



## A STUDY OF EMPLOYEE DEVELOPMENT IN THE WORKPLACE: DOES THE FIRO-B HELP?

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### Abstract

*This study was initiated to give a solution to the question raised that whether the FIRO-B tool of training & development do really help the employees in their interpersonal relations, Team performance & building & healthy working environment. The secondary data is used for findings of the objective and had concluded that the FIRO-B tool is worldwide used for training & development of employees. The elements of the tool are not only used in the organizations but also at home, colleges & other institutions. The FIRO-B instrument is designed to measure personality characteristics on six dimensions- Expressed Affection, Wanted Affection, Expressed Inclusion, Wanted Inclusion, Expressed Control, and Wanted Control and thus the tool is found to be very useful for the development of the employees, teams, groups & its dynamics of the organisation.*

**Keywords:** *Employee Development, FIRO-B, Applications, Workplace*

Employee development activities help in the growth and development of employees, who are the true assets of an organization. Employees who give their heart and soul to the organization also expect something in return. Money could be one motivating factor but nothing like it if you prepare your employee not only for his/her current job but also for future assignments as well. Employees need to grow with time. One cannot apply similar skills and techniques everywhere. Technology also becomes obsolete with time. An individual needs to keep himself/herself abreast with the latest developments to survive the fierce competition.

**Importance of Employee Development:** Employee development is crucial for the growth and prosperity of any business as employees are one of the determining factors for the success of the company. The more capable and qualified the employees the better the performance of the company. When they are well trained, they can easily handle situations and please customers ensuring customer retention. They can also resolve any glitches easily without much ado.

Employee development programs are essential to improve morale and to motivate the employees to perform well. Employees like to learn new skills and meet challenges and they are more motivated when they feel there is great potential for personal growth. When the company shows interest in employee development, the employee naturally has a greater interest in the company's development too.

**Factors Affecting the Development of Employees:** Employees differ in their personalities and these differences influence the way they react to the external and internal pressures that exist in any organization. Most employees spend more than 50% of their waking hours at their workplace and its environment greatly influences their performance and their mental framework. It has been observed that this mental framework has a direct impact on their individual performance which ultimately affects the organization as a whole.

Employee development involves providing employees with the information, tools, training, resources and support needed to learn and grow on the job. Effective employee development benefits the employee, the department, the manager and, ultimately, the company as a whole. To be effective, though,

companies need to make sure that their development efforts are focused, specific and aligned with company goals and objectives.

**Challenges in Employee Development:** Employee development depends upon the individual employee as to whether the employee is willing to participate or not. Employee development also depends upon the organization culture, attitude of top management, and limited opportunities of promotion.. **Organization Culture:** If organization culture supports employees, it will encourage employees to participate in decision making then employees would more develop and performance would increase.

**Attitude of Top Management:** Top Management attitude is another important factor that influences on employee developmental activities. It depends on the sincerity and commitment of the top management.

**Limited Opportunities of Promotion:** If opportunities of promotion are limited then employees would not participate in the employee developmental activities.

**The FIRO-B (Fundamental Interpersonal Relations Orientation Behaviour):** Many of the problems of the employee development are related to personality and its types. Many such instruments are available but due to saving of cost & avoiding the need of counsellor. The Fundamental Interpersonal Relations Orientation Behaviour was selected for use in this study to determine its usefulness in development of employees.

The FIRO-B instrument is designed to measure personality characteristics on six dimensions- Expressed Affection, Wanted Affection, Expressed Inclusion, Wanted Inclusion, Expressed Control, and Wanted Control. A high "expressed" score indicates that the individual thinks he or she exhibits this behaviour, while a high "wanted" score indicates that he or she wants others to act this way in relationship to him or her. Affection and Inclusion are somewhat similar, while Control is quite different. For example, someone who has great affection for others probably wants it in return; likewise, someone who likes to include everyone also wants to be included. On the other hand, someone who prefers to exercise control usually does not like to be controlled by others. As discussed by Underwood and Krafft (1973), "*the better the fit, the more likely it is that the individuals will attain the goal of their relationship.*"



Probably because of the simplicity of administration and the potential value of understanding personality, the FIRO-B has been used.

Brief Explanation about the FIRO-B: The FIRO-B (Fundamental Interpersonal Relations Orientation - Behaviour) instrument is a powerful tool to assess individual's interpersonal needs and how they affect their behaviour towards other people. It is widely used not just in team building in the work-place and management development, but also in individual and family counselling at home. It measures how much people may wish to offer to others, and receive back: • Inclusion and the desire to form new relations and associate with others. • Control decision-making, influence and structure, and the extent of power or dominance that a person may wish to seek or receive. • Affection or Openness to build emotional ties and warm connections between people, and the extent to which people may wish to offer closeness, or seek it from others. Each item is measured in two dimensions: the expressed behaviour of that person and the behaviour they want from others. The FIRO-B instrument can provide insight into the employee's compatibility with other people, as well as their individual preferences. The FIRO-B instrument can be used in any situation requiring interpersonal behaviour measurement, including management development, team building, and employee development.

	Inclusion	Control	Affection
Expressed	I make an effort to include others in my activities. I try to belong, to join social groups and be with people as much as possible	I try to exert control and influence over things. I enjoy organising and directing others.	I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive to others
Wanted	I want other people to invite me to belong. I enjoy it when others notice me	I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.	I want others to act warmly towards me. I enjoy it when people share their feelings with me and when they encourage my efforts.

An assessment contains approximately 54 items and usually takes 15-30 minutes to complete.

Functions of FIRO-B Instrument: FIRO-B instrument plays a very important role in knowing about the behavioural patterns at the workplace. Not only is this but it being used for: Maximise the impact of your actions at work; Identify options for increasing your job satisfaction and productivity; Explore alternative ways to achieve your career goals; Improve team effectiveness and develop tools to work more collaboratively together; Identify leadership operating styles; Understand how others prefer to relate to you and those around them; Clarify how others may experience working with you.

**Objective of Study**

In the current scenario, development and motivation of employees is one of the priority goals of the organisations. This article has been designed to know whether the FIRO-B can be an effective instrument for the employees & managerial development.

**Findings**

Behavior is motivated by self-concept, which develops at the very core of our being. Our self-concept represents how we feel about ourselves, and how we feel about ourselves informs how we feel about others. These self-feelings correspond at the interpersonal feeling level with our desire to feel significant, competent and likable.

In a nutshell the major findings of the above theoretical research work is that: The FIRO-B instrument is one of the most widely used training instrument in the world that helps in developing the interpersonal relations in the organizations; It is very useful in gathering inputs from others; It helps to understand & predict human behavior; Healthy & Trustworthy working environment is formed in the organization; The instrument is not reliable for decision making or implementation.

Thus from all the above findings it is good to elaborate that FIRO-B instrument is useful in developing the behavior & personality of employees in the organization, the groups & its dynamics, the teams & its formations & thus helps in developing the overall traits of the human resource at the workplace

**Conclusion**

FIRO theory posits that: Self-concept drives feelings, Feelings drive behavior, and Behavior drives results. FIRO theory provides the foundation for understanding how to develop sustainable, high-trust, collaborative relationships. Behavior is motivated by self-concept, which develops at the very core of our being. Our self-concept represents how we feel about ourselves, and how we feel about ourselves informs how we feel about others. These self-feelings correspond at the interpersonal feeling level with our desire to feel significant, competent and likable.

It is noticed that the FIRO-B instrument is appropriate for carrier development, team effectiveness, and leadership style in an organization. It is also observed that it explains individual needs, interpersonal needs, expressed & wanted behaviours, patterns of various need fulfillment, career development of the employees & ways to improve team effectiveness & leadership.

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