

regional application by individuals and small groups. As a result, technology has become profoundly anti-social, anti-ecological, unhealthy and inhuman. This pattern of management naturally rests upon giant-like industries, massive production and optimum productivity of the worker.

Under modern production system, management and workers are separate entities—their approach is different, their interests are diverse and their claims are conflicting. To the modern management, the worker is everything, man stands nowhere. The moment he ceases to be serviceable, he is discarded, like a hired commodity and is promptly rejected.

This materialistic management has done more harm than good. The capitalist has become richer, man has been reduced to a hired wagemaker and the consumer has been placed at the mercy of materialist managers. There is no sense of belonging, no harmony, no cooperative organisation, no fellow-feeling.

One obvious result of this pernicious form of modern management has been disregard of human approach, loss of human values and erosion of human touch. The crisis of confidence prevails in all camps. The society has deteriorated, the worker is demoralised, the consumer has been bypassed and man has suffered loss of dignity. The manager is not a net gainer. He has amassed huge wealth but the soul is lost. He suffers from insomnia, high blood pressure, heart ailments and restlessness. Wealth is gained but peace is lost. The materialist management of the western style is better termed a soulless management. It is almost a truism to say that mankind is today in the midst of one of the lack of adjustment of the human spirit to the startling developments in science and technology. In spite of the fact that the great scientific inventions have liberated us from servitude to nature, we seem to suffer from a type of neurosis, from cultural disintegration. Science has relieved us of grinding poverty, mitigated the tortures of physical pain. Yet, we suffer from an inward loneliness. The only way out for us today is a moral and spiritual revolution that should embrace the whole world.

The quality of work-life in any organisation is greatly influenced by the ethical and moral values prevalent in that organisation. However, a number of business and industrial