Eupsychian Management: Understanding the Paradigms to Empower Youth Labor Force

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Abstract

"India is a very young country", most of its population lies in the age range between 18-30 years making India one of the youth dominant labor force in the world. With the new age of passion, commitment, creativity, technology and drive among youths, youth manpower is here to stay. In the midst of current trends of globalization and urbanization in India, it is up to the youth intellects to utilize their energy towards business excellence directly influencing the nation's GDP and growth. Attention of Gen Y job seekers does not prioritize money as their sole job agenda, they also focus on growing as a professional: psychologically, behaviorally and intrinsically. Eupsychian management is a part of theorist Abraham Maslow's vision to see a time when organizations are managed by self-actualizing people and their zest results in psychologically conducive environments where employees are intrinsically motivated and empowered to achieve organizational goals and make societal contributions. In the current business trend, more and more companies are focusing on employee oriented culture to achieve organizational goals. The present paper aims to elaborate the concept of Eupsychian management and its relevance in Indian business excellence. This concept will be elaborated in two parts: Part I sheds light on the theoretical base and implications. It includes the historical grounds of Maslow's work on Eupsychian management, assumptions of Eupsychian management policies and its inference on employee psyche and work morale. Part II illuminates applications of Eupsychian management through case studies of Indian companies and its impact on organizational essentials like work ethics, employee engagement, work-life balance, quality of working life, work culture and employee satisfaction. These case studies have been selected on the basis of 2015 survey of employee-friendly organizations by the Economic Times, Business Today and India Times News.

Key Words: Eupsychian Management, Maslow, Youth, India, Business Excellence

I. Introduction

The study of organization and its related behaviors has come a long way after decades of extensive research and applications. Present literature of management and organizational behavior guides the mangers towards an effective supervision and management of employees. This field of study has seen extensive changes and development in the assumptions of employee behavior in an organization. Field of management started with the basic assumption of autocracy, focusing that each employee inherently dislikes work and is security motivated. The early years focused on the mechanical unit of the organization and found effective production can be achieved only through centralization of power and control, financial incentives and punishment of employees. In contrary to the previous notion, management theorists of recent origins work with the basic assumption of humanistic approach, focusing that each employee is inherently motivated if given a conducive work environment.

The current trends of research focus on man as a social animal, and include the study of psychological processes while evaluating and motivating an employee performance. The assumptions of recent origins go in sync with the ideals of youth labor force, who are inherently motivated to work based on their instincts, passion and interest area.

Scholars from the field of management and social sciences have extensively studied Maslow and his works related to organization and its management.

There is no denying of the fact that Maslow is one of the most famous theorists of organization and its behavior. His work has led path towards organization effectiveness and well-being of the employees. His work is exemplary of dichotomous results, where organization and its members both benefit from its relevance and impact. Maslow's legacy holds many contributions, among which his ideas and works which were left unfinished due to his death are of great interest and concerns. These works although studied theoretically (minimally); are not researched from application perspective.

This paper uses the perspective of Maslow's one of the unfinished works called Eupsychian Management to examine its importance with contemporary business setups in India. The paper presents detailed illustrations of Eupsychian Management and related case studies. The paper concludes, many companies are taking up scrapes of Eupsychian management techniques to understand and motivate human workforce. It is important to offer adequate clarity and sensitivity towards the practice of Eupsychian management keeping in minds its vast implications. The assumptions of Eupsychian Management and related relevant researches shall provide a new and

effective tool of management of workforce and maximizing employee productivity.

The paper is organized in the following manner. The next section i.e. Section 2, elaborates the concept and understanding of Eupsychian Management. Section 3, illustrates case studies of business setups to comprehend the applications of Eupsychian Management and its popularity with youth workforce. Section 4, offers concluding remarks, applications and directions for future researches related to current topic of discussion.

II. Eupsychian Management

A. Abraham Maslow

Abraham Harold Maslow was born on April 1, 1908, in Brooklyn, New York. Maslow quoted saying,"I was a little Jewish boy in the non-Jewish neighborhood. It was a little like being the first Negro enrolled in an all-white school. I was isolated and unhappy. I grew up in libraries and among books, without friends" (Hall, 1968, p. 37). He transferred to the University of Wisconsin in 1928. There he acquired his BA in 1930, his MA in 1931, and his PhD in 1934. While studying at the University of Wisconsin, Maslow became the first doctoral student of Harry Harlow, a distinguished experimental psychologist of the time. Maslow's discourse involved dominance among a colony of monkeys. After he received his PhD in 1934, he continued to teach at the University of Wisconsin. For a brief period he enrolled in their medical school, but quickly dropped out. He moved to Columbia University as a Carnegie fellow in 1935. He remained there for approximately 18 months while he worked with the prominent Edward L. Thorndike. While they worked closely, Thorndike gave Maslow an intelligence test. Much to their surprise, he responded with an IQ of 195.

Maslow once again relocated in 1937. This time he ventured to Brooklyn College where he remained until 1951. Maslow taught full time and continued his human sexuality studies. In 1947, Maslow was compelled to take a medical leave after he suffered a heart attack. With his wife, Rose, and their two daughters, the Maslow's moved to Pleasanton, California. For the time being, he headed a division of the Maslow Cooperage Corporation. After he recuperated he returned to Brooklyn College in 1949. In 1951, Maslow migrated again. This time to Brandeis University in Waltham, Massachusetts where he served as chairman of the psychology department. During this time, he endured psychoanalysis for his persistent repulsion of his mother. Soon after, Maslow assumed the control of the third force psychology. He published Motivation and Personality in 1954. On July 8, 1966, Maslow was elected president of the American Psychological Association. Because of his failing health, he decided to quit teaching in

1968. The Saga Administrative Corporation then offered him a fellowship. Maslow graciously accepted the opportunity and was very happy and relaxed in his new position. Nevertheless, on June 8, 1970, while slowly jogging, he suffered a fatal heart attack. Abraham Harold Maslow died at the age of 62 in Menlo Park, California.

B.   Roots and Assumptions of Eupsychian Management

Maslow's need hierarchy has been the most used referential work to understand the paradigms of employee needs and resulting productivity. Maslow recognized the highest level of need hierarchy as Self Actualization, where employee recognized his maximum potentials and made efforts towards personal growth, intrinsic motivation to work and behave and assimilate work into their self. They had freedom to effectuate one's own ideas, to select one's own friends and one's own kind of people, to "grow", to try things out, to make experiments and mistakes, etc.

Self-actualization allows work to be a part of individual's definition of himself. Work can be psychotherapeutic (Maslow, 1965), meaning it can make well people grow towards self-actualization. Maslow advocated that it is a circular process where self-actualization in work improves productivity, which in turn tends to improve people involved. This can be the simplest way of saying that proper management of the work lives of human beings, of the way in which they earn their living, can improve them and improve the world and in this sense be a revolutionary technique (Maslow, 1965).

Maslow collaborated the assumptions of humanistic psychology and self-actualization at work leading to the inception of Eupsychian Management. The word eupsychian (pronounced "you-sigh-key-un") was coined by Abraham Maslow.   It   comes from eu meaning good (i.e. euphoria) and psyche meaning,   basically, mind or   soul. So, eupsychian essentially means "having a good mind/soul"   or   "towards   a   good mind/soul". Eupsychia is where nice people live and work. Eupsychian management can be defined as an environment where workers would achieve the   highest   possible   productivity   if   their humanness   and   potential   for   self-actualization were given the opportunity to grow so that their higher   or   meta-needs   could   be   fulfilled" (DeCavalho, 1991).

Original work of Maslow in 1965 showed thirty six assumptions to Eupsychian Management:
1. Assume everyone is to be trusted.
2. Assume everyone is to be informed as completely as possible of as many facts and truths as possible.

3. Assume in all your people the impulse to achieve.

4. Assume that there is no dominance-subordination hierarchy

5. Assume that everyone will have the same ultimate managerial objectives and will identify with them no matter where, they are in the organization or in the hierarchy.

6. Eupsychian economics must assume good will among all the members of the organization rather than rivalry or jealousy.

7. Assume that the individuals involved are healthy enough.

8. Assume that the organization is healthy enough, whatever this means.

9. Assume the "ability to admire"

10. Assume that the people in eupsychian plants are not fixated at the safety-need level.

11. Assume an active trend to self-actualization

12. Assume that everyone can enjoy good teamwork, friendship, good group spirit, good group, good belongingness, and group love.

13. Assume hostility to be primarily reactive rather than character-based.

14. Assume that people can take it, that they are tough, stronger than most people give them credit for.

15. Eupsychian management assumes that people are improvable.

16. Assume that everyone prefers to feel important, needed, useful, successful, proud, respected, rather than unimportant, interchangeable anonymous, wasted, unused, expendable, disrespected.

17. That everyone prefers or perhaps even needs to love his boss (rather than to hate him), and that everyone prefers to respect his boss (rather than to disrespect him)...

18. Assume that everyone dislikes fearing anyone (more than he likes fearing anyone), but that he prefers fearing the boss to despising the boss.

19. Eupsychian management assumes everyone prefers to be a prime mover rather than a passive helper, a tool, a cork tossed about on the waves.

20. Assume a tendency to improve things, to straighten the crooked picture on the wall, to clean up the dirty mess, to put things right, make things better, to do things better.

21. Assume that growth occurs through delight and through boredom.

22. Assume preference for being a whole person and not a part, not a thing or an implement, or tool, or "hand".

23. Assume the preference for working rather than being idle.

24. All human beings, not only eupsychian ones, prefer meaningful work to meaningless work.

25. Assume the preference for personhood, uniqueness as a person, identity

26. We must make the assumption that the person is courageous enough for eupsychian processes.

27. We must make the specific assumptions of non-psychopathy (a person must have a conscience, must be able to feel shame, embarrassment, sadness, etc.)

28. We must assume the wisdom and the efficacy of self-choice.

29. We must assume that everyone likes to be justly and fairly appreciated, preferably in public.

30. We must assume the defense and growth dialectic for all these positive trends that we have already listed above.

31. Assume that everyone but especially the more developed persons prefer responsibility to dependency and passivity most of the time.

32. The general assumption is that people will get more pleasure out of loving than they will out of hating (although the pleasures of hating are real and should not be overlooked).

33. Assume that fairly well-developed people would rather create than destroy.

34. Assume that fairly well-developed people would rather be interested than be bored.

35. We must ultimately assume at the highest theoretical levels of eupsychian theory, a preference or a tendency to identify with more and more of the world, moving toward the ultimate of mysticism, a fusion with the world, or peak experience, cosmic consciousness, etc.

36. Finally we shall have to work out the assumption of the metamotives and the metapathologies, of the yearning for the "B-values," i.e., truth, beauty, justice, perfection, and so on.

III. Case Studies

A. Survey Results

Healthy organizational environment, novelty, trusting, communication and effective management all go hand in hand. Creating and maintaining a healthy culture in a network, group, and organization can be a key to success. This part of the paper reviews results of yearly surveys conducted by reputed publications on "India's Best Companies to Work For 2015" to analyze the characteristic features of organizations influencing their employees. Some ways that organizations and managers create, nurture and help sustain the health of organization will be outlined.

Secondary data was used for the purpose of this study; the surveys were conducted by Economic Times in collaboration with Great Places To Work Institute, Business Today and India TV. These surveys were intended to find most appealing companies to employees and were based on two factors: Employee attitude and Management. The main idea was to learn from the employees themselves about what they believe or think

regarding a great workspace within a company. They were asked the question to assess the most common requirements or amenities that these 1.8 Lakh employees involved in survey expected from their employer. Another factor were the Management Practices employed by the companies that covered areas like inspiring, hiring, caring, developing, sharing, listening, celebrating, speaking, and thanking. All the companies which participated in the survey were judged on these 2 basic factors to create the list of best 100 companies to work for in 2015.

More IT Companies were ranked in the survey in comparison to other industries. Almost one-fourth of the overall list were dominated by the IT sector companies with major IT companies like Google India, SAP Labs India, Microsoft India and Adobe Systems making it to the top 25 in the list. Given the fact that, 3 out of top 5 in the list belonged to the IT industry, there's no doubt that the employees preferred working more at an IT company compared to other companies from different industries.

B. Data Collection

The case studies used in this paper has been filtered after studying and comparing three standard yearly surveys of "India's Best Companies to Work For 2015". Each survey included 50-100 companies that have influential work environment and happy employees. Top three organizations (Tata Consultancy, Google and Accenture) have been selected on the basis of their average survey ranking. These organizations will be analyzed as case studies to elucidate the applications of Eupsychian Management.

Table: Showing Average Company Ranking In Best Companies to Work For 2015

S. No.	Company	Industry	Ranking			Average Ranking
			S1	S2	S3	
1.	Google	IT	2	1	5	2.66
2.	Tata Consultancy	IT		3	1	1.33
3.	Accenture	IT		2	8	3.33
4.	L & T	Constructions		5	10	5
5.	IBM	IT		7	4	3.66

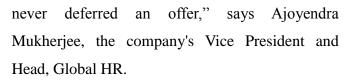**Key:** S1=Economic Times, S2=India TV, S3=Business Today

Tata Consultancy

Tata Consultancy Services Limited (TCS) is an Indian multinational information technology(IT) service, consulting and business solutions company headquartered in Mumbai, Maharashtra. It is a subsidiary of the Tata Group and operates in 46 countries. TCS is one of the largest Indian companies by market capitalization ($80 billion). TCS is now placed among the 'Big 4' most valuable IT services brands worldwide. In 2015, TCS is ranked 64th overall in the Forbes World's Most Innovative Companies ranking, making it both the highest-ranked IT services company and the first Indian company. It is the world's 10th largest IT services provider, measured by the revenues.

Keeping employees productive and happy is a key objective for the company. And it seems to be succeeding handsomely. TCS has the lowest attrition rate in the sector, at 12.8 per cent, compared to 15.4 per cent for its nearest competitor, Infosys, which it piped to the post in the BT-Indicus survey. That perhaps explains how nearly 70 per cent of the Tata Company's total cost is incurred on personnel. Today, TCS is well on its way to beating its projection of hiring 60,000 people this financial year. It made 43,600 campus offers between August and December 2011, the highest for the company in a single year. "They will start joining by the end of June. We have never deferred an offer," says Ajoyendra Mukherjee, the company's Vice President and Head, Global HR.

S. Vaidhyasubramaniam, Dean, Planning and Development, of SASTRA University in Thanjavur, Tamil Nadu, corroborates that: "We have been associated with TCS for over a decade and we have never had any issues." The company has been recruiting from SASTRA since 2002. This year, it made offers to 1,755 final-year students from the university. TCS's health care benefits are the best in the industry, says Mukherjee. "One of our initiatives is called 'Mpower'. As part of this, we have people managers at our centres and they deal with issues that employees might have". Another initiative, 'Maitree', reaches beyond employees, to their families, bringing them together for a number of cultural events.

Google

Google Inc. is an American public corporation specializing in Internet search technology and many products. The Google search engine has become so popular that it is now listed as a verb in the dictionary (Merriam-Webster 2009). The American Dialect Society members voted "Google" as the most used word of the year 2002 (Google, Google Milestones, 2009). Co-founded by Larry Page and Sergey Brin while students at

Stanford University, Google was incorporated as a privately held company in 1998 (Google, Google Milestones, 2009) and is a textbook example of modern 'employee-centric' policies and benefits. Google has come a long way from its modest beginnings as a university project called the Backrub (Google, Google Milestones, 2009) to a billion-dollar company; but they have retained the collegiate vision of creative campus-like corporate environs and unparalleled employee perks and benefits throughout this phenomenal growth.

The main idea behind Google's search engine is that the web can be represented as a series of interconnected links, and its structure can be portrayed by a giant and complex mathematical graph. Google's innovative search engine technologies connect millions of people around the world with information every second. At Google, an HR activity that translates into employee satisfaction is that they can play a role in managing how their careers are shaped. "Every employee takes ownership of their career. They manage their own career and are supported by their managers in the process," says Jayashri Ramamurthy, head of people operations, engineering and products, Google India. This process helps employees feel a sense of empowerment to take critical decisions about what they want to do as a next step to build their career. They are also working on building a more transparent HR system where there isn't just an annual performance appraisal by managers and peers but also a system by which employees can evaluate their colleagues to give real time feedback. Google has also put its weight behind preventive health checkups for spouses of employees (unique to India) as well as educating employees against unconscious biases.

Accenture

Accenture is a global management consulting, technology services, and outsourcing company with more than 129,000 people in 48 countries and annual revenues of U.S.$15 billion in 2005.

Talking about the achievement, Manoj Biswas, Managing Director—HR, Accenture India, said, "Reshaping talent is becoming a company agenda. Keeping this in mind, Accenture has taken up a new way of hiring, engaging and training people. 'Social' is at the heart of this change. It is about building relationships, and not always about hiring. It also helps in people suggesting the right candidates." "Accenture's consistent communication and better salaries have gained traction in the market," said Kris Lakshmikanth, Managing Director and Chief Executive Officer of The Headhunters India. A "Smart Work" program allows employees who normally travel to client sites to work from home or their local Accenture office one or more weeks per month, with manager

approval. Some 85 percent of the company's large global workforce takes advantage of flexible work arrangements for some of their working hours. Each person is assigned a career coach, someone who helps you develop your career at Accenture. This is a pretty standard practice among consulting and professional development firms. It's the career coach's job to help you maximize your time at Accenture, find opportunities, and most importantly vouch for you during promotion time.

IV. Conclusion

Present paper has examined case studies of best companies of India on the basis of Maslow's theory of Eupsychian management. This paper finds that most companies which influenced ranking order in the survey showed employee oriented work cultures. Most of the companies that fared well to claim the top places on the list followed great management practices such as:

1. Promoting the employees for their great work.
2. Sharing profits within the organization.
3. Training and development to improve professionally.
4. Assigning and coordinating people within the team in the best possible manner.

However, many companies lagged behind to fulfill those practices. The major concern areas besides the above management practices where companies must focus on to improve their rankings are as follows:

1. Management should avoid favoritism within the organization and treat each employee fairly.
2. Management should make sure to avoid politicking and backstabbing within the organization.
3. Fair pay must be offered to all the well-deserved employees.
4. No age, race or gender discrimination should prevail within the organization.

There is no doubt that Eupsychian management helps the management personnel to realize both the company's and employee's needs and demands. Themes of Eupsychian management can be divided into five sub-themes:

1. Trust in human nature.
2. Strong belief in the need for self-actualization within human nature.
3. Strong belief in capacity, cooperation and productivity of workers.
4. Preference for mutual exchange and fair performance evaluations within working environments.
5. Complexity of human nature.

The findings in this paper suggest Eupsychian management impacts organizational desirability and employee wellbeing. The current status of research into this issue does not offer adequate

clarity into the underlying processes at work or the likely outcomes to be expected. Future research efforts are thus required to get a better understanding of these issues.

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