Influence of Personnel Interests on Formation of Modern Career

Rūta Čiutienė, Algimantas Sakalas, Bronius Neverauskas

Kauno technologijos universitetas
K. Donelaičio g. 73, LT-44029, Kaunas

An increase of employees role in organization is determined by the set of changes of activity environment. Restructuring of the country’s economy, perfection of technology, development of information society, changes in structure of organizations, globalization and internationalization make organizations change the attitude to the personnel. An increasing role of employee inside organization changes a standing attitude to employee’s training, motivation, demand satisfaction and forces to look for the new possibilities to satisfy personnel interests. Modern career formation could be considered as complex measures that ensure coordination of interests of personnel and organization. Career integrates a set of partial possibilities of personnel interests satisfaction (motivation system, innovative methods of work organization, planning of individual career for all employees in organization, etc.). Modern organizations supporting a model of modern career are being formed under the influence of up-to-date changes. Therefore in order to realize a modern career model effectively we primarily need to research the interests of organization’s personnel.

The performed research showed that employees highlight the social psychological interests more than material ones. The results of the research proved that the tendencies of personnel interests in Lithuanian organizations are close to those of western countries. Judging on results of the research, appropriate measures of interests satisfaction should be applied in the enterprises. It should be noted that personnel interests profile formed during the investigation can’t be considered a typical interests profile of employees of Lithuania. This requires research of a wider extent.

Keywords: career, personnel interests, coordination of interests.

Introduction

An entrenchment in market economy, restructuring, globalization, perfection of technique and technology, formation of information society, development of knowledge economics, change of economic status of society, democratic processes are challenging organizations. In a constantly changing organization a new attitude is formed towards organization as activity system where employees of the enterprise become the main active part of the system determining the efficiency of organizations objectives.

Organizations need competent employees. But it is not enough to ensure an efficient activity of employees. Even a highly qualified worker is not intended to show all his potential in a specific field of activity due to insufficient interest. A poorly motivated worker is characterized by low productivity. Scientific literature (Drucker P. 2001; Bakanauskienė I. 1992) states that employees are directed to stirring activity by such factors as demand, interest, motives and stimuli.

The interests of a employee as an individual express the actualization of his demands and motives. That is none the less important characteristic describing employee’s desires, goals and motives that determine the character of employee’s activity in organization.

Conditions of rapidly changing environment define transformations of personnel valuables, demands and interests system. The concept of learning all the life is being implemented more and more widely, requirements of employees to the enterprise are differentiating. According to the level of personnel competence requirements increase mobility of employees, job complexity and responsibility, flexible timetables, wages by differentiating employees according to orientation to long-term and short-term contracts. It is evident that personnel interests are determined by some personal, social and economic factors.

Today nobody questions the proposition that coordination of interests of enterprise and employees is a very important assumption of efficiency of working activity together with success of the enterprise. Career planning in the organization allows coordination of organizational and individual actions, satisfaction of employee’s interests and organization’s provision with necessary personnel. An employee knowing his perspectives in the organization will be able to work more effectively, i.e. to show his abilities and experience in achieving organization’s objectives. Every organization with intention to hold gifted and competent employees have to organize a systematic career planning based on coordination of interests of personnel and organization.

Problem of the research. The topic of coordination of interests of employee and organization is being discussed wide enough in scientific studies of foreign and Lithuanian authors. Coordination of interests of personnel and organization by using possibilities provided by modern career in organization is poorly researched, however. Authors often analyze separate possibilities of coordination of interests, scientific studies proposing to link up the separate constituents into one mechanism are missing, personnel interests determining career formation are not researched enough.


Analysis of scientific literature indicated that coordination of interests of employees and organization and satisfaction of interests of employees by using a mechanism of career formation in organization are relevant problems of management science.

Scientific novelty – a research of personnel interests through coordination of interests of employees and organization.

Research subject – personnel interests, career.

Research objective – to evaluate the influence of personnel interests to the formation of modern career.

Tasks: to perform a theoretical analysis of the concept of modern career based on coordination of interests of employees and organization; to analyze the factors determining personnel interests; to research peculiarities of interests of employees of Lithuanian enterprises.

Research method – systemic, logical and comparative analysis of concepts and conclusions published in scientific literature, questionnaire interview, formulation of conclusions.

Analysis of career conception

A person spends a huge part of his life in organization performing working activity. All events of the working life having place in organization are closely related with employee’s job, i.e. working practice of individual roles, sequence of labor intercourse in organization. Career reflects person’s purposeful activity in labor environment. Work as activity is one of the most important factors describing human’s life quality (Arnold, 1997).

An original English meaning of “career” was to describe a race. Latter the use of the word had expanded to “intensive flow, as the sun showing through clouds”, and “person’s professional progress through all his life”. Therefore, let’s assume that the nature of “career” comes from the progress or development of particular flow (B.A. Arthur, T. D. Hall, S.B. Lawrence, 1996).

The term “career” is being used in order to evaluate personnel experience, competence, position, roles, demands and interests and another relations showing the links with the organization where the person works. A description and conception of career was presented and analyzed by foreign and Lithuanian authors such as Arthur B.A, Hall T.D, Lawrence S.B, Petkevičiūtė N. (1998), Valackienė A (2001), Sakalas A (1998).

Arthur B.A, Hall T. D, and Lawrence S.B (1996), having performed the analysis of studies Holland, Glaser and Becker state that career could be viewed in few aspects:

- referring to Holland (1973) theory analysis could be performed on psychological viewpoint how different lineament of character impact an adaptation in work;
- the role of behavior is being emphasized from sociological side (Glaser, 1968);
- economic viewpoint emphasizes person’s capital increase during learning, acquiring some experience (Becker, 1975).

Every viewpoint emphasizes one aspect of career, but only matched harmonious totality of those viewpoints describes career in a broad sense.

The description “Career is a development of personnel/work places in the enterprise or enterprises” presented by Sakalas.A (1998) makes accents on the formal side of career only, and loosing interests of both the enterprise and participants of the activity.

Career should be evaluated in the context of environment, organization and individual. Rapidly changing environment changes not only the organization but also an individual also. These changes are contradictory, often increasing differentiation between valuables of organization and employees (see Figure 1). It is necessary to investigate not only different roles but the different interests of employee and organization (Mau, 2003; Perrone 200; Leung 2005).

Figure 1 presents career features related with grouping into bureaucratic and modern career. Bureaucratic career is identified with the career ladder and employee’s success while climbing it. Usually planning of bureaucratic career involved the managing personnel only. Career planning in the modern organization involves all employees of the organization, career emphasizes coordination of demands and interests of employee and organization. Having evaluated that the changes of environment also had changed the concept of the organization and the system of personnel values, modern career has acquired the new features.

The development of information technology, project-based organization structures, changes of the market had considerably increased instability and variety of labor, placement, therefore, career, referring to Brown (1997), becomes younger and short-term. Modern career allows having few professions or employments, to work in some organizations. Constantly changing environment makes an assumption that a single employee is ensured to work in one organization all his life. Movement of the employee through the maze of working activity is hardly predictable. Organizations provide themselves by personnel not only by using their internal sources but also using the supply of external labor market. Globalization processes, disappearance of borders and favorable attitude towards the movement of employees from geographic viewpoint lead to the real possibility of the development of international career. A substantial peculiarity of modern career is that the employees themselves become more responsible for the career development. This is closely linked with education problems. This means that an employee has to foresee when and what has to be learned, when the qualification has to be refreshed or retrained (Ford, Orel 2005; Fried 2003). Especially it fits to highly qualified personnel.

Environmental changes influenced the process of individual evolution that reflects the change of the valuables and the basic motivators, and that directly determined the changes of career concept also (Dackert, 2003; Hansen, 2001,; Hartung, 2002; Ramamoorthy, 2002).
Career in modern society increasingly acquires the meaning of the sequence of the roles of all consistent working life. The change of career concept is related with the changed requirements emerging to the person. The environmental changes requirements to employees are the rapid acquisition of new skills and their development, flexibility, constant learning, increase of the level of responsibility, ability to control their own training and career. Modern conditions require the individual’s interests and career plans to be coordinated with the interests and directives of the organization. Though technological advantages allow to increase organization’s competitiveness, the essential source of efficiency of advanced organization in modern informational society is considered an employee who is well trained, able to adapt to appropriate labor requirement (Drucker, 2001, 2004; Simonsen, 1997; Brown, Scase, 1997 (quoted by Stanišauskienė, 2004; ) Kirchmeyer C.,2005).

Having analyzed the conception and definition of career in theoretical aspect, it shows through that it varies between different perspectives, and this determines its versatility. Also it was determined that an essential feature of modern career is striving to coordinate the interests of employee and organization involving all employees of the organization. It could be treated as the basic advantage in comparison with bureaucratic career. Theoretical analysis of modern career showed that in order to research the career the characteristics of individual and organization, their changes affected by changes of environment and time dimensions have to be researched. In this study career will be analyzed in the plane of management perspectives, i.e. by emphasizing the mechanism of coordination of interests of the enterprise and employees.

**Process of modern career formation in organization**

Modern career models are to satisfy interests not only of organization but employees also by creating the possibilities to develop their competences. Straube (1987) distinguished ten principles according to which modern career is being formatted: all employees of the organization are involved; personnel training is the part of long-term work with personnel; orientation to both the structure of individual needs and the economic objectives; contradictory objectives are being reached by coordinating different interests of groups and individuals; employees are directly involved into the process of planning and organizing, in order to evaluate the individual interests; a plan of personnel training is integrated into the strategy of organization’s development; basic training and qualification refreshment are coordinated with the career plan; an employee himself is responsible for the working up the plan; orientation to long-term objectives; in order to select the methods of plan working up properly, the plans have to be described clearly and specifically.

Talking about the coordination of interests of employee and organization, the term “organizational career logics—OCLs” is often found in the literature. Gunz (1988, 1999) distinguishes three types of movement in the career plane, organization’s orientation in supporting an individual training of the employee:

- **constructional logic.** That’s the structure of OCLs increasing working experience. In order to take a particular position a proper experience is needed. Such form of career is typical in the organizations where many different kinds of management work are dominating. A successful career includes a rapid rising of managers on career ladder through
different functions by acquiring a different experience from different positions. Success is evaluated by the level of the acquired professional experience and the speed of movement.

- **command centred logic.** Organization’s structure is based on repeating structural units with interdependence. Successful career in such type of an organization includes the movement from one structural unit to another, where every working place is considered as more successful, prestigious. That is the organization where every member knows which career change in organization means the rise, the fall or a simple movement in the same level. The success of the career is clearly described.

- **evolutionary logic.** The most common in the organizations based on designed activity. Employees are responsible for given function in the project and after the project is finished they look for the new possibilities. During the organization’s development through designed activities, career of the employee also increases.

Organization’s career logic includes coordination of organizational and individual activities (see Figure 2). Organizations having different structures will have different models.

![Actions of organization](image)

<table>
<thead>
<tr>
<th>Actions of organization</th>
<th>Coordination process</th>
<th>Actions of individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization’s plans</td>
<td>Evaluation (potential of existing activity, predicted development)</td>
<td>Individual career planning</td>
</tr>
<tr>
<td>Personnel planning</td>
<td>Decision (movement in organization, rise in position, rotation)</td>
<td>Career decision</td>
</tr>
<tr>
<td>Training</td>
<td>Teaching and selftraining</td>
<td></td>
</tr>
</tbody>
</table>

In summarizing it could be stated that career in the organization’s level reflects how employee is moving inside it in order to satisfy his interests. It is emphasized that career formation inside organization by coordinating of interests of personnel and organization is a consistent process that requires the analysis of organization’s environment, evaluation of organization’s opportunities, evaluation of personnel competence and determination of their interests, selection of measures appropriate to every employee for career implementation. Due to constantly changing environment, however, even properly selected measures can’t ensure an expected result. An important role is being played by assessment of employees. Organizations should encourage a self evaluation, to create particular conditions. Knowing the possibilities and interests of employees it is possible to pass to another stage – to foresee the possibilities of employees’ movement and interest’s satisfaction.

**The results of the study “Coordination of interests of employees and organization in career formation”**

Theoretical aspects of modern career organization allow to formulate the trends of coordination of interests of employees and organization. Certainly, in order to find out the possibilities of interests satisfaction inside organization primarily the research should be performed viewing the interests of employees. Economical and social situation of Lithuania actually is very specific and therefore we would be interested in what interests of employees are influencing their career formation. In 2004 – 2005 the study “Coordination of interests of employees and organization in career formation” was performed. One of the tasks of the study was to investigate the interests of employees. The study selected the enterprises with dominating high level of division of labor, high level of innovation implementation, using advanced and science respective technologies to create an activity product, employees are facing specific and high requirement to professional qualification. During the investigation employees of 12 Lithuanian enterprises and organizations were questioned (4 – in the field of acting furniture trading, 2 – in the field of chemical industry, 8- in the field of IT and telecommunications). During the investigation 465 respondents were questioned. The biggest part of the respondents amounted by specialists – 47.1%, the smallest part amounted by technicians 1.9% and managers of the highest level amounted 3.2%. The managers of the middle level amounted 10.3% of the respondents, ground
level managers amounted 21.9%. Talking about the education of the respondents, it should be noted that the majority (77.4%) have higher education. Those having only secondary, professional and further education make up respectively 1.3%, 4.5% and 12.3%.

While investigating the interests, the study was directed to what common orientation of individual are dominating between the respondents. For that purpose it was researched what place takes the work in the life of an individual, what is its importance in comparison with personal life, what gives the work to human and what he is trying by working.

Having evaluated the results of the investigation of the attitude towards work (see Figure 3), it was determined that the highest frequency is detected between the respondents to whom work is important (51.6% (47.1 – 56.2)) but it shouldn’t disturb their personal life. Little bit lower frequency is of those who are working to live (41.2% (36.8 – 45.7)). 7.2% of all questioned (5.2 – 9.9) indicated that they live to work. The results of the study indicated that the respondents aged 36 and older live to work more often than other groups of age – 15.8%. 40.7% of the respondents aged till 25 and 40.6% of the respondents aged 26 – 35 indicated that work is important to them, that importance depends on the wage. 59.3% of the respondents aged till 25 and 56.6% of the respondents aged 26 – 35 are trying to coordinate the work and their personal life.

Analyzing the factors of the first group according to the personal characteristics of the respondents, it was determined that work provides the possibility to receive an appropriate wage to women (79.0%) more than to men (64.8%), however, possibility of professional perfection is given more often to men (68.1%) than to women (56.5%). Possibilities of professional perfection were indicated by specialists (80.6%) more often, the lowest frequency was indicated by administrative and other employees (55.6%). However, specialists have the less frequency in indicating the possibility to have an appropriate wage and to satisfy their personal needs (55.6%).

Having evaluated the basic interests indicated by the respondents, three basic interests can be distinguished: the possibility to express employee’s professional abilities and their constant perfection (69.5% (65.1 – 73.5)), an interesting and purposeful job (55.2% (50.6 – 59.7)) and positive psychological climate in the collective (54.5% (50.0 – 59.1)). The least interested possibility is to enter another activity, horizontal career development (12.3% (9.6 – 15.7)).

This study determined that women are more interested to show professional abilities (71.0%), to feel social appreciation (42.1%), to see the results of their work and their input in achieving organizational objectives (37.1%), to work according to the flexible timetable (19.4%) than men. It is determined that the respondents aged till 25 are more interested in perfection of professional qualification (74.1%), positive psychological climate (70.4%), flexible timetable (22.2%), the respondents aged 26 – 35 are more interested in interesting and purposeful job (62.9%) and possibility to coor-
dinate work and personal life (31.4%), the respondents aged 36 – 65 more than others emphasized the interest of social appreciation (44.6%). According to the sex, statistically important differences of the frequency of these features were observed: wage, social appreciation, purposeful and interesting job, flexible timetable, participation in decision making, increasing degree of responsibility.

Figure 4. Basic interests of employees

Managers of the highest level more often than another position taking respondents are expressing an interest to have a responsible job (47.6%) and to participate in decision making (61.9%), specialists emphasize an application of professional abilities and perfection of those abilities (77.8%).

Conclusions

1. Having performed a comprehensive systematic, logical and comparative analysis of concepts and conclusions about coordination of interests and career of employees published in scientific literature their versatility is highlighted. It was determined that an essential feature of modern career is a striving to coordinate interests of employee, organization and all its personnel. The theory of modern career especially emphasizes the necessity to investigate the career of individual through the mechanism of coordination of reciprocity of interests of employee and organization.

2. Organizations striving to make possibilities to develop the competence of their employees can choose one of modern career formation logics: constructional logic, command centered logic or evolutionary logics.

3. Analyzing the factors determining interests of employees, very big dispersion of the attitude “Live to work” was identified in different groups of age. However, in all groups a similar opinion to the attitude “Work to live” is dominating. Approximately a half of participants of the questionnaire, however, stated that “Work in life is important, but it shouldn’t disturb my personal life”.

4. While researching and analyzing the features of interests of employees of Lithuanian enterprises, women diverged: it was highlighted that they more than men are interested to show their professional abilities, to feel a social appreciation and to see their input in achieving organizational objectives, they give the pass to possibility to work according the flexible timetable.

5. Analysis of scientific literature and researches performed has shown that coordination of interests of employees and organization and satisfaction of personnel interests by using mechanism of career formation inside organization is a topical problem of management in both theoretical and practical aspects. Tendencies of coordination of interests of employees of Lithuanian organizations are close to those of western countries: social – psychological interests are more emphasized.

6. The performed researches confirm the attitude that in striving for the essential competitive advantage in enterprises the modern measures of coordination of interests of employees and organization and their satisfaction should be applied.

References


Rūta Čiutienė, Algimantas Sakalas, Bronius Nevaikauskas

Darbuotojų interesų įtaka šiuolaikinės karjeros formavimui

Santrauka

Išvystinta rinkos ekonomikos, restruktuizacija, globalizacija, technikos ir tehnoloģijų tobulinimas, informacijos visuomenės formavimas. Žinų ekonomikos kūrimasis, visuomenės ekonominės pasaulio kaita, demokratizavimas, kūrė darbininkų organizacijų. Nuolat kintančioje organizacijoje formuojasi naujas požiūris į organizaciją kaip veiklos sistemą, kurioje įmonės darbuotojai tampa svarbiausia, aktyviją siekiantios sistemos dalimi, lemiančia organizacijos tikslų siekimo efektyvumą.


Sparciai kintančios aplinkos sąlygos lemia darbuotojų vertę, poeikies bei interesus sistemos transformacijas. Vis plūdurių įgyvendinti poeikio pokyčiai visi gyvenimo koncepciją, išvystant darbuoto- 
uų veiklos prioritetų įvairios informacijos darbuo- 
etojų veiksniai. Priklausomai nuo darbuotojų kompetencijų kyla darbuotojų mobilumo, darbo sudėtingumo ir atsakomybės, lank- 
sčių darbo gražių, atlyginimo (diferencijavus darbuotojų pagal orientaciją į ilgalaikus darbo sutartis ir trumpalaikiai) reikalaivimą. Akivaizdu, kad darbuotojų interesus lemia neaiškiai asmenini, socia- 

lių ir ekonominių veiksnių. 

Šiandien jau neabejojama teiginiu, kad įmonės ir darbuotojų intere- 
sų interesas yra labai svarbi darbinės veiklos efektyvumo, o 
karjera ir įmonės sėkmė prielaida. Karjeros planavimą organizacijos- 
je leidžia suvokti organizacijos ir individualius veiksmus, paten- 
kti darbuotojo interesus ir reikiamą organizacijai apsirūpinti perso- 
nalu. Darbuotojas, žinomas savo perspektyvėms organizavimą, galėtų efektyviai dirbti, t. y. atskleisti savo sèjai ir įtikinti organizacijos tikslų. Kiekviena organizacija, norėdama įkaisti gobį ir konkurantu darbuotojus, turi organizuoti standingo kar- 
je- 

Planavimą, paremtą darbuotojų ir organizacijos interesų derinimu

Tyrimo problema. Darbuotojo ir organizacijos interesų derini- 

mo problematika gana plačiai aptartinėjama užsienio ir šalies mokslu darbuose. Tačiau darbuotojų ir organizacijos interesų derinimas suvokiamas kaip organizacijos ir individualumą. 

Kiekviena organizacija, norėdama įlaidoti gamtinę ir patirtį siekti organizacijos tikslų, kiekvieną organizaciją, toks nepakanka įsitikinėti darbuotojų susidaryti ir lemiantys karjeros formavimą. 

Tyrimo tikslos – įvertinti darbuotojų interesų įtaką šiuolaikinės karjeros formavimui.

Terminas „karjera“, vartojamas siekiant įvertinti darbuotojų pa- 
tirtį, kompetenciją, užimamas pareiga, vaidmenis, poeikius ir intere- 


Karjera reikia vertinti aplinkos, organizacijos ir individų kontek- 
ste. Sparciai kintančios aplinkos keičia ne tik organizaciją, bet ir indivi- 

đų. Šie pokyčiai yra priežastiniai, dažnai didinantys diferencijaciją į organizacijos ir darbuotojų vertę, būtų svarbus darbuotojo veiklos orientacijai. 

Karjerą reikia vertinti aplinkos, organizacijos ir individų kontekste. Sparciai kintančios aplinkos keičia ne tik organizaciją, bet ir indivi- 

dų. Šie pokyčiai yra priežastiniai, dažnai didinantys diferencijaciją į organizacijos ir darbuotojų vertę. Būtina tirti ne tik skirtingų vaidmenis, bet ir ir skirtingus darbuotojo ir organizacijos interesus (Mau, 2003; Poree, 2000; Leung 2005).

Darba, planant apie darbuotojo ir organizacijos interesų derinimą, darbuotojo ir organizacijos interesus (Mau, 2003; Poree, 2000; Leung 2005).

Darbų organizacijos įtaka šiuolaikinės karjeros formavimui

105
čios darbinės patirties struktūra. Norint užimti tam tikrą poziciją, reikia turėti reikiamos patirties;
• komandinė-centrė (angl. command centred) logika. Organizacijos struktūra, paremta pasikartojančiais struktūriniais vienetais su tarpusavio priklausomybe. Tokio tipo organizacijoje sėkmėna karjera apima judėjimą nuo vieno struktūrinio vieneto prie kito, kur kiekviena darbo vieta laikoma sėkmingesne, prestižiškesne;
• evolucionavimo (angl. evolutionary) logika. Dažnaiiausia susitinka projektinėmis veiklomis parentose organizacijose.
Organizacijos karjeros logika apima organizacijų ir individu-alių veiksnių suderinimą. skirtąsios struktūros organizacijos pasirenkami skirtinio karjeros modeliai.

• Nustatyta, kad šiūolaikinės karjeros esminis požymis yra siekimas suderinti darbuotojo, organizacijai bei jos visų darbuotojų intereses. Šiūolaikinės karjeros teorija ypač akcentuoja būtinumą individo karjerų tirti per darbuotojo ir organizacijos interesų tarpusavio sąveikos derinimo mechanizmą;
• Organizacijos, siekdamos sudaryti galimybės plėtoti savo darbuotojų kompetencijas, gali pasirinkti vieną iš šiūolaikinės karjeros formavimo logikų: struktūrinę (angl. constructional) logiką, komandinę-centrė (angl. command centred) logiką arba evolucionavimo (angl. evolutionary) logiką;
• Analizuojant darbuotojų interesus leminiausių veiksnius, identifikuota labai didelė požiūrio „Gyvenu, kad dirbdavau“ sklaida skirtingose amžiaus grupėse. Tačiau visose tirtose amžiaus grupėse vyrauja panašus nuomonės į požiūrį „Dirbu, kad galičiau gyventi “. Vis dėlto pusė apklausoje dalyvavusių viršūnių tvirtina, kad „Darbas gyvenime svarbu, tačiau tai ne-turi trukdyti mano asmeniniam gyvenimui“;
• Tariant ir analizuojant Lietuvos įmonių darbuotojų interesų ypatumus išsiskyrę motyvų: išryškėjo, kad jos labiau nei vyrai yra suinteresuotos parodyti profesinius gebimus, jų įgaunimui pritaikyti, matyti savo individuolės ir organizacijos interesą, išsiskyrę individualiai motyvai, susiję su asmenine iniciatyva, darbo pasitenkinimą ir gėrimo priimtiniu. Šiuolaikinis darbas gyvenime, tačiau darbuotojų atidūrimo visada susiję su mažais ir skaitmeniniais veiksnių pritaikymais;
• Atlikus išsami tyrimą dėl įmonių darbuotojų interesų formavimo, išskyrimas yra labiausiai susiję su konfliktų spraunimų nuolatiniu kaukose. Svarbiausias išsiskyrė laisvės karjeros formavimui, įmonės organizacijos bei darbuotojų susitarimui;
• Šiūolaikinė karjeros teorija ypač akcentuoja būtinumą individo karjerų tirti per darbuotojo ir organizacijos interesų tarpusavio sąveikos derinimo mechanizmą. Jos teorija yra pritaikoma tiesiogiai įvairių organizacijų, kurios turėtų atpažinti savo individualią ir grupės interesus, taip pat ir organizacijos interesus;