The International Journal of
INDIAN PSYCHOLOGY

Research Paper

The Fully Functioning Employee: Indian Dream from Humanistic Perspective

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ABSTRACT

Rogers argued that individuals will be effective if they are self-determined, autonomy and ultimately as a fully functioning person. In the Indian context traditional way of dealing with the employees in the organizations have little room for the employees to express their personal ideas and creativity in work place. In result, employees are little satisfied with their work and face mental health problems. Worldwide leading organizations have adopted more humanistic oriented employee management policies. Consequently, those employees are highly satisfied with their job and also, they are creative in their work. Hence these creative organizations highly get benefitted out of it in terms of high production and rapid growth. In India if organization change their human resource management policy based on humanistic perspective it will be a two-way gain where employee and employer will be benefited. Being a self-determined employee, it could make one find their work meaningful. If employer renders freedom, space for creativity, opportunity to share employees' ideas, creating teams where all members feel some degree of responsibility then employee may become effective and productive.

Keywords: Humanistic perspective, employee, human resource management

India is considered as a growing economy in the world and employee from India are working throughout the world and they have drawn wide attention from the international community. Hence Indian employees are holding responsible positions in notable organizations around the world, for example Sundar Pichai CEO Google, Indra Nooyi CEO Pepsico and Satya Nadella CEO Microsoft have given convincing message to the world that they are tip of the iceberg. From those person's autobiography one thing was clear where they get freedom from their organization they would prove themselves and reach high positions. Particularly Google's employee management system is well known for its employee centered approach which made its employee productive and happy. Since they worked in employee friendly environment, they expressed themselves fully by creating new ideas, creativity and uniqueness. On the other hand, Indians in the Indian organizations mostly unable or restricted to express themselves in their workplace. Doing work which is completely objective and nothing that is meeting personal interest of the employee was always uncomfortable and lead to frustration. Human resource management system in India

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mostly misdirected towards insignificant things such as in-out time, attendance of the employee, salary matters, leave issues and like. Consequently, in workplace nothing was meaningful to the employees' personal world such as their personality, motivation, emotion, interest, and creativity. Being ignorant psychologically and merely being physically in workplace and working by coming on the time, producing in order to complete assignment on the time, having lunch, leaving on the time or working overtime (not for their personal interest but to meet external demands), and get salary. Therefore, the work is either small or big and salary is adequate or inadequate it meant nothing to the individual who still not has any purpose and meaning in his/her work. This situation indicates that something needs to be modified in the employee management policy among Indian organizations. Above statements may be misunderstood by stating it as a danger to the employer and beneficial to the employee. In contrast available facts remind us that employee centered workplace brings more benefit to the employer. Practicing employee centered workplace helped many new organizations to grow rapidly and they even pushed back the century old Indian organizations. If Indian organizations wants to compete with the highly developed international organizations then they should systematically develop new human resource policy which allows each and every employee function fully.

Legacy of Carl Rogers

If individuals start to conform to others or living to meet the external demand while denying their internal demand it leads to frustration. Persons must be treated as a separate individual who has unique idea and creativity (Rogers, 1961).

Rogers (1961, 1981) argued that individuals are highly effective when they are self-determined. Unconditional situation, empathy, communication with congruence and freedom creates a secure situation to the individual and it makes them to understand their self and start to be creative and productive. Employer must be genuine, congruence to their employee or team member. Under these circumstances employee will start to be genuine with employer and will be creative since they get an appropriate climate in the organization to express their self. On the other hand, widely used and traditional techniques include reward, and incentives are too general approach from the point of view of the employee. Those traditional techniques treat employee just an object not a separate individual person. In addition, those traditional approaches failed to bring out the employee's uniqueness and increase the quality of work life. Frankle (1946) revealed that one cannot be satisfied with their life just by welfare alone but individuals strive for meaning and purpose in their work and life. Frankle (1946) argued that if one found meaning in his work/ life then he/she will be satisfied and face any kind of challenges in work. In Indian context, training and development effort of the organizations are mainly focusing on put employee into the particular shape and employees are struggling to fit themselves into that shape. On the other hand, employee centered approach has the flexible system where employees with different variety of shapes can easily adopt into it. Trainings are needed not only for employee but also for the employer to create the productive climate in their organization. Employer has to play a vital role in the implementation of the employee centered work place such as being congruence or genuine, readiness to shared leadership, employee autonomy, sharing ideas, and acceptance. Rogers observed during his workshop with the encounter groups that people are creative, open and sharing when they are facilitated with the unconditional climate. He strongly believes that resources for individual development are all within the person not from outside. This climate makes employee to function fully with high work commitment. Consequently, growth will be achieved individually by the employee and collectively by the organization.

When a group of people are allowed to be free without conditions then the community feeling will be automatically developed among the group members where they will speak for others, care for others and work for common goal where the force of diversity reduces and strength of unification increases. May the person-centered approach should be seen as the over optimistic theory as it considers only the positive side of the individual while completely ignoring the negative aspects of the person. Rogers (1961) has strong belief in the human potential that core human nature is positive, forward moving and socialized. Fully functioning person is able to understand his feelings and emotions. Fully functioning person is open to new experience, has belief in his/her idea and trust in organism, and be creative.

Impact of Employee Centered Approach (ECA) on Modern Workplace
Various research shows that employee centered approach is a highly effective method to achieve the individual and organizational growth. The research evidence also revealed that ECA is effective for different types of organizations such as manufacturing industries, IT, and service sectors. Empathetic listening to the team members in non judgmental way will help to reduce the problems among the team members and it improves their interpersonal communications and interpersonal relations (Livengood, 2002). Being anon predictive facilitator make individual and group more flexible and inclusive (Bower, Sommerbeck, 2013). To Improving communication and effectiveness of group which contains individuals from different ethnic background could be facilitated with the PCA method (Mccann, & Neville, 2013). Shared leadership styles show the unique connection with the team performance (Danni, David, & Zhen, 2014). Shared leadership style posters the creativity among the team members regardless of the age, gender, and ethnic diversity(Sutanto, 2017). The shared leadership and commonality improves the team members' job satisfaction(Drescher, & Garbers, 2016).Creative work environment and team environment predicts the employees satisfaction in the given task(Serban, A., & Roberts, A.J.B., 2016).Physicians those who participated in the person centered approach based encounter group program has developed good interpersonal communication with their patients (Meador, 2000).

In2015emission scandal of Volkswagen created worldwide shock among car manufacturing industries and governments of the affected countries and it resulted in imposing of new laws. Diesel emission related decisions of the company were entirely made against the social responsibility. During the scandal allegation scholars those who studied this case found that management was authoritarian to deal with the employees. Employees and supervisory board were not allowed to express their concerns to the employer. Employees restricted to communicate with the management and merely they were forced to execute the work whichever assigned by the management regardless of its impact to the society. This case shows that when employees have no opportunity to share their personal opinion, feedback and suggestion then even the product may be harmful to the society. As considering this problem, after the crisis Volkswagen adopted new employee centered policy in order to maintain moral and values in their production (Jung, & Park, 2016).

Yahoo was considered as successful startup when the company was started but ultimately the organization failed to compete with other internet-based companies. Ashcroft (2016) argued that employees of Yahoo were severely dissatisfied with the company's hard employee policy. On the other hand, successful internet company Google was set a new stage for the unique employee policy to bring out the employees full potential. Google provides the flexible and employee friendly work place. Notable products of the Google

were initiated by employees actually on their free time in the office. Generally, employees gave positive feedback on the Google's HR policy. Google offers facilities to employee's personal development and space for creativity, time for private project of the individual employee. Out of employees involvement Google emerged as one of the big organizations in short period.

Ruby Receptionists an America based company changed its work place as employee friendly by initiating number of attractive policies such as salary hike, holiday trip, fitness center, movie nights and happy hours. After the installation of employee centered work place this company had great benefit in terms of high profit and also employees work satisfaction improved(Williams, 2015). In technology hub highly competitive world employee centered policy is highly helpful to the organization to achieve the organization goal and rapid growth(Rohman, 2014). Apart from traditional methods modern organizational consultant agencies are mainly focusing on employees oriented strategic plan such as changing the organization culture were employee feel comfortable.

Human Resource (HR) policy and effectiveness
This section deals with the major Indian organizations' HR policy from ECA perspective. Feedbacks of the employees are also assessed by collecting information from the Glassdoor website the website designed to facilitate employees to share their feedback of their company.

TATA Motors*:* Chief HR executive of TATA motors reported that young employees are uncomfortable with the hierarchies therefore the company was working to restructure to make flatter organization. In contrast to the HR executive statement the company HR policy is more traditional and non-employee centered. Training which has been given to the employees is very traditional and fewer employee oriented. This company has the organizational culture where employee could not express their personal feedback and uses their creativity. An employee states that this organization is "*not good place to experiment ideas*" and he also suggested the organization to *"do away with hierarchy".*

Reliance Tele communication: HR policy of the reliance communication was focusing on man power management, recruitment, and other job-related trainings. This policy was also an objective oriented method to deal with the employees. Overall, the training policy has little concern for the subjective elements of the employees including their creativity, and interest. Hence the company face huge problem in the employee management such as frequent lay off and shortage of employee(UKEssays, 2017). Frequent employee lay off indicates that most of them are dissatisfied with their job.

Mahindra: Mahindra is leading vehicle manufacturer in Indian market their HR policy gives little concern for employee contribution on decision making. This company has reward systems for the good performers. Apart from the reward method no innovative and employee centered approaches were there in their HR policy. Employee reviews in Glassdoor shows that they are not happy with the reward of the company by achieving the target. Employee wants to express their feedback to the company, and use their creativity in the product but company does not provide space for those demands. Employees of Mahindra Company commented on the company HR policy and those comments indicate that employees are not satisfied with it. An employee expressed his feeling as below:
Sometimes you might be given a project you are not keen on doing but you have to always work on the same (Glassdoor, 2017).

One former employee of Mahindra states that-It is good company to work but "*this place is not for complacent people*". It clearly indicates that welfare activities and benefits are enough but he needs space for being self-determined and autonomy therefore he quit the job since he perceived he is in wrong direction which will help him go further. Many employees reported that they get good salary and other benefits from the company but most of them are missing something in the workplace, maybe it should be the freedom to express themselves in workplace. Another current employee states that he sees no drawback in the company but he added that company should hear the "feedback" of the employees. In overall picture employees expressed their in pros and cons of the company all 30 employees happy with the salary and other benefits but in the cones dimension they gave a convincing message to the company was that "listen to us". In theoretical point of view, they strive to reach their self-actualization.

ITC: Employees of ITC food Production Company expressed their disappointment toward the company. Comparatively with other company employees seemed to be highly dissatisfied with the HR policy of the company. Most of them mentioned that there was no work life balance and it indicated that low level of job satisfaction. ITC Company was following extremely traditional method for its HR policy. Employee has no kind of role in planning and decision making they were working for only to complete the assigned work like a machine. Employees expressed high dissatisfaction toward the company.

Flipkart: This company when compared to other Indian organizations provides employee friendly work culture. Subsequently this organization still needs to enhance their employee friendly work culture. Employees are disappointed with the snap decision and unexpected changes of the team and team leader and middle managers. Employees are satisfied with the space for creativity and appreciation for their personal suggestion. From this Flipkart case it can be understood that employees are unable to accept the covert action (such as changing the team leader suddenly without considering any kind of opinion of the team members) of the company which is directly have connection with employees such as changing the team leader suddenly without considering any kind of opinion of the team members. Employees are highly dissatisfied with the certain policy of this organization including red-tape culture, frequent lay off, no recognition for good work, and hectic deadline. Even though the company adopted modern approach in the work place certain things were still needed to be transformed from the traditional approach to modern approach. Employee are felt very bad as they are not involved in the policy decisions of the company and it greatly hurting them.

Overall, the above cases indicate that employees are striving to prove their self in their organization even though the salary and welfare are adequate. Organization should open up new way in the HR policy were employees can actually be able to fully function. It is not merely giving training, implementing schemes which were planned by the employer, increasing benefits and adjustment in the working time. The new work place should contain space for freedom, individuality, creativity, unconditional workplace, and genuine or congruence leadership from the employer. The team should be formed in which each member shares equal responsibility with no single leader. The shared leadership helps the member contribute without thinking whether the leader accepts it or not. Therefore, all members can discuss their idea with other members and together they can reach the conclusion in decision making process. Collective involvement of the employee in the organizational decision making will help to develop more social friendly products and services.

In India employees felt that they are just working merely to complete the task on the time routinely and their personal interest are often denied. In traditional employee policy, making someone to do ling hour job or heavy job is generally considered as a good work. Hence every employee working in the Indian organization are seen like a machine which is programmed to work without asking anything and thinking anything. If these kinds of employee management policies are still looked as an effective way to manage the employee by the employer then it will be sure that there need to be much change in the attitude of the employer. This is the time to understand that freedom brings only positive effect and conditioning or dictating no longer helps organization to achieve sustainable development. The purpose of the team should be about successful completion of the task. Dictating team member and handling control over the team members was not necessary to complete a job. Person who controls teams, how long the team worked and level of hard work they have initiated does not mean that the team did a right job and the goal was achieved. In modern work culture employees are more adaptive and changes could be easily implemented(Jhunjhunwala, 2012). Work culture is the major predicting factor of the employee motivation (Sinha, Singh, Gupta, & Dutt, 2010).
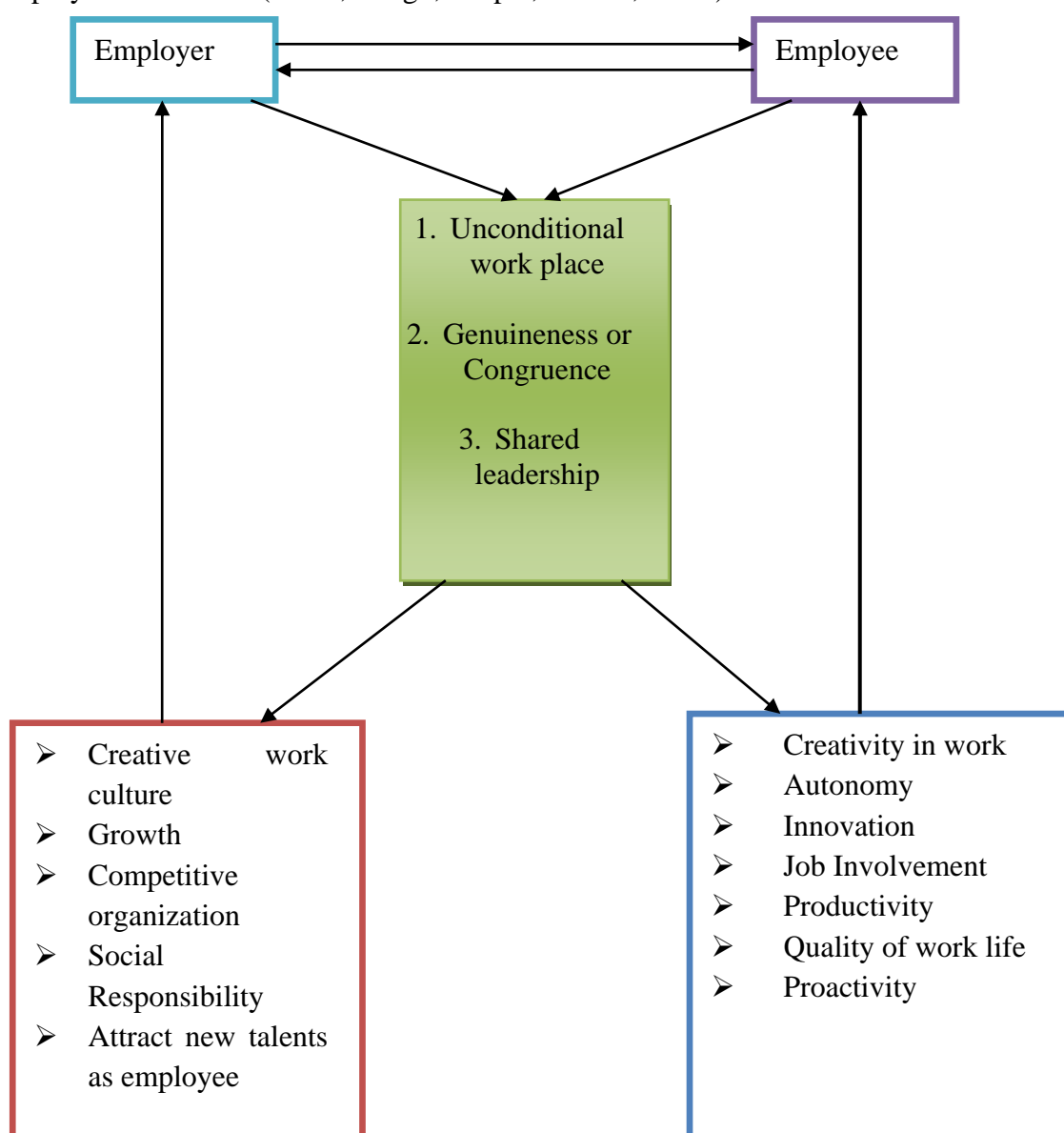

Figure 1: Employee centered HR policy

Expected outcome

In the employee centered work culture employee could experience freedom, they feel responsible, actively participate in the decision making, they will be creative, help others, and overall, they start to contribute to the organization. Real human resource management will arise from this process where employees provide their full potential to accomplish, initiate, and improve the work. Example, Google Company was using this employee friendly work place where they can choose their own working time and utilize office resources to do their personal projects, and totally it is an unconditional work environment. Reportedly, employees in the Google Company are highly satisfied with their job(Glassdoor, 2017). Indian companies need to modify their HR policies in order to make Indian employees competent. If individuals get appropriate climate, then they may start to change their self and start to be creative. The change is evident not only in highly intellectual persons but normal people also will show certain degree of creativity when they facilitated properly (Rogers, 1961). Therefore, all kinds of people in the organization could be able show their optimum ability in their respective work. Most successful organizations have proactive employees not reactive employees. If employee friendly climate is developed in the Indian companies then it will create the employee to be more proactive.

An Indian Dream

Fully functioning employee can produce the fully functioning organization. India is the second populous country in the world and has advantage of demographic dividend so that existing and start up organizations can adopt employee centered work culture in order to make fully functioning employee who can think creatively and act proactively. Traditional way of employee and employee relationship should be changed in order to meet the global challenge and attract international investment to India. Growing organizations around world generally have the employee friendly work culture. In India many organizations even with a century of tradition was unable to compete with other newly formed organizations. Indian employees proved themselves by working around the world and also serving as the key persons of some international companies. Unfortunately, Indian employees in India are still struggling to get right work place to show their creativity and potential.

CONCLUSIONS

Employee Centered Approach (ECA) is effectively used by many successful organizations and research evidence also suggests that ECA is a helpful method to foster creativity among employees. Major Indian company HR policies are more traditional. In India Employees are not satisfied by salary and other benefits alone they strive to contribute to the organization where they are working. ECA approach may help Indian organization to compete with the developed foreign organizations. Proactive employees will attract many foreign companies to India.

Implications

Indian organizations should adopt the ECA approach to foster creativity among the employees. In order to compete with highly developed organizations Indian employees should be proactive employees. ECA approach can be used by the organizations to make employee more proactive. ECA helps organization to reduce the layoffs and other employee related problems. It helps Indian organization to attract the new talents as employees.

Suggestions for Further Research

The effectiveness of the person-centered approach is well evident in the counseling, and education setting. Therefore, effectiveness of the ECA in the organizations should be

studied. Effectiveness of the ECA in the development of individual employees and team effectiveness development can be studied in the Indian context. Laboratory experiment can be done to test the effectiveness of ECA on fostering creativity.

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