

# **BOTTOM UP APPROACH FOR BETTER IMPLEMENTATION OF POLICIES USING ORGANIC FAÇADE OF STRATEGIC HUMAN RESOURCES: A GENERAL PERSPECTIVE**

**Dr. Shiv Kumar Sharma<sup>1</sup>, Kanishka Pathak<sup>2</sup>**

*Professor, Research Scholar, Department of Management, DEI, Agra, (India)*

## **ABSTRACT**

*It has been observed that with the spike in the globalization, the organizations are striving for competence and their quest to achieve competitive advantage has led to sheer serendipity. In this era of hyper-competition, the systems have been in a rat race to achieve a universal palliative pill for all their ills but abjectly, there is none. The time demands organizations to be mutable and organic. The bottom up approach to achieve emotional consciousness is the key to shoo-in. Dynamism will lead to sustainability and this terse allegory shall be imbibed in letter and spirit for any system representing organizations or macro governance systems. The anti positivist views are starting to gain the limelight as the less un-professionalism approach does not achieve kilter. There has been an epiphany that lack of man to man interaction has parlous ulterior motifs and its sets the tone and tenor towards perdition. The common pidgin amongst the variegated domains of administration, management and governance is constant and brio communication to its beneficiaries leading to negentropy. This conceptual research paper tries to establish the way and means to instill a neo-existentialism based on genial peacenik dialectical materialism amongst the entities involved in the whole firmament. India provides a challenging arena for implementing schemes and with the engine geared up for gaining developmental mileage, there is an exigent demand to trot out the status quo system and create an indigenous model which is conducive and non Orwellian in approach. Modernism will set in stone only when the potentialities of Human Resources are decanted by providing opportunities for the aforesaid.*

**Keywords:** *Organic Organizations, Emotional Consciousness, Dialectical Materialism, Neo-Existentialism, Negentropy*

# **3<sup>rd</sup> International Conference on Emerging Trends in Engineering and Management Research**

**Institution of Electronics and Telecommunication Engineers, IETE Indiranagar, Pune, India**

**(ICETEMR-17)**

**30<sup>th</sup> July 2017, www.conferenceworld.in**

**ISBN: 978-93-86171-55-9**

## **I. INTRODUCTION**

In the age of cut throat competition where new products come from anywhere, it becomes pertinent for an organization to gain a uniqueness which it could sustain in order to gain competitive advantage for perpetual succession and that uniqueness finds expression in the Human Resources. Processes, techniques, technologies and all likewise can be aped but what becomes cardinal for sustenance is the magnum opus human resources. Managing human resources is no shoo-in in any organization, be it macro, medium or micro as the decision making process of every individual is determined by the individual psychology and perception that one possess.

Sliding back into the retrospective, we see how the self aggrandizing tendencies of people have been serving the capitalist cabal by the anglophilic colonialists where the individual rapacity and the quest for expediency led to the spawning of usurpative malfeasance ulterior motifs through extreme tribulation of the workers. In consonance with the economic doctrine of Adam Smith in his glistening work **WEALTH OF THE NATIONS**, he postulated that the liaison between the employer, employee, organization, customers or buyers shall be left on free will i.e. the asunder pursuits of self interests shall satiate and regulate the macro market interests leading it to an equilibrium and also working for pro bono bona fide en masse. This assumption was stretched ad nauseam and it was upended, lopsided and biased towards that colonizers who indulged in excess loot and plunder of their host raw material colonized suppliers. This mode of existentialism and laissez faire had been digging its own grave and entropy was now nigh and inevitable. This is right enough to be dangerously wrong.

Karl Marx had decreed about the ill consequences of the avarice displayed by the capitalists and tried to denounce this sort of existentialism that was suited to tailor the profit maximizing engines of the riches and owners of natural and manmade endowments. Let us take an example: - every individual has been given right to cut trees in the forest and hence he owns a log and can use it for any purpose to satiate his needs. Now the capitalists come into the play and they impose exclusive rights by procuring these natural endowments and in order to do free businesses, he hires workers in order to amass logs which he would later sell to the customers for an escalated price. Hence, in a classic case we see how the cartelizations of endowments are taking place in the garb of anti protectionism. But, this model of pro-capitalists is bound to gloom and doom and it has been laying seeds of its own destruction. What exacerbates this whole imbroglio is the endearing charm of globalization which makes markets more dependent and vulnerable to change and its aftermaths. Karl Marx had harangued that the society gets divided into two sects namely the bourgeoisie (Capitalists) and the proletariats (Workers) and the whole dynamics between the two is to maximize profits with workers welfare. But, eventually profligacy seeps in and the capitalists tend to take a curmudgeon stand when they deal with the proletariats—using them as cattle fodder and only as a means rather than an agent to achieve their ultimate goal of profit maximization. This inturn leads to the spiked harrowing of the

### **3<sup>rd</sup> International Conference on Emerging Trends in Engineering and Management Research**

**Institution of Electronics and Telecommunication Engineers, IETE Indiranagar, Pune, India**

**(ICETEMR-17)**

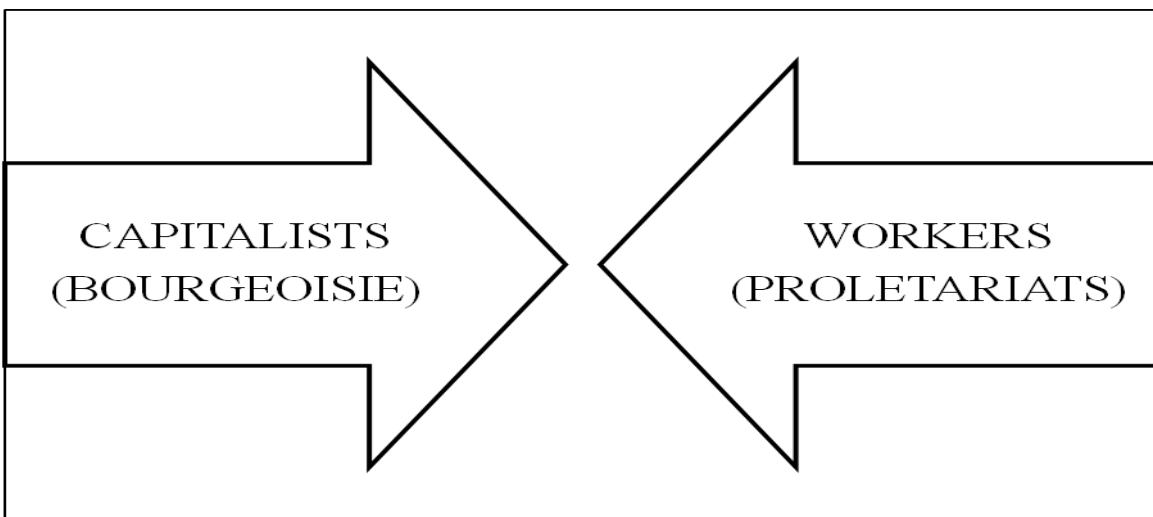
**30<sup>th</sup> July 2017, www.conferenceworld.in**

**ISBN: 978-93-86171-55-9**

workers and their sheer exploitation in the most repressive forms. The bourgeoisie aim to pay less and extract most of the labor from the workers but here they set the snare. They weave a tangled web before they set to deceit in which they themselves become prey of the capitalist portentous. If the workers are paid less, they will spend less and the savings will trigger giving rise to protectionism. When the investments from the workers purge and spending's thaw, the economy slips into a stasis and ultimately the capitalists are the one who have to bite the bullets as there are no procurers for their products. We see a paradigm shift from a swarm of masses switching their buying behaviors from hedonism to utilitarian, leaving a slender margin for organizations to burgeon.

The bare minimum sustenance wages provided are now no longer sufficed for the organizational sustenance. The magic of globalization is that the ability to produce has transgressed in quantum leaps of what is required. The conundrum is highlighted when there is tug of war between the capitalists to retain their workforce and also when the latter has an alternative to bandy to a better alternative. When the workforce is contained in numbers, the bourgeoisie vie hard to retain workforce by paying more but the problem exasperates due to globalization. Globalization provides a never ending supply of workers who are titillated to work for a paltry sum of pelf, abetting the flat world concepts. The WTO even orchestrates these global trade conglomerates by bequeathing endearing bounties in form of Most Favorable Nation status, Customs Unions, unbounded trade, patents, etc. Hence we see that the Capitalist have upped their ante in order to suit their profligate needs, multiplying number of parvenus and free cash flows globally. But, Karl Marx has gained cynosure in the contemporary era especially in the developed nation post global recession as his decrees have come into veracity. The unsaddled trade and greed had taken a heavy toll on the international global trade, the spending and investment sprees had snubbed the savings equilibrium—the debt bubble was becoming thinner and thinner when it no longer could hold on and it bust, wrecking the global trade cycle.

Karl Marx was of the opinion that a complete classless society is the only nostrum for a sanguine trade where both the capitalists and the workers are benefited. The power shall be in the hands of the proletariats and he further had made an invigorated plea to the global trade workers to unite against the capitalist oppression. In his dialectical materialism which stipulates of the triumvirate model of thesis, anti-thesis and synthesis, he unequivocally made an attempt to explicate the best compromise between the bourgeoisie, proletariats, aristocrats, plutocrats, meritocrats, bureaucrats and autocrats.



There will always remain this duel between idealism and materialism.

## II. THE DECISION MAKING PROCESS

Herbert Simon in his decision making theory of a man has stated that the decision making process no matter how perfect it be, can't be successfully implemented if the persons for whom it is meant is not digesting it because even the choice of acceptance or rejection is an individual decision. Hence, the human decision making is a highly convoluted and perplexed procedure which adds to the uncertainty. In terms of governance and public administration in the Indian context, we can apparently enunciate this process. The policies framed by the political executive may go ransacked if the policy itself is not accepted by the persons for whom it was meant to and in a pure democracy, autocratic tendencies can't flourish. Woodrow Wilson had claimed that the means to public services shall always be less un-business like but a matter of great consternation is that how can the decisions for the ultimate beneficiaries efface the humane and humanistic part. The flaws have been rooted deep into the historical moribund practices of classic traditional policy of sheer optimization i.e. by hook or crook the sole objective of profit maximization shall be achieved. According to Simon, the information is not a scarce resource as is human brains and he strongly lays credence to it by placing a cap on the processing capabilities of an individual. This cognitive limitation leads to slack and sloth in the decision making process which further ensues a sub-optimal decision making. But, at the end what makes an indelible difference is the ability of a person to transpire his thoughts and emotions so that the orders are digested. For this to happen one needs a loyal audience and gaining trust become the kernel of governance. Any political-social-economic system will perish without it and that's why a leader shall be effusive in terms of deliverance of communication. For achieving full rationalism, constant communication is a quintessential trait. The quandary that the rulers and the ruled have to deal is that how the means itself can be so devoid of behavioral or emotional fronts and also

### 3<sup>rd</sup> International Conference on Emerging Trends in Engineering and Management Research

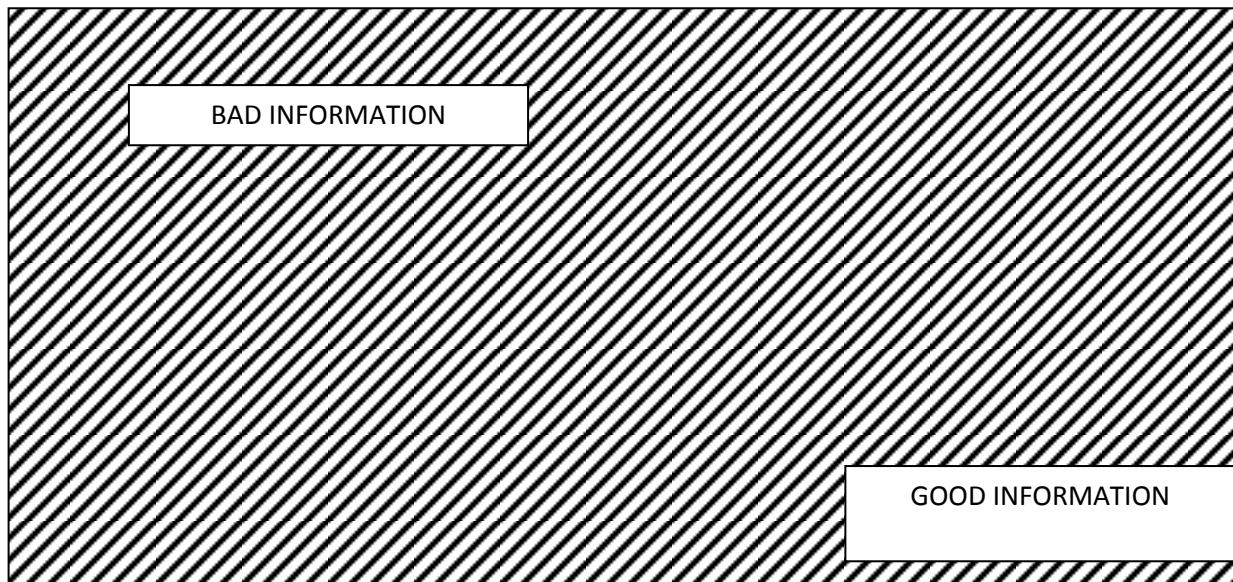
Institution of Electronics and Telecommunication Engineers, IETE Indiranagar, Pune, India

(ICETEMR-17)

30<sup>th</sup> July 2017, [www.conferenceworld.in](http://www.conferenceworld.in)

ISBN: 978-93-86171-55-9

simultaneously be so readily digestible to the audience for whom it was meant for. According to Simon, the satisficing principle is a facile way in order to make ends meet rather than to be chasing the non catchable optimizing bus. The Gresham's law even supports his arguments as it appropriately rotates around the informational availability gyrate spewing that the humungous clutter of bad information will eventually drive out the good data which is required for an optimized decision. What takes people in a tizzy that the Simon is advocating for a "value free science" which abdicates normative indices, the main component of human beings? The utilitarian functioning of Simon's decision making process seems to be awry but not apocryphal as it laid the terra firma for further research. In his quest for gaining efficiency in kilter, he was able to do justice on his parts and we all know that no system is perfect. Henceforth, the need of the hour is an organic façade which is sensitive to the ecology dependent upon the content and context of the core matter.

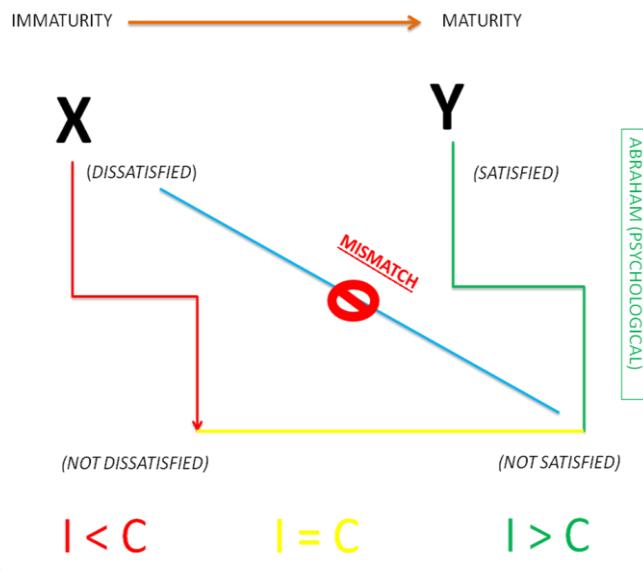


**Figure: Greshams Law**

Hence for any decision to be fully rational and based on empiricism and humanism; there must be a constant flow of communication between the aforesaid parties. Norbert Weiner in his theory of cybernetics described a constant phase of communication in order to achieve greater contribution from the workers.

Chris Argyris in his immaturity-maturity continuum model emphatically stated that there must be bucket full of contributions from the capitalist's side so that the proletariats work in tandem with the organizations goals and objectives. He was of the idea of integrating the organization and individual by creating appropriate fits which will later deliver increased individual contributions for the organizations growth. This model later refined in a more eugenic form and came to be known as the Fusion Process Model conjointly by Argyris and Bekke. The basic motif was to obtain a

metamorphosis from an individual worker who is lethargic and sunk in melancholy to an individual who is excited to participate for the organizational cause. Mc Gregor tagged these positive sanguine workers under the category of “Y” and as we see, this is exactly what organizations of the competitive era are vying for. Getting employees in the “Y” category is the key to win-win situation for the trinity—organization, workers and ultimate beneficiaries. The doctrine that man is a rational economic entity can now be placed in the backseat and the new mantra for today’s modernist worker is to manage his emotions and condition it to the level so that the worker aligns his work processes to that which tailors the organizational needs.



Source: Authors Compilation

$| < C$        $| = C$        $| > C$

**The Psychological Contact theory: Schein (1970)**

CONTRACT between the capitalists and the proletariats and if there is a brokerage, lese majesty will never be. This is a corollary of the aforesaid models which aesthetically that there is always a PSYCHOLOGICAL granted a shriven.

### III. SYNERGY MODEL

If one sub part in a system starts to receive more attention as compared to the other, the whole system will trounce to decrepitude and decay and this phenomenon is known as Sub Unit Goal Internalization and in colloquial parlance—ENTROPY. Synergy is where the aggregate or cumulative contribution is more than the mathematical summation of the individual contribution and it happens because of a phenomenon called Force Multiplier Effect. Internally the sub parts or components of an organization are arranged and operated in such a way that there is an overall HYPERBOLIC EFFECT on Organizational Efficiency. In other words, entropy is the measure of an organizational actual tendency

### 3<sup>rd</sup> International Conference on Emerging Trends in Engineering and Management Research

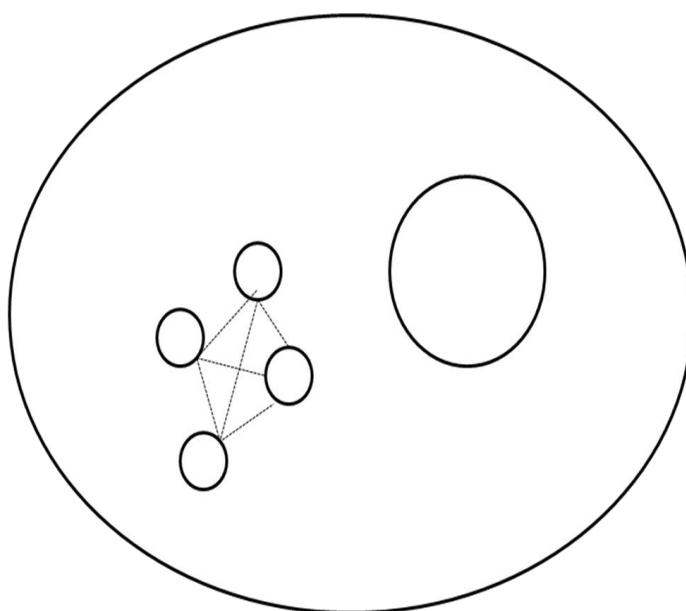
Institution of Electronics and Telecommunication Engineers, IETE Indiranagar, Pune, India

(ICETEMR-17)

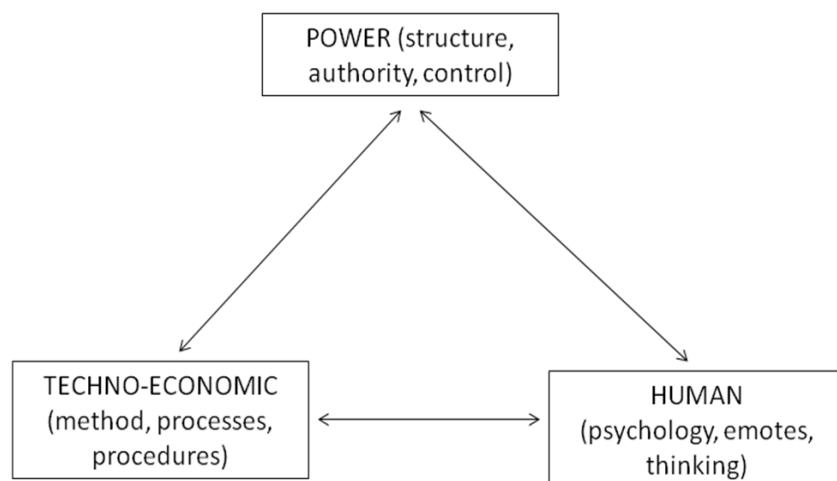
30<sup>th</sup> July 2017, [www.conferenceworld.in](http://www.conferenceworld.in)

ISBN: 978-93-86171-55-9

towards disorder and disintegration. In the Indian context, we can in a cherubic manner relate it with the recent formation of the National Institute of Transformation of India by extirpating the Planning Commission. Hence, we see that differentiation is not only inevitable but also a quintessential process for an organization's goal realization—the whole differentiation process is inevitable and happens invariably with an assumption that the sub parts can eventually merge into one whole system—Gestalt Theory. Gradually and eventually, one part of the organization takes for granted to be having a greater importance when compared to its egalitarian peers and becomes a troglodyte—the master of its own destiny. This unique way of nature of creating secessionist tendencies lays the terra firma for entropy. In order to create synergy, one needs to inculcate NEGENTROPY which is negative entropy hence positiveness. According to March and Simon, the organizations are more of earthworms than apes and this goes on with the crescendo of Chris Argyris and Chester Bernard that “cooperation is never a given and there is a basic incongruence”. The whole mechanics works like a jigsaw puzzle: We can't frame a real picture by the analysis of one single piece but we have to put all the sub parts or pieces in a perfect fit in a perfect frame to be oozing of a perfect picture.

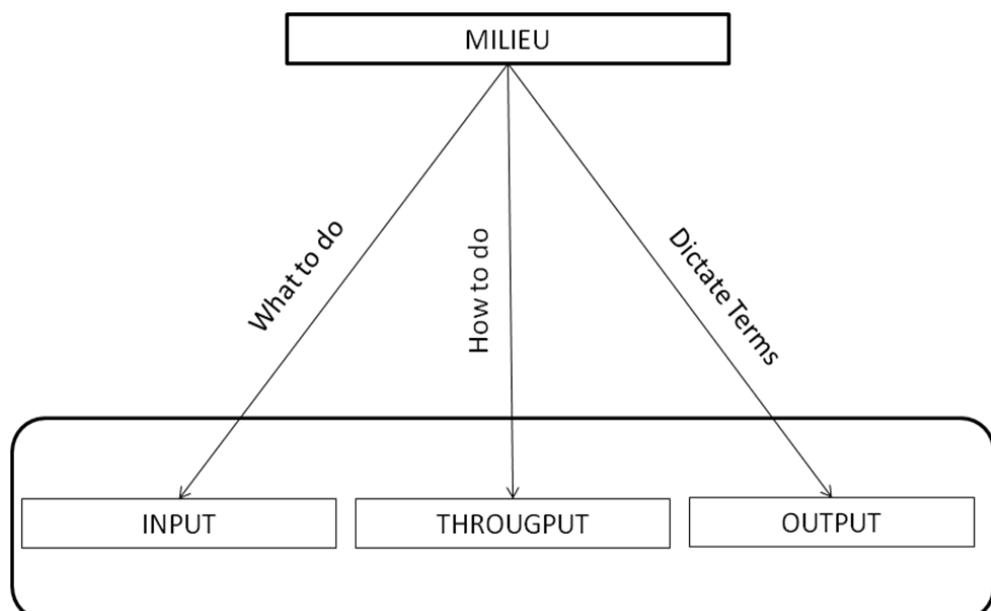


For synergy, we require a balance between the triumvirate sub systems or components of Power, Techno-Economic and Human



#### **IV. THE NEED FOR ORGANIC STRATEGIC SYSTEMS**

C. West Churchman states that the milieu dictates the terms and policies to the organization and it is the only factor that determines the nitty-gritty of an organization, its processes, its functioning and its way of deliverances. It basically puts a cap on what the organization can do and what the organization can't do. To know the limits will save a lot but the pertinent question that remains is how can and who gives the levity and authority to decide what factors to pay heed to and on which to lend a deaf ear. Hence, in the process of input-output in sub-system, the supra-system that is the milieu sets the limits and containment on the carte blanche of the sub systems. Hence we see there is a felt need for organizations to have malleability and flexibility in both its functioning's and motives. This can easily be achieved by a dedicated human resource team which will ultimately lead to competitive advantage for a firm.



### 3<sup>rd</sup> International Conference on Emerging Trends in Engineering and Management Research

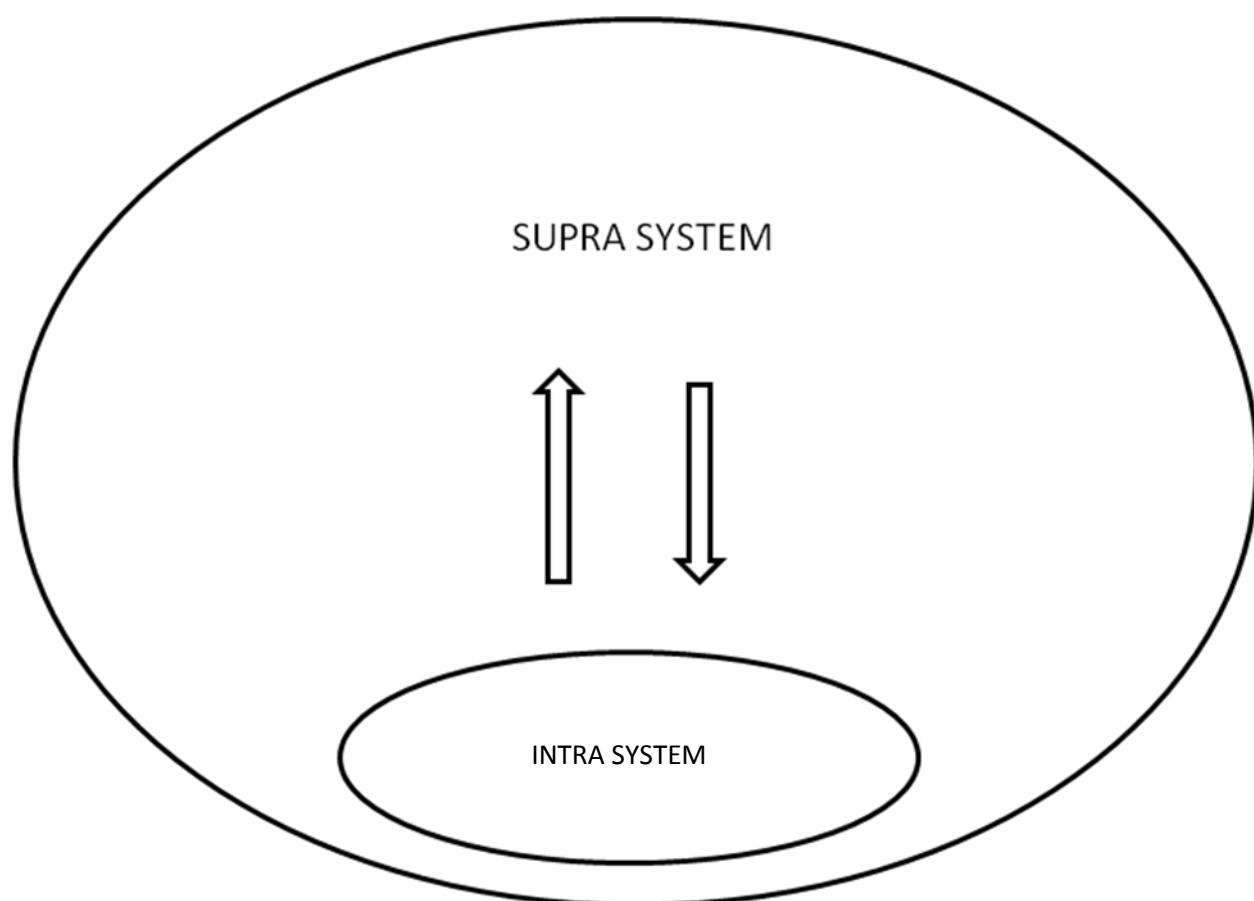
Institution of Electronics and Telecommunication Engineers, IETE Indiranagar, Pune, India

(ICETEMR-17)

30<sup>th</sup> July 2017, [www.conferenceworld.in](http://www.conferenceworld.in)

ISBN: 978-93-86171-55-9

The organization shall maintain a state of DYNAMIC EQUILIBRIUM through a series of steps involving its own adjustment vis-à-vis milieu requirements. In a less abstruse way to put forth, the organization must maintain a continuous dynamic adjustment to achieve an external equilibrium and this can only and only happen if the organization imbibes the spirit of symbiosis. The firm then will go into a state of Homeostasis. The emboldened paradox displayed hence is that the organization shall be dynamic in order to achieve stability—but the plight of most gargantuan firms is that they vie for a one-size-fits-all approach, there is no palliative pill for any organization and it must go into a mode of continuous dynamic adaptiveness—a state of preparedness or bracing for a mercurial change in the supra-system. The contra of which states that whenever a change does occur, it always seems as if the organization was not affected at all by it. The rosy picture is painted that the change in the milieu was almost negligible as the organization was so adaptive and responsive that it changed itself via metamorphosis in an iota of time and the changes induced through the supra system didn't take a heavy toll upon the internal architecture or functioning of the firm. The quality of being Hyper-Pro-Active and organic is the key to stability for the organizations.



Lawrence and Lorsch in their If-Then model also averred for the organic nature of an organization by pulsating on the ephemeral nature of the supra milieu and the importance of attaining the properties of

### **3<sup>rd</sup> International Conference on Emerging Trends in Engineering and Management Research**

**Institution of Electronics and Telecommunication Engineers, IETE Indiranagar, Pune, India**

**(ICETEMR-17)**

**30<sup>th</sup> July 2017, www.conferenceworld.in**

**ISBN: 978-93-86171-55-9**

liquid—adjusting and taking shape promptly. There is no best way, method, principle, policy or strategy and the best way is to change according to the milieu and this will solely lead to a utopia.

If environment A, Then model 1, or else

If environment B, Then model 2 .....

## **V. CONCLUSION**

Most of the aficionado politico-economic-administrative-social thinkers are preponderating on the need for organic and symbiotic organizations that can learn, adapt and change according the needs of the external environment. The system which is able to be responsive and spews the traits of flexibility, malleability and clayey texture are the ones which are able to survive the race of globalized cut throat competition. The chief propellant to gain such adaptability is through efficient human resource management systems. The individuals psychology is the most labyrinthine and impervious to the managers and it's a herculean task in front of them to decipher what's going on within their thought processes, their stipulated demeanor for a specific stimuli administered. The atavistic view that man will tend to maximize his economic rationality is pulverizing and the individual will be more beneficial if his psychological esteem is addressed in toto. Mary Parker Follet, the vaticinate thinker was of the view that the organizations can reap its best if it keeps its employees on the same page and to attain this zone of acceptance, there must be full informational rationality. Public policy decisions making and implementation, the strategies that the firms induce for change, the tactics of gaining competitive advantage—all are ostensible if the individuals don't contribute; and this contribution can be achieved by attaining emotional consciousness buttressed upon the bottom up approach. The entreaty is simple—consultations are a must and communication is the only way to make more positivist and rational decisions which don't tamper the normativity.

This conceptual paper has pronounced implications especially in the Indian context of Public Policy Building where efficient policy formulation and implementation schemes can be administered. Charles Lindbloom has quoted “The administration of a country works like the hand, the four fingers which are flexible and dexterous denote the Private sector, joint venture, capitalists and the foreign players but the thumb which is short, brittle and strongest acts as the government which can decimate any of the functioning if any of the fingers set loose from their arena of functioning—dictating terms, policies and conditions”.

## **REFERENCES**

- [1] Prahalad, C. K., & Hamel, G. (1990, May-June). The Core Competence of the Corporation. Harvard Business Review.

### **3<sup>rd</sup> International Conference on Emerging Trends in Engineering and Management Research**

**Institution of Electronics and Telecommunication Engineers, IETE Indiranagar, Pune, India**

**(ICETEMR-17)**

**30<sup>th</sup> July 2017, www.conferenceworld.in**

**ISBN: 978-93-86171-55-9**

- [2] Ongori, H., & Nzonzo, J. C. (2011). TRAINING AND DEVELOPMENT PRACTIES IN AN ORGANIZATION: AN INTERVENTION TO ENHANCE ORGANIZATIONAL EFFECTIVENESS. INTERNATIONAL JOURNAL OF ENGINEERING AND MANAGEMENT SCIENCES, 2(4), 187-198.
- [3] Pio, E. (2007). HRM and Indian epistemologies: A review and avenues for future research. Human Resource Management Review, 319-335.
- [4] Powell, T. (1992). Organizational alignment as a competitive advantage. Strategic Management Journal, 13, 551-558.
- [5] Kandula, S. R. (2013). Competency-Based Human Resource Management; A Complete Text with Case Studies on Competency Mapping, Modelling, Assessing and Applying. New Delhi: PHI Learning Private Limited.