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# Attainment of Excellence: Modern & Traditional Approach

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## Abstract

*People have treated motivation as a process whereby people are inspired by management to action. This research paper focuses on the concept of the motivational process assumes that behavior is clearly purposeful or goal-directed. Our paper emphasizes that it is the individual himself who must be motivated. There are three Gunas: Sattva (awareness), Rajas (dynamism), and Tamas (inertness). Gunas are fundamental ingredients or constituents in every being and each being is composed of all the three Gunas. When one of the three Gunas is dominant in a person, that person is characterized by that Guna. The mapping of excellence is a life-term learning and improvement process.*

**Keywords:** Sattvik, Rajsik, Tamsik, Gunas, Self-Efficacy.

**Introduction:** The current context, the concept of mapping excellence may be traced through the cognitive resources along with the three “Guna Tattva” theories. The Social cognitive theory describes a set of processes that operate at the within-person level of analysis. Self-efficacy is defined as an individual's belief regarding his or her capability to succeed and attain a given level of performance (Bandura, 1977).

Indian philosophy provides a composite framework to aid the understanding of the mental make-up of a person. It offers the *Guna* theory, which has also been called the tri-dimensional personality theory, to explain differences across individuals.

Traditionally management writers have treated motivation as a process whereby people are inspired by management to action. Still another concept of the motivational process assumes that behavior is clearly purposeful or goal-directed. It emphasizes that it is the individual himself who must be motivated. Psychologists refer to individual motivation as a state of tension. Knowledge is created, shared and disseminated between academics and practitioners in the marketing field. On the basis of developing a better understanding of the key issues and dimensions our aim is to make a contribution to the study with regard to how academics and academic institutions could become better knowledge partners with practitioners.

The issues relating to levels of analysis within the context of social cognitive theory can be related to the attainment of excellence. There is a dynamic relationship between self-efficacy and performance across the levels of analysis and mapping excellence.

Social cognitive theory has been, and will continue to be, influential in the field of management and related disciplines.

It is widely accepted that self-efficacy plays a critical role in self-regulation (e.g., Schmidt, Beck, & Gillespie, 2013; Sitzmann & Ely, 2011). There is overwhelming evidence, from both correlational and experimental studies, showing that highly efficacious individuals tend to set more challenging goals (e.g., Robbins, Lauver, Lee, Davis, 2000); Sitzmann & Ely, 2011), persist for longer (e.g., Multon, Brown, & Lent, 1991), feel better (e.g., Judge, & Bono, 2001; Sitzmann & Ely, 2011), and achieve better results than their counterparts (Mortiz, Flett, Fahrback, & Mack, 2000); multon et al., 1991; Sadri & Robertson, (1993); studies included in them, were conducted at the between-person level of analysis, however not conclusive in nature.

## Literature Review:

This approach to the control process has been explored in particular by **Vroom [60] and by Katz** who discuss control of the individual in terms of influencing his processes of perception, learning and motivation.

“Between –person research consistently shows positive associations between self-efficacy and performance..... within-person research find self-efficacy can be negatively associated with subsequent performance” (pp544-545). (**Lord, Diefendroff, Schmidt, and Hall(2010)**).

Classical management theorists assume that money constitutes a goal and therefore effectively motivates men. If behavior is goal-directed, individuals'

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performance should be highly correlated with the amount of their wages. Writers with a behavioral science background, mainly psychology and social psychology, have concluded that while the organization was designed in the first place to achieve control, failure to achieve control occurs because of personal factors causing a collapse in the control mechanism. **Thomas Li-Ping Tang, PhD, and Theresa Li-Na Tang (2012)**

According to **Florence Kluckhohn**, values, sentiments, and norms shape the individual's performance and motivate him. Professionals, like any other social group, are utilized because they have certain values.

**Kluckhohn** comments that the structure of a social system may be thought of as consisting of behavior which conforms to a system of normative or ideal patterns which prescribe how, as structured in values and sentiments of the members of the society, people in the role statuses ought to behave.

**Borje and John w. Slocum** concluded in his paper *The Management of Scientific Manpower* that Management control of professional employees such as engineers and scientists leads to a state of conflict in the business organization. Various approaches to managerial control—traditional, bureaucratic, cybernetic, and behavioral—and their application to the engineer-scientist as the carrier of professional values in the work culture.

Abstract Marketing management research and teaching has been criticized for some time as being divorced from practice. However, there has been little research into the nature of knowledge exchange between academics and practitioners in the marketing field. In the exploratory research reported in this paper the authors conducted interviews with academics and practitioners. A number of different routes to knowledge exchange are identified and discussed. (**Tim Hughes et al.**)

There are no clear models of the development and dissemination of management research between academics and practitioners (**Starkey and Madan 2001**)

Further research is needed to better understand the relationship between academic quality and practical relevance (**Baldrige et al. 2004**).

According to Webster (**essay in Bolton 2005**), the emphasis on scientific rigour over problem importance and relevance has meant that the marketing discipline has not progressed to keep pace with a rapidly changing market environment (**Douglas L. and Sean Humpherys**).

The charismatic factor could be further split into idealized influence attributed (or attributed charisma) and idealized influence behavior (or behavioral charisma) (**Bass and Avolio, 1991**).

Training and management development needs identified by a training need analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization (**Watad & Ospina, 1999**).

#### **Research Objectives:**

- i. To study self efficacy aspect in attaining Excellence
- ii. To Study “Guna tatva” as personality trait towards attainment of excellence

**Findings & Discussions:** There are three Gunas: Sattva (awareness), Rajas (dynamism), and Tamas (inertness). Gunas are fundamental ingredients or constituents in every being and each being is composed of all the three Gunas. When one of the three Gunas is dominant in a person, that person is characterized by that Guna.

#### **Design A Training & Development Program That Balances Guna Tattva of Employees:**

Design training programmes to develop Sattva and reduce Tamsik guna may be of great help towards the steps taken for attainment of excellence. The “Tamas” tattva creates unhealthy thoughts causing negativity internally and externally. “Rajas” tattva helps build team orientation and self-sacrifice for directing energies towards superordinate goals.

The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. When the organization invests in improving the knowledge and skills of its employees. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance.

Sattva is the most superior of all gunas. Sattva in the Universe is responsible for Creation. Inside our own self, it gives us the ability to visualize well, think right, do well and act in accordance with the laws of nature.

Rajas stand for action. In cosmic terms, Rajas is responsible for Maintenance and Nurturing of what has been created. In human beings, the Rajasik guna or quality means giving a concrete shape to dreams, being motivated and taking action. Excess of Rajas, however, leads to an unsettled and perpetually restless mind.

Tamas supplies us with the ability to finish or complete what was generated by Sattva and Rajas. In the context of the Universe, Tamas stands for Destruction. While some may see Tamas as a negative guna, ayurvedic philosophy says Tamas has its own role in the scheme of things. It drives us from the old to new . . . , urging us to move on and invest in that which is still alive.

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Guna is simply defined as character or quality, but has a broader meaning. A guna is also an influence or impulse. The cosmic matter is made up of three gunas. Everything on Earth also has a predominant guna, as well as the more specific qualities obtained from their elemental makeup. Just as our bodies contain all of the elements; our minds have each of the *gunas*.

The three basic gunas/qualities are:

- *Sattva* (knowledge, purity)
- *Rajas* (action, passion), and
- *Tamas* (inertia, ignorance).

The Tamasik mind, being dull and weak, faints or panics-unable to act or react in an appropriate manner. The Rajasik mind is naturally reliant on action, and therefore immediately starts hunting for the nearest fire extinguisher or exit. The Sattvic mind, being calm and steady, takes a moment to analyze the situation and acts only after weighing the right response to the situation.

Practicing Meditation which is a scientifically proven way to heighten creativity, expand consciousness, improve relationships and increase Sattva.

The Sattvik mind always chooses those thoughts and actions that promote fulfillment and joy. It is rich in dhi, or knowledge: it knows just what is beneficial for it. Cultivate Sattva in your life, and you will be able to reconnect with the limitless power of your Self.

**Conclusion:** While a balanced personality blends all three gunas in equal measure, the most positive personality is that which is high on Sattva.

Spirituality helps increase calmness, clarity and creativity of the mind-in other words, it enhance Sattva, should be preferred & recommended.

Essentially your behavior and action as influenced by the quality of your mind. Though each of us is born with one or more dominating gunas, it is within the power of an individual to elevate the guna he want. How can the mind be led toward Sattva? The answer is simple. Training of

the mind to act in accordance with the laws of nature ie patience, perseverance forgiveness and harmony, strongly recommends the following Sattva-building measures. Be gentle and forgiving of yourself. Practice moderation in everything-be it diet, sleep, or exercise. Keep the company of the wise. This will help oneself make healthful and happy choices, leading to increased Sattva in life. The mapping of excellence is a life-term learning and improvement process.

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