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‘Fusion Of Personal & Organizational Goals’ Organizational Behavior Approach For Human Resource Planning

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Abstract:

Planning is the first and foremost function in management. In Human resource management it is called as Human Resource Planning (HRP). It includes forecasting the future requirements as well as planning the current manpower.

HRP means to move from current manpower position to desired manpower position. Growth and development of an organization depend on the growth and development of its human resources. Right person at the right place at the right time is possible with HRP. An organization can identify the required quality and quantity of people with HRP.

Organization planning and human resource Planning must go parallel so that organizational objectives can be achieved. There are various factors that must be considered by the organization while planning human resources. Skills Inventory system, though important to HR planning, ignores the human element while planning. Organizational Behaviour Approach focuses more on the human side of an enterprise. E W Bakke’s ‘Fusion Theory of Organization’ and the Organisational Behaviour Modification process are approaches that integrate the human side of organisations while undertaking HR planning. This paper focuses on; The Fusion Theory that states integration of personal goals with organizational goals as an essential element while the Behaviour Modification process points the importance of considering the behavioural aspect of employees when it assigns a job. To plan knowledge workers and to have the right size of employees, there must be a fusion of personal goals with organizational goals; this could be easily possible if the HR manager applies Organizational Behaviour approach to Human Resource Planning.

Key words: Fusion theory, HR Planning, Organisational Behavior, Organization Behaviour Modification Process.

1.Introduction

HR plan focuses on skills inventory, matching personal skills with organizational goals. However, with this approach, the organization seeks only the satisfaction of its own goals. It is essential, in addition, to study each employee as a separate unit with his own goals and individual set or pattern of behaviour. Any HR planning program will have to be developed keeping in mind the different types of personalities or behaviour patterns so that both personal and organizational goals are harmonized.

Skills Inventory includes a listing of abilities, capacities, qualifications, and career goals of employees to identify suitable candidates for recruitment and promotions. However, this list does not consider aspects like whether the employee wants only money or promotion too, whether he/she is career oriented or family oriented, if he/she is happy with the routine and monotonous work or would like to work in a dynamic workplace and so on.

However, it is also essential to consider the commitment from employees towards attainment of organizational goals. Employees are motivated and more committed only when their personal needs are satisfied. Behavioural factors such as motivation level, positive attitude and commitment also play crucial role in organizational development.

The O B approach helps organizations and consequently the H R managers in identifying behaviour patterns of employees. The behavioural approach focuses more on the fusion of personal goals with organizational goals. These two approaches when merged with HR planning will definitely help prevent possible problems with manpower satisfaction in future.

2.E. W. Bakke's Fusion Theory Of Organisation

Say, a company requires two software engineers, three marketing managers and ten salespersons, the company will try to rope in two dynamic well-qualified engineers, three experienced MBAs and ten graduates who are good at selling. After a while the company may realize that some of them are not happy.

This may not necessarily be the discontent from the type of work or salary package. It could well be other things such as non-accomplishment of personal goals, lack of autonomy in the work ethic. In such cases the motivation level of workers is lowered. Therefore, the HR manager ought to observe whether or not the job profile satisfies an employee's personal goals

This approach is rightly captured in E W Bakke's 'Fusion Theory of Organization'. E W Bakke was a management theorist and professor at Yale University. He taught sociology at Yale from 1932 to 1950. He was often called upon to advise governmental commissions and scholarly organizations on labour and management issues.

E W Bakke, while insisting on the human side of enterprise says that organization is a fusion of the personalization process on one side and the organizational process on the other. Fusion is the combination of two things. According to Bakke HR manager has to combine personal and the organizational goals undeveloped pattern of jobs that enables the person to fulfill the organizational goals. Conversely, the employee seeks to impress an orientation pattern upon the organization for personal purposes.

According to Bakke the simultaneous operation of these two processes reconstructs both the individual and the organization. Suppose an MBA candidate is appointed for marketing job, but also shows interest elsewhere, the HR department has to take note of these interests and try to create an opportunity for him in future. Then the employee would contribute to the organization while he fulfills his own interests.

Bakke asserts that machine is a non-human resource and works passively. According to his assumptions human being is a thinking machine and likes to get involved actively in the organizational work. Each personality is unique.

The figure shows E W Bakke's Fusion Model.

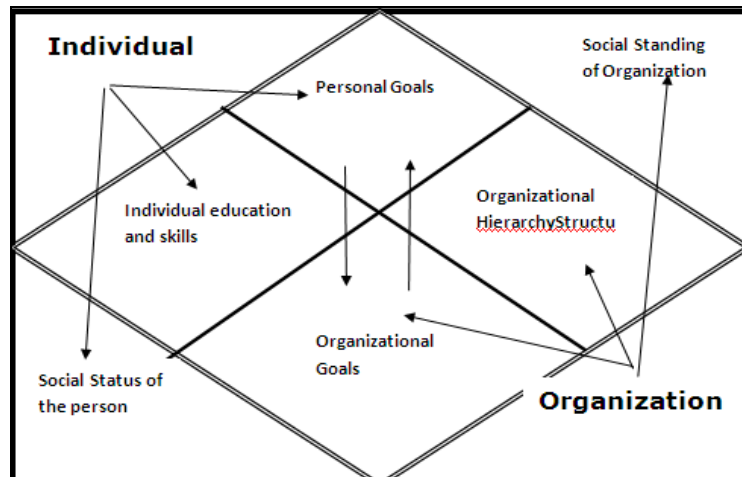


Figure 1

In this figure the individual and organization are shown in diagonal opposite directions. Individual represents the personalization process and the organization stands for organizational or socialization process.

Some important features of Bakke's theory are –

- Firstly, he assumes that without satisfying personal goals man does not move ahead to work more.
- Secondly, organizations cannot achieve their objectives if their employees' goals are not obtained in due course.
- Thirdly, Human Resource does not mean only required skills of employees but their thinking and learning abilities.

Thus the 'fusion process' implies that the goals and aspirations of both the department and the individual personnel are modified over time, because of their own counterbalancing pressures of social status. Neither gets exactly what it sets out to achieve. So it is the responsibility of HR department to match the personal goals with the organizational goals.

3.The Personalization Process

The Personalization Process comprises three aspects. The first is 'personal goals'. Second the 'education and skills acquired by individuals and the third is the individual's social status.

• Personal Goals

We have already noted that each personality is unique. Factors such as heredity, family background, education, experience, society and culture affect the development of personality. Each factor contributes in developing different goals at different stages in life. Any one of these factors may dominate over other factors. For instance, parental ambition may be stronger than social constraints. Or a person from some obscure and remote village may like to earn more money and make a mark in the great city.

- **Education And Skills**

Certain amount of educational qualifications and skills are acquired by individuals. The HR department develops a spectrum of jobs that need to be finished. The job seekers develop expectations about the job profile based on their qualifications and skills. When an organization posts its vacancies, candidates evaluate different job profiles. They apply for posts where they find themselves fit to work. An MBA candidate, for example will not apply for the post of general clerk. A graduate may apply for any post that would fetch him higher remuneration.

- **Social Status**

This denotes one's social identity as gained through one's education, economic background, political identity, position at the work place, uniqueness or distinctiveness of exclusive work or through social contribution. People anticipate certain types of jobs to satisfy their esteem needs. The aspirants, who are status conscious, may not readily accept certain types of jobs which they feel might lower their social status.

The son of a doctor would like to get a job where he may get less salary but higher prestige. A girl from middle or lower middle-class family may prefer a job where she gets liberty to explore her potentials.

According to Bakke personalization process is very important from the employee point of view.

4. Organizational Or Socializing Process

Similar to the personalization process this process also comprises three aspects. The first is the organizational goal, secondly, its hierarchical structure and the thirdly its reputation in society.

- **Organizational Goals**

Each organization is formed to attain predetermined goals for which it employs both human and non-human resources. All business environmental factors such as a national economy, world trends, political surrounding, availability of resources, culture and so on, reflect positively or negatively on the goal setting process and on the achievements. The dominating motive of the organization is to obtain surplus.

Organizational culture is another influencing factor in deciding the goals. Also, big business houses such as Tata, Birla, have created a distinctive image in the public mind. Dreams of such 'big shots' always dominate the goal-setting process.

- **Organizational Structure**

After setting goals, responsibilities at different management levels are fixed by the HR department and posts are then created to accomplish these goals. The responsibilities are placed in a hierarchical manner. Functional divisions and delegation of authorities are taken into account to fulfil the responsibilities. The HR planning process plays an important role in employing the right person, at the right place, at the right time.

Every organization has its own policy of designing the organizational structure. This has a great impact on the HR planning process. Organizational structure helps the HR department to visualize the movement of current manpower positions to desired manpower planning.

- **Social Standing**

An organization is integral part of society. It creates its goodwill and reputation in society.

For example a small-scale industry may pay less but offer more scope to rise in the hierarchy. Learning opportunities also are better in small-scale industry. HR planning would require versatile personnel to work with. A large scale unit, on the other hand may offer better wages but much less scope to learn new things.

5. Core Issues In Fusion Theory

The HR department can get good results of Fusion Theory if it develops some plans based on:

- Firstly, the total staff required at different levels and for a variety of functions over a large span of time.
- Secondly, the types of employees based on skills and abilities needed by the firm today and in future.
- Thirdly, the human resource development schemes that help the organization to utilize available resources in the best possible manner.
- Next, a crucial issue is job-designing schemes and plans to reduce labour turnover.
- Also, the HR manager cannot keep the issues of development programs and succession planning unattended.

The aim of the O B approach is to develop a path of progress for the employees.

The Fusion Theory claims that people are the greatest assets in any organization. The organization is at liberty to develop its staff at full pace to explore the inner or hidden capacities of an individual. Appropriate placement of individuals to planned future posts enables the administration to ensure that these individuals will surely subordinate their personal goals to organizational goals. Only then can the organization's objectives can be aligned as near as possible, or matched to give optimum scope for the potential of its employees. Whether or not the fusion theory is put properly into action can be checked by asking questions like:

- Does the HR manager make use of the available talents of the organization and does it have enough provision for the future?
- Are employees satisfied with the organization's growth in terms of advancing their career?

6. Luthans & Argyris' Organisational Behaviour Modification Process

Chris Argyris a theorist in behavioural studies has said, "A successful individual typically sets his next goal somewhat but not too much above his last achievement. In this way he steadily raises his level of inspiration."

His research focused on the impact of formal organizational structure on individuals. In his book 'Integrating the Individuals and the Organizations', he says that every one of us has some longing that we strive to achieve. Once these wishes are fulfilled, we move up the ladder to satisfy our more advanced needs. Along with Chris Argyris the SOBC model has been developed by Fred Luthans, a distinguished professor of management at the University of Nebraska. His studies on Executive Leadership, Positive Psychology, and Organizational behaviour proved very useful to the industry in improving their performances.

The motivation level of an employee is based on the degree of 'job satisfaction', 'fulfilment of interests', or 'joy of work'. These motivational factors are also called "motives" and employees can satisfy their wishes when these 'motives' are active. All behaviour is purposeful. We set essential goals that we seek to fulfil in the immediate future. These goals are very primary in nature and necessary for our existence. At the same time, we have some objectives for the future on the back of our mind. Though secondary, they play a vital role in our lives and are necessary to satisfy our esteem or growth needs.

This diagram will give us some idea of our primary and secondary needs.

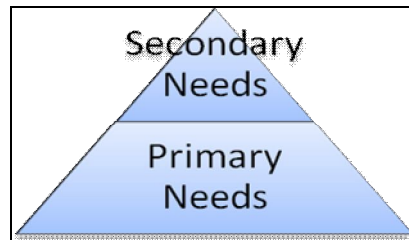


Figure 2

The 'Individual behavioural process' studies these factors in detail. It guides the H R Manager to develop a behaviour pattern in making effective H R plans. Different people behave differently on the same job.

The 'Individual Behavioural Process' is complex and unique as each person's reaction to the same environment depends on factors such as grasping and comprehending capacity (also called 'intelligence and ability'). In addition to this thinking ability, memory, learning ability and motivation level affects person's reactions.

6.1. The SOBC Process

- Behaviour is simply defined as a reaction to any stimulus in the environment. (Stimulus <--> Response) or 'S - R'
'Stimulus' is anything in the environment that makes you move. Stimuli (plural) may be internal factors such as (a) new thoughts, ideas, feelings as well as external factors like an object, incident, and any detectable change in the environment which influences individual activity. Eg: If the wind blows, we blink our eyes. Wind is the 'stimulus' and blinking of eyes is the response.
- Psychology assumes that interplay between stimulus and response induces behaviour. That is why, 'Individual Behavioural Process' substitutes behaviour (B) for response (R). So, instead of S-R, behaviourists term it S - B.
- Each person's behaviour is not necessarily the same. Suppose, though the stimulus 'wind' is the same for many people, all of them may not opt for just 'blinking eyes'. Some may make noise, some may be happy; some may not react at all. This reaction depends on the individual organism or personality.
So, this process is S-O-B that is Stimulus → Organism → Behaviour.
- Next is the consequence of behaviour. Individual behaviour results in certain consequences. These consequences play the role of stimuli in the next step.
Consequently, the model S-O-B is stated as S-O-B-C.
As the consequences of each behaviour are different the behaviour process becomes complex.

6.2. Need Of The SOBC Modification Process

Say an organization advertises some posts and declares a compensation scheme or salary package in order to attract people. In this case the compensation package can be treated as a stimulus. People would respond differently to this package according to their attitudes, perception, requirements, priorities and future expectations. The people whose priority is mere financial income will apply. Suppose in addition to the compensation package, the firm adds career path or promotion package or attractive incentives, some more people are likely to pay attention and apply. In this example the most attractive package plays a role of stimulus. This happens not only in recruitments but in each and every area of H R planning.

A list of some of the important aims and objectives of Human Resource Management will help us understand the relation between HR planning and application of the S-O-B-C model.

- HR managers should help the organization reach its goals, such as profit, expansion, automation, growth and so on.
- To accomplish the organizational goals HR planning has to ensure full development of human resources and their optimum utilization, i.e. Allowing people to work with full energy.

- To provide the organization with well-trained and well-motivated employees. Employees' education and skill at the entry point are not enough. The manager should design some continuing training programs.
- Employing full efforts to improve employees' skills and abilities to achieve excellence in their jobs.
- The main objective of the HR planning process is to design action plans to build a strong team-culture. The HR Manager has to develop some special workshops through which people would understand the importance of team culture. Movies like 'Chak de India' or 'Lagaan' are the best examples of the nurturing of team culture.
- To identify and satisfy the needs of individuals.
- To take into account the necessity of subordinating individual goals to the goals of the organization.
- Develop specific plans for assuring quality of work life to all personnel of an organization.

Organizations are formed within a formal framework. It has pressures to achieve profits, to run and survive for longer time, and to sustain growth. In order to reach these objectives, they need to monitor and control the behaviours of their employees.

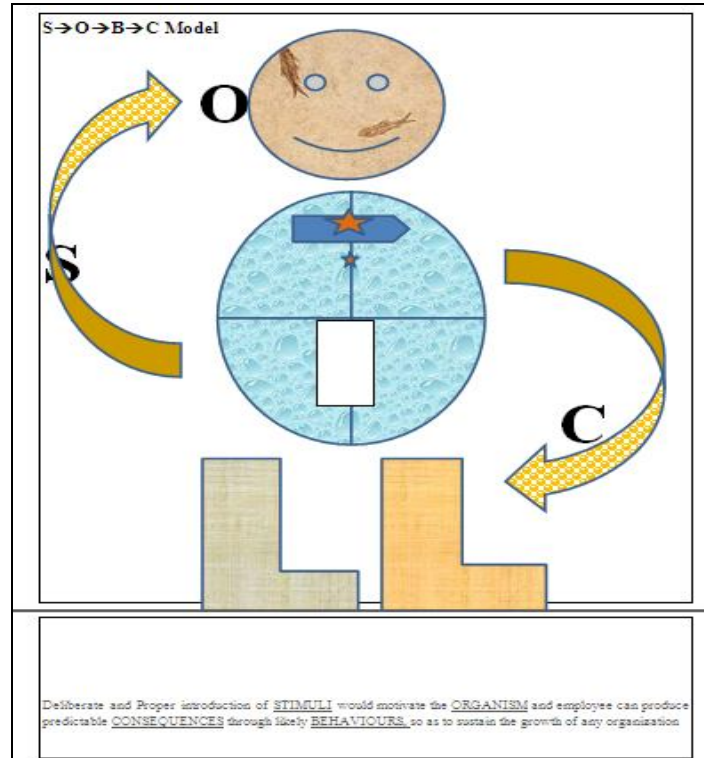


Figure 3

In order to achieve all these goals the HR Department should start the planning process after considering the end point of S-O-B-C. i.e. the consequences. Any organization that seeks to apply the S-O-B-C model in its HR planning, has to determine its end results and plan the movement of current manpower positions towards the desired manpower positions.

For instance, if the organizational objective is rapid growth, then it would require hardworking people. Some people will work hard to earn more money and some to get a faster promotion. The HR Manager will have to consider these two behaviour patterns. Those interested in earning more money, will be attracted towards a higher salary package. On the other hand, the other type of person would give preference to a promotion scheme.

One could think of another organization that is well-established, has sustained growth, maintained goodwill and now wants to shift to diversify its market. These types of organizational goals would require dynamic personnel. In this case, the required consequences of behaviour may be job satisfaction, loyalty, interest in self-development and growth. The required behaviour pattern should be to perform with involvement, integration, affinity and commitment.

The HR department, in this case, has to develop long term plans to involve people striving for high esteem, autonomy, identity and a satisfactory career path. High esteem means higher status in society. The 'assistant manager', if promoted as 'chief manager', would satisfy his or her esteem needs.

When the boss trusts the employee's work and has confidence in his ability, the employee would achieve autonomy in work. Such autonomy gives immense pleasure to the worker and naturally his motivational level increases. When people get opportunity to satisfy their goals one after another, they show enthusiasm in the development of organization.



Figure 4

Though the component 'stimulus' is shown at the top, we read it from the bottom i.e. from the 'consequences'.

- If consequence required is 'Job satisfaction' - The experience of job assessment and acceptance gives joy and a positive state of mind to the employee.
- The behaviour pattern shown (required) by the worker is hard work and punctuality in work. The worker would take more interest in the work and the work quality will improve.
- Motivation (organism) of the worker will be high if he gets good salary package and stability (stimuli) in his tenure. The employees will show willingness to learn more from the job.
- In short to achieve 'job satisfaction' organization should provide good salary package.
- If consequence expected is 'Increased productivity' – Productivity means the capacity of the worker to produce at given situation. Company can increase productivity in a variety of ways. HR manager can adopt technology that encourages automation and computerization and minimizes the physical labour of an employee. Some working methods and techniques lead to workers' comfort. It has been proved by theorists that a comfortable employee can produce more than one who struggles with uncomfortable work conditions.
- The workers will show involvement and affinity (B) through their behaviour patterns. More involvement and affinity would enhance the employees' abilities and desire to learn (O).
- HR planning process has to consider this element while designing the jobs(stimulus).
- In essence, organization should design jobs properly to get increased productivity.
- If the consequence anticipated is 'Development and growth' – Generally, the inner urge of human beings is to grow and develop. They like to satisfy this need through their performance at work place.
- The behaviour pattern they show is the will to accept additional responsibility and integrity in the performance (B).
- If the HR manager, at this point, is able to offer autonomy, progressive career path and provide opportunities for involvement (S), then the employees' perception(O), towards organization will be positive. Their personality (O) would be generative as against stagnative.
- Let us say in short, that, organization can obtain development and growth through providing opportunities for involvement to the workers.
- If the projected consequence is 'Loyalty' and 'subordination of personal goals to the organizational goals – Such employees happily dedicate fully (B) to the organizational goals. In such cases the employees fulfill their goals through accomplishment of organizational goals.
- Such personalities (O) show integrity. They are highly motivated (O).
- If HR department takes cognizance of such qualities and develop job designs(S) where people are able to identify themselves through work (S), it will easily reach the goals. These two elements work as stimulus for them.

All the above consequences give us an idea about employees' behaviour patterns and how to develop salary, incentives, perks and bonus packages for new or old employees. Nevertheless, this list is not exhaustive and each and every consequence needs to be listed out and corresponding behavior patterns analysed and thought of by the HR manager.

7.Challenges In Implementation

However, there are some limitations and challenges in implementation and integration of both these theories at the workplace. Human behaviour is not simple. The element 'organism' never shows linear relationship with behaviour and individual goals in the personalization process keep constantly changing. The environmental factors, human experiences and life stages affect personalities, behaviours and consequently the goal. The study of personality is so complex that it's a challenging job for the HR planning personnel.

It is only through proper planning considering all the factors stated above and constant monitoring of the 'human side of organisations' that the HR Planning will succeed.

8.Conclusion

To plan knowledge workers and to have right size of employees, there must be fusion of personal goals with organizational goals, this could be easily possible if the HR manager applies Organizational Behaviour approach to Human Resource Planning.

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