public centered. Concern to day, especially on the third world states is on how human resource scholars can solve the problem of human resource relations.

Earliest definitions have narrowed the desk to mere administrative matters on relations to employee disputes, benefits, rewards and compensations etc. But the demands are often under threats as they are unrealistic. The way out may be for human resources practitioners to embrace the dimensions of Ghandhi on moral sustainability of organizations (Adrian, 2012; David, 2011).

On Ghandhi's Seven Dangers to Human Virtue

On Gandhi's seven dangers to human virtue, Gandhi advanced the dimensions of:

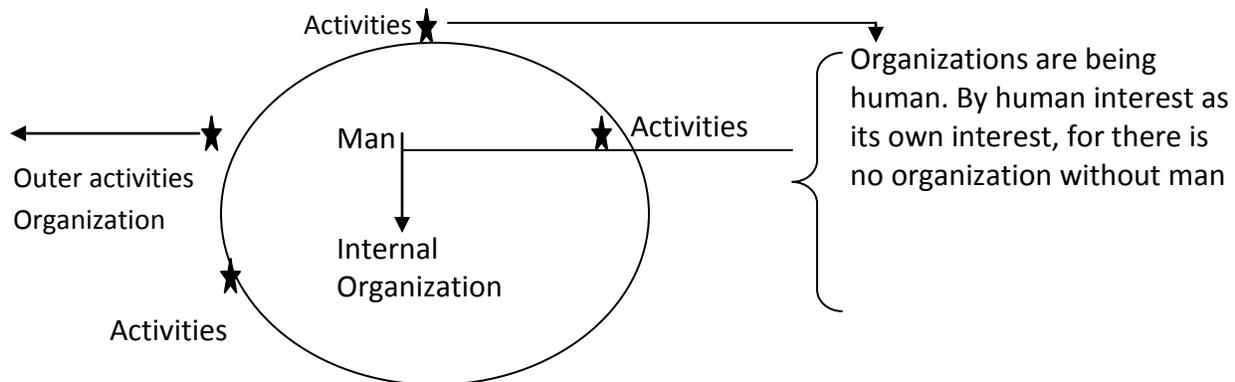
1. Wealth without work
2. Pleasure without conscience
3. Knowledge without character
4. Science without humanity
5. Religion without sacrifice
6. Policies without principle
7. Business without ethics.

Of these, the last, business without ethics is probably the trouble with emerging organizations in the third world as most companies operate their businesses without ethical consciousness for sustainability. The demands of ethics, Gandhi argues, require businesses to respect the interest of their clients. He defined ethics in business on the basis of truth seeking and telling in any given situation.

The framework of Gandhian ethics another may argue, is service to others and justice for all. Gandhi implored then that all social developments should rest on the foundation of truthfulness, love for all harmonious relations and service to all (Jayaraman, 2019; Mick, 2011).

ON THE DIMENSIONS OF GANDHI'S SEVEN DANGERS TO HUMAN VIRTUES IN THE PRACTICE

As it were in the Nigerian equation then ethical role seems to be denied on day-to-day business transactions. One major tempter for this is that organizations prefer to be more organizational than human. For Gandhi organizations should be more concerned about the humanity of their clients than their internal interest. A look at the model below explains further.



This is about the external structures e.g buildings, Hence all activities of the organization should revolve around the man

It then follows that in strict human resources practice, organizations do not really care about the human needs of their workers or clients. One of such manifest areas is the area of truth telling. Whether truth telling on content of product, truth telling in payment plans, of these the most dimensional Problem in human source desk in Nigeria today is the issue of time compliance (Catherine, 2006)

Conclusion

The human resource desk in Nigeria is still unnoticed as its effectiveness is not yet felt. The argument raised is that folks feel that organizations are effective when they speedily respond to their complaints. As advanced in the paper this seems to be the major weakness of most organizations in Nigeria. Human resource scholars then must strive to promote the Gandhian thesis of trust and truth in contractual issues, as this is the only way to keep the human resource desk relevant in the eyes of the publics.

Recommendation

The paper then recommends

1. Organizations should measure their sustainability test on the basis of time compliance in providing services.
2. Organizations should have a consistent structure in order not to deviate from their plans of actions and claims.

3. Another agency that is easily accessible by clients should be set up by government to help monitor the issue of trust, truth and accountability in business. Here organizations should create a separable feedback desk (FBD) to help follow up day to day transactions.

Reference

- Adrian, W. (2012). Changing patterns of Hyman Resources Management in Construct. Journal of Construction Management and Economies Vol, 30.
- Catherine, T. (2006). Strategic Human Resource Management; a Conceptual Approach. The International Journal of Human Resource Management, Vol.5.
- David, E. (2011). Human Resource Management and Performance: a Review and Research Agenda. The International Journal of Human Management.
- Janet, D. (1996). Between Hard and Soft HRM: Human Resource Management in the Construction Industry Journal of Construction Management and Economics Vol, 14 1996. gale.
- Jayaraman, K. (2019). Challenges of Human Resource Leaders: Conceptualized Research Model. Research
- Mick, M (2011). Best Practice Human Resource Management: Perfect Opportunity or Dangerous Illusion; the International Journal of Human Resqurce Management. Vol II.
- Olive, L (2006): From Personnel Management to Strategic Human Resource Management, the International Journal of Human Resource Management.
- Robin, K. (2004). Beyond strategic human Resource Management: Is Sustainable Human Resource Management the Next Approach the International Journal of Human Resource Management, Vol. 25.
- Rune, T (2007). Organizational Change Management. A Critical Review Journal Change Management, Vol. 5.
- Sarah, J. (2015). Context Matters: Examining Soft and Hard Approaches to Employees Engagement in Two Work Places. The International, Journal of Human Resource Management, Vol. 24
- John M. & friend (2017). Industrial Democracy and Organizational Performance of Manufacturing Firms in Rivers State: West African Journal of Business 12(1).
- John M. & friend (2019). People-Oriented Culture and Employee Commitment in Deposited Money Banks in Rivers State Nigeria: West African Journal of Business 12(1).