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MANAGEMENT SYSTEM, HUMAN
BEHAVIOR AND BUSINESS
EXCELLENCE

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INTRODUCTION
Human attitude
Employee satisfaction and attitudes represent one of the key areas of measuring organizational effectiveness. Attitudes reflect a person’s likes and dislikes toward other persons, objects, events, and activities in their environment. It’s then vital to study and know about attitudes i.e. attitudes toward work, supervision, pay, benefits, promotion, or anything that might trigger positive or negative reaction of employee. These strong attitudes very likely affect and build a person’s behavior, which is the topic being addressed in this paper.

A Model of Human Attitudes

Management system
A social system is a complex set of human relationships interacting in many ways. Within an organization, the social system includes all the people in it and their relationships to each other and to the outside world. The behavior of one member can have an impact, either directly or indirectly, on the behavior of others. Also, this social system does not have boundaries; it exchanges goods, ideas, feelings, culture, etc. with the environment around it.

An organization’s culture is the conventional behavior of a company that encompasses beliefs, customs, knowledge, and practices. It influences human behavior, even though it seldom enters into their conscious thought. People
depend on culture as it gives them stability, security, understanding, and the ability to respond to a given situation. This is why people fear work behavioral change. They fear that the existing work system will become unstable, their security will be lost, they will not understand the new process, and they will not know how to respond to the new situations. A set of organizational practices, operations, culture and their interaction with environment exhibit its management system. This new approach has helped us to induce behavioral input and subsequent consequences to our management systems.

Group behavior

In addition to belonging to the social and cultural settings into which people are born, in organizations people voluntarily join groups based on shared occupations, beliefs, or interests. Membership in these groups influences employee work traits, how people think of themselves, their seniors, work practices and how others think of them. These groups impose expectations and rules that make the behavior of members more predictable and that enable each group to function smoothly and retain its identity. Training of these informal groups is compulsory, to behave in a positive and aligned way.

Social conflict

There is conflict in all human societies, and all societies have systems for regulating it. Conflict between people or groups often arises from competition for resources, power, and status. Family members compete for attention. Individuals compete for jobs and wealth. Nations compete for territory and prestige. Different interest groups compete for influence and the power to make rules. Often the competition is not for resources but for ideas—one person or group wants to have the ideas or behavior of another group suppressed, punished, or declared illegal. Organizations generally attempt to engineer social change by means of policies, laws, incentives, or coercion. These efforts work effectively and actually make it possible to avoid social conflict.

Work behavior analysis

Behavior analysis is a science concerned with the behavior of people at workplace. Variations in behavior, changes in the frequency or form of what we do or what we say, are understood in terms of relations with real-world events. Understanding, describing, and predicting behavior does not require an appeal to nonobjective or unscientific concepts. It is analyzed in terms of interactions between behavior itself and the environment.

GOAL SETTING  

Business is behavior

The need for application of this behavioral management system was arises due to the fact that our people are having satisfactory level of technical competence but there was still a performance gap which come in the way of achieving organizational goals due to lower social skills awareness. We induce behavioral applications to our goal setting process quarterly or on annual basis. At the time of deciding goals relevant positive and negative behaviors are also being discussed and recorded. e.g.,

<table>
<thead>
<tr>
<th>Goal</th>
<th>Helpful forces</th>
<th>Harmful forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing 2 million quality items per day and Reducing 05% overall plant scrap</td>
<td>Workers commitment, motivation, health and safety Workers capability Top management encouragement</td>
<td>Overall Lower sense of responsibility in employees Indifference with employees achievements</td>
</tr>
</tbody>
</table>
To execute our goals, company has aligned its QMS with Behavioral management system a brief description of the same is being provided here in the following lines.

Table #1 Goals achievement forces

<table>
<thead>
<tr>
<th>Supervisor, behavior</th>
<th>co-workers behavior</th>
<th>Rule Conflict</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and scheduling</td>
<td>Application of modern tools &amp; techniques</td>
<td>Disrespect to individual values</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use of rigid methods of work, poor flexibility to change mgt.</td>
</tr>
</tbody>
</table>

A Model of Behavioral Management System (Figure 2)

Organizational Culture sensing (figure 3)
This study suggests first of all arrange the in-house/external assessment on the organizational culture and relative work values. Haphazard change will have severe impact on the organizational operation and can undermine strengths of a business entity.

**Organizational Vision/Mission**

- Stated commitment to professional work, customers and community.
- Integrated global perspectives.

**Employees**

- Conscious recruitment of diverse capability working groups.
- Mentoring and support programs for new entrants.
- Vertical and horizontal growth according to individual strengths, leadership abilities, and work interests.
- Conscious integration of efforts
- Focused, long term professional development.
- Opportunities for staff input into policies and procedures.
- Professional development opportunities on attitudes and behaviors toward corporate core elements.
- Recognition of informal leadership roles.
- Employee feedback mechanism

**Learning and knowledge management**

- Research policies that discover occupational learning styles.
- Technology integration in acquiring knowledge
- Connections of learning with employee specific culture, skill and prior knowledge
- Multi skill learning and practice strategies
- Benchmarking capabilities

**Community/customer services**

- Span of reaching local community.
- Inclusion of all existing /potential stakeholder groups in community-building forums.
- Customer involvement programs at new product design and development processes.
• Extent of customer satisfaction monitoring program
• Customer complaint handling system

Evaluations and Assessment

• Customer input monitoring to complement standardized tests.
• 360 degree employee evaluations.
• Ongoing organizational continual improvement trend
• On-going input cost evaluations
• Training / counseling effectiveness evaluations
• Periodic review of overall evaluation processes

Data Collection Approaches

In conducting a culture sensing audit, data collection methods would ideally include mixed methods that combine traditional quantitative and qualitative methodology. Some suggestions for data collection include:

• Analysis of internal/external communications, written policies, newsletters, websites, correspondence, brochures, etc.
• Statistical analysis of achievement data (existing) to gaps and need areas.
• Design of Checklists and their application
• Focus Groups and Interviews with various stakeholder groups
• Structured Observations of meetings, staff gatherings, artifacts, décor, social events, to check out actual behavior.
• Surveys combined with other methods to triangulate perceptual data.

Data collection may be periodic or ongoing and may be incorporated into already existing assessments.

Events/Success celebrations

• Examination of organizational traditions to check for exclusive/inclusive practices
• Tradition of success events and celebrations.
• Integration of experienced and entry-level personnel in change management.

Conflict resolution

• Identification of the inevitability of inter-functional conflict.
• Evidence of explicit procedures to eliminate conflict
• Peer mediation and proactive approaches to conflict resolution.
• Practices to ensure workplace safety for all.

Stockholders view

• Return on investment
• Satisfactory profitability
• Return on training investment

Supplier relations

1. Supplier development process
2. Supplier orientation to companies concerned processes
3. Supplier -Organization joint product development efforts

Assessment of Employees Human Needs
Human needs have the major stakes in developing work behaviors. In this behavioral management system, Abraham Maslow’s hierarchy of human needs has helped us form a system of assessing human needs via RASLOP design.

**Reward**

At the bottom of the pyramid is the broadest, most basic category, the physical needs. Employees are first concerned with a need for food, rest, and protection from the elements. Until these needs are satisfied, worker cannot concentrate fully on learning new techniques, self-expression, development or any other tasks. Company continuously monitors staff members to make sure that their basic physical needs are being met with existing compensation packages. A tired employee (working at more than one place or on other personal tasks to satisfy physical needs) may not be able to perform as expected. Company knows that once a need is satisfied, it no longer provides motivation. Thus, the employee strives to satisfy the needs of the next higher level.

**Work Motivator - Money:** concern for obtaining financial rewards from work that help fulfill physical needs.

**Authority**

Authority is concerned with the egoistic needs which usually have a strong influence on the Manager - worker relationship. These needs consist of at least two types: those that relate to one's self-esteem, such as self-confidence, independence, achievement, competence, rule in decision making, and knowledge; and the needs that relate to one's reputation, such as status, recognition, appreciation, and respect of associates. Company has introduced a decentralize decision making system. Workers are independent to mutually plan their work, vacations and upgrading competence needs. Adequate official assistance is being provided.

**Work Motivator - Independence:** This motive is about being free from unnecessary close supervision at work, or being free from too rigid controls on the way you work. This often links with higher Creativity.

**Strategy**

Organizational strategies put specific mark on the behaviors of employees. The polices towards hiring, recruitment, training and performance management processes allow company to attract, develop and retain best human capital.

**Work Motivator - Management:** concern for planning and organizing ones work.

**Liking**

- **Safety**
The safety needs are protection against physical danger, job threats, resource deprivation. These are also known as security needs. Company has provided the atmosphere where protection against all such threats is ensured through a transparent grievance handling mechanism. Our workers are very much influence by it. Work safety workshops are being conducted throughout the year. The employee turnover rate is very low.

Work Motivator - Security: concern for being able to keep one’s job and to be free from the threat of redundancy, short-time work at other places/temporary contracts, and unemployment.

Observance

a. Social

When individuals are physically comfortable and do not feel threatened, they seek to satisfy their social needs. These are to belong, to associate, and to give and receive friendship. Employees are by themselves running cross functional quality control circles. In these circles they openly discuss their work, resolve conflicts, avail work life counseling sessions.

Work motivator Co-Worker: This motive is concern for receiving friendship and understanding from work colleagues. A high Co-worker’s score often links with high scores in work surroundings improvement, work prestige and job security.

Work Motivator - Prestige: This motive can be understood as a desire for work which will allows a person to obtain both recognition and status in the eyes of others.

b. Self-fulfillment

At the apex of the Maslows hierarchy of human needs is self-fulfillment. This includes realizing one’s own potential for continued development, and for being creative in the broadest sense of that term. Maslow included various cognitive and aesthetic goals in this highest level. Self-fulfillment for an employee in our context has been addressed through their explicit career tracking process, where employees with provided professional assistance decide their development needs.

Work Motivator - Self development: This motive is concerned with developing and using one’s skills and abilities at work. You may see work as a chance for exercising the talents you feel you have. A high score in Self-Development often links with high scores in Creativity and Altruism and Management.

Political values

The political values include distinguishing and minimizing the relations gap at mentioned below three levels;

1. workers - supervisors relation
2. worker - manager relation
3. supervisors - manager relation

Work Motivator - Altruism: is concerned with being of help to other people. This might be help of a practical nature, or help that is of psychological/emotional kind.

In summary, management should strive to help employees satisfy their human needs in a manner that will create a healthy working
environment. In this type of environment, employee experience fewer frustrations and, therefore, can devote more commitment and attention to their processes. Fulfillment of needs can be a powerful motivation in today's complex working situations. Company has devised a unique system to survey RASLOP for others entities and incorporate the decided result at their mentioned above traits.

**Figure 4 (RASLOP)**

**Behavioral work safety system (BWSS)**

This section addresses the workplace accident causes both workplace and personal and their reduction. Workplace factors are;

- **Physical demand:** the greater the physical demand made on a machine operator, the higher the accident rate will be. Managers should work on the introduction of supporting tools to share/lesser this physical demand.

- **Hours of work:** higher the number of hours worked, the higher the accident rate. The worker should not be exposed to higher work hours even against their wish to do so.

- **Lighting:** Good lighting system can lead to a reduction in accidents. It is estimated by this empirical study that poor lighting is a causal factor in one fourth of all industrial accidents. Accident rate was reported high production continued through dusk before nighttime lighting is turned on. Similarly fewer accidents were reported in night shifts due to better illumination at night with artificial lighting than natural lighting conditions during the day.

- **Temperature:** it was also known that accident rates are lowest when we maintain temperature at 68\(^\circ\) to 70\(^\circ\) F. Accident increase when the workplace temperature varies significantly either warmer or cooler. Workers seem to become more careless under the discomfort of temperature. Older workers were reported to be more affected by climatic extremes and are more likely to have accidents than younger ones.

- **Equipment design:** design of equipment, tool and machine is also related with
accident causes. Engineering psychologist strive to match equipment requirement with workers capabilities.

Social pressure: Accidents were also reported due to the pressures on operator to meet or maintain a production schedule or adhere to completion timetable. Workers often perceive this as a threat of some disciplinary action or manager’s annoyance and resultantly caught in a accident.

**Personal factors** leading to accidents are;

Drug use, Cognitive ability (level of machine intelligence), Health status, work fatigue, work experience, job insecurity, age, personality traits, accident proneness (certain people more likely to caught in a accident).

An accident prevention program is no better than the quality of its accident reports. All accidents regardless of their consequences should be investigated and described in detail.

### Behavior Measurement and Rectification

**Human Behavior in Organizations**

In present times career success will be largely a function of our skills in understanding and influencing human behavior. This is because most of what you will be doing is shaping the behavior of others. We have noticed that a typical manager spends little of his time in what we think of as traditional management. Most of the time is spent in working with and through people. Thus our people skills will probably be the most critical we can develop. Now we will have to be a skillful psychologist. This is true whether or not you are a manager; even as a subordinate, you will only be successful if you have skills at interpersonal influence, motivation, and communication with your superiors, peers, and yourself. Look at below listed ten most frequently cited skills of effective managers

1. verbal communication
2. managing time and stress
3. managing individual decisions
4. recognizing, defining, and solving problems
5. motivating and influencing others
6. delegating
7. setting goals and articulating a vision
8. self-awareness
9. team building
10. managing conflict

Behavior generally is predictable if we know how the person perceived the situation and what is important to him or her. While people's behavior may not appear to be rational to outsider, who sees behavior as non-rational because the observer does not have access to the same information or does not perceive the environment in the same way as an internal person can. It is possible for managers to hire, fire, promote, and make job changes quite effectively using only performance data (observable behavior) as their criteria.

**Observing behavior at our workplace**

As behaviors occur in three parts, likely we at our workplace are observing the general and specific behaviors including both positive and negative. These we call A, B, and C.

A is a triggering event (often called an antecedent or cause or stimulus for a behavior)

B is the behavior itself
**C** is the consequence of the behavior (what happens as a result of the behavior). This has helped us in observing a behavior and then changing a part or whole of it. Company has trained its associates to assess problems and gather all related information to take effective corrective preventive actions:

- **First**, define the behavior (B). What is the current behavior? What is happening? What did the person do? Describe the action—for example, the machine operator injured, departments also notice when, where, and how often the behavior occurs on this machine/process.

- **Next**, we look for and arrange information about prior events that may have triggered the behavior (the antecedent (A)). Did anyone or anything trigger the behavior? What was happening before the behavior started? Look for clues, like wrong procedure followed, maintenance not done, inadequate work plan, or machine part worn out etc.

- **Lastly** what is the consequence (C) of the behavior? What happens as a result of the behavior? What changes occurred in the environment or in the behavior of other people because of the injured worker behavior? How organization respond to this event. This requires ongoing assessment of consequence severity level and prevents the same with our research guided behavioral rectification tools.

Observe and write down your observations about the behavior. It's easiest to work with one behavior at a time, so target just one to watch. Behavior, even in a confused person, results from a cause. Understanding the causes can help you figure out what to do to help.

**Here is an example of what we are going to describe from this model:**

<table>
<thead>
<tr>
<th>What you think (A)</th>
<th>How you feel (B)</th>
<th>What you do (C)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;He might have not followed SOP due to low level of process awareness.&quot;</td>
<td>Worried or anxious</td>
<td>Call him and arrange process orientation</td>
</tr>
<tr>
<td>&quot;I know his physical limitations, weak eye sight, other health issue&quot;</td>
<td>Empathize his problem</td>
<td>Change his work timing or duty</td>
</tr>
<tr>
<td>&quot;He didn't bother to follow work procedure often.&quot;</td>
<td>Annoyed or angry</td>
<td>Call and warn him or finally give him show cause notice</td>
</tr>
<tr>
<td>&quot;It doesn't matter to me whether people are producing defects.&quot;</td>
<td>Indifferent</td>
<td>Nothing in particular</td>
</tr>
<tr>
<td>&quot;I needed the time to arrange more data to take action&quot;</td>
<td>Relieved</td>
<td>Relax and enjoy yourself</td>
</tr>
</tbody>
</table>

**Table 2 (Behavior occurrence classification)**
Three Categories of Behavior

- Behavior that is appropriate and desirable
  - Always reinforce

- Behavior that is disruptive but not dangerous
  - Ignore

- Behavior that is dangerous to child or others
  - Block or punish

Methods to Increase Behavior - Reinforce Positive Behaviors

- This approach to behavior management is by far the most effective
- Catch the employee behaving appropriately
- Praise or reward the employee in some way
- Label the positive behavior that you are rewarding
- State rules in a positive way
- When instructing/requesting the employee to do something, pair it with an incentive
- Behaviorally define how you would like the staff members to behave
- Make the required changes small enough for the staff to succeed. He will work harder when he can get the rewards
- Decide on rewards for behaving appropriately
- Remember, the employee must see the reward as rewarding
- Rewards can be praise, special time with them on tea, special privileges, points, etc.
- Make the reward fit the achievement
- Be generous with the rewards, but do not give the reward if he does not earn it.

Methods to Decrease Behavior - Extinction

- Planned ignoring
- Behavior usually gets worse before it gets better
- If extinguished behavior is then reinforced, it will come back more strongly
- Must be paired with a consistent program of reinforcement of appropriate behaviors
- Do not take away undesirable behavior without replacing it with a functional alternative behavior

Redirection of behaviors paired with differential reinforcement

- Redirection of a behavior should always be neutral
- Immediately redirect to an appropriate activity or behavior
- Once employee is engaged in appropriate activity give attention and praise

Consequences

- Consequences can be important, but are not as effective in changing behavior as positive reinforcement. Changes in the environment resulting from the "target" behavior, such as
  - reinforcers (rewards) provided by yourself, others, or naturally,
  - punishment from self, others, or as a natural outcome,
  - escape from unpleasant stimuli or situations (negative reinforcement),
  - reactions of others (positive, negative, or neutral),
  - self-evaluation of the behavior (pride or shame),

SUMMARY
• Consider environmental variables as possible causes of behaviors
• Be sure to address as many of the environmental elements as possible
• Remember to frame all rules and desired behaviors in the positive
• The main approach to psychosocial intervention is to reinforce positive behaviors
• Rewards need to be rewarding
• Steps need to be small enough to get the reward
• Minor behavioral problems can be managed by planned ignoring
• May be paired with differential reinforcement of competing behaviors
• Remember that behaviors are likely to get worse before they get better
• Consequences need to be consistently enforced
• Beware of consequences that are inadvertently reinforcing the problem behavior

Employee Commitment Assessment

Our process quantifies employees’ attitudes and opinions in the five areas that have been proven to drive employee commitment:

**Fit and belonging** — Do employees like and get along with one another, and feel their interests are consistent with those of the organization?

**Status and identity** — Do employees feel they are part of a special organization?

**Trust and reciprocity** — Can the organization and its managers be counted on to do what is good, right, and fair?

**Economic interdependence** — Do employees believe they are receiving competitive wages and benefits?

**Emotional reward** — Are employees satisfied with their jobs, careers, development opportunities, and the quality of their work life? The tool also measures employees’ intention to remain in their jobs or leave the organization.

### 4.5 Employee Attitude Survey (on a 1-5 scale)
(Table 3 attitude survey)

<table>
<thead>
<tr>
<th>1. Company/Work Group</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. My fellow employees are committed to doing quality work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. I have a clear understanding of the direction we are headed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. My co-workers are prudent in their use of company resources (time, supplies)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Work Duties</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I know what is expected of me in my job.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. I feel like I have enough resources and support to do my job.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. The orientation to my current job at the company sufficiently prepared me.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. I feel positively challenged and engaged in my job.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 3. Managers | |
|-------------|
4. Recognition

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Management offers recognition to individuals in appropriate ways.</td>
</tr>
<tr>
<td>b.</td>
<td>Recognition or praise is something I strongly value.</td>
</tr>
<tr>
<td>c.</td>
<td>At this company, recognition or praise for doing a good job is rare.</td>
</tr>
<tr>
<td>d.</td>
<td>For me, recognition at work could take the form of (write your answer in space provided):</td>
</tr>
</tbody>
</table>

5. Communication

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>The company regularly and effectively communicates organizational goals and objectives.</td>
</tr>
<tr>
<td>b.</td>
<td>New and existing organizational policies are clear, timely communicated and easily available.</td>
</tr>
<tr>
<td>c.</td>
<td>Management informs us about big changes in advance, instead of catching us by surprise.</td>
</tr>
</tbody>
</table>

6. Policies and Procedures

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>The performance appraisal process fairly evaluates my contributions.</td>
</tr>
<tr>
<td>b.</td>
<td>My performance appraisal process occurs in a timely fashion.</td>
</tr>
<tr>
<td>c.</td>
<td>I don’t feel the performance appraisal process has a positive effect on the organization.</td>
</tr>
<tr>
<td>d.</td>
<td>Employee workplace issues are addressed in a manner that fairly resolves them.</td>
</tr>
</tbody>
</table>

7. Compensation

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>I feel like my contributions are appropriately compensated.</td>
</tr>
<tr>
<td>b.</td>
<td>I believe my compensation is competitive to the local marketplace.</td>
</tr>
<tr>
<td>c.</td>
<td>I understand how the quarterly bonus is determined.</td>
</tr>
</tbody>
</table>
8. Advancement Opportunities and Professional Growth

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>I am optimistic about my future growth and success in the company.</td>
</tr>
<tr>
<td>b.</td>
<td>I am satisfied with the training and development opportunities that are available for a future position in the company.</td>
</tr>
<tr>
<td>c.</td>
<td>Over the past year at work, I have had opportunities to learn new skills that have improved my work.</td>
</tr>
<tr>
<td>d.</td>
<td>If I could have further skill development and/or training opportunities, they would be (write your answer in the space provided):</td>
</tr>
</tbody>
</table>

9. Work/Life

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>My work schedule allows me sufficient flexibility to meet my personal/family needs.</td>
</tr>
<tr>
<td>b.</td>
<td>Having information available on how to improve the quality of my life (such as CPR classes, volunteer opportunities, adult education, investment seminars, etc.) is important to me.</td>
</tr>
</tbody>
</table>

10. Written Comments

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Comments about any of the above questions:</td>
</tr>
<tr>
<td>b.</td>
<td>Describe what you understand to be this company’s goal or mission as a company:</td>
</tr>
<tr>
<td>c.</td>
<td>Things you believe this company should continue to do:</td>
</tr>
<tr>
<td>d.</td>
<td>Things you believe this company should start or stop doing:</td>
</tr>
</tbody>
</table>

ORGANIZATIONAL LEADERSHIP

Leadership style and their impact on the management systems

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Behavioral Competencies</th>
<th>Impact On Climate</th>
<th>Objective</th>
<th>When Appropriate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coercive</td>
<td>Drive to achieve; initiative, emotional self-control</td>
<td>Strongly negative</td>
<td>Immediate compliance</td>
<td>In a crisis, to kick-start a turnaround, or with problem employees.</td>
</tr>
<tr>
<td>Authoritative</td>
<td>Self-confidence; empathy; change catalyst</td>
<td>Most strongly positive</td>
<td>Mobilize others to follow a vision.</td>
<td>When change requires a new vision, or when a clear direction is needed.</td>
</tr>
<tr>
<td>Affiliative</td>
<td>Empathy,</td>
<td>Highly</td>
<td>Create</td>
<td>To heal rifts in a team or</td>
</tr>
</tbody>
</table>
Table 4 Leadership style and its impact on system

Leadership and motivation

As a leader you have the power to influence motivation. The following guidelines form a basic view of motivation. They have helped us guide our decision making process in the right direction:

**Allow the needs of your team to coincide with the needs of your organization.** Nearly everyone is influenced by the needs for job security, promotion, raises, and approval of their peers and/or leaders. They are also influenced by internal forces such as values, morals, and ethics. Likewise, the organization needs good people in a wide variety of jobs. Ensure that your team is trained, encouraged, and has opportunities to advance.

**Reward good behavior.** Although an appreciation letter, good work certificate or a thank you may seem small and insignificant but they are found to be very powerful motivators. In this study we have found that reward should be specific and prompt. Do not comment on something general, such as “for doing a good job,” rather cites the specific action that made you believe it was indeed a good job. In addition, help those who are good and make other known same good action.

**Set the example.** The managerial cadre must be the role model in organization if one wants others to grow into same trait. It is an established reality that work traits of a manager are taken as a model consciously or unconsciously for doing any good or below standard work. If bad behaviors not rectified timely it will weave into a strong departmental culture which later will be very difficult for successors to change.

**Develop moral and esprit de corps.** Moral is the mental, emotional, and spiritual state of a person. We have recognized that everything we do will have an impact on our organization. We should always be aware how our actions and decisions might affect it. Esprit de corps means team spirit - it is defined as the spirit of the organization or collective body (in French it literally means "spirit of the body"). It is the consciousness of the organization that allows the people within it to identify with and feel a part of. Is your workplace a place where people cannot wait to get away from; or is it a place that people enjoy spending a part of their lives?

**Allow your team to be part of the planning and problem solving process.** This has helped us develop and coach employees perfectly. Secondly, it is one of

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Style</th>
<th>Impact on System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democratic</td>
<td>Collaboration; team leadership; communication</td>
<td>Build commitment through participation.</td>
</tr>
<tr>
<td>Pacesetting</td>
<td>Conscientiousness; drive to achieve; initiative</td>
<td>Perform tasks to a high standard.</td>
</tr>
<tr>
<td>Coaching</td>
<td>Developing others; empathy; emotional self-awareness</td>
<td>Build strengths for the future.</td>
</tr>
</tbody>
</table>

| Building bonds; conflict management | Positive harmony | to motivate during stressful times. |
strong motivators you can cultivate among your team without any cost. Moreover ---- people who are part of the decision making process become the owners of it, thus it gives them a personal interest in seeing the plan succeed. Thirdly, communication is clearer as everyone has a better understanding of what role they must play as part of the team. Next, it creates an open trusting communication bond. They are no longer just the doers for the organization -- they are now part of it! Finally, recognition and appreciation from a respected leader are powerful motivators.

Look out for your team’s “Personals”. Although manager does not have control over assistants’ personal lives, but they must show concern for them. Things that seem of no importance to you might be extremely critical to them. You must be able to empathize with them. This is from the German word, *einfühlung*, which means “to feel with”, or the ability to perceive another person’s view of the world as though that view were your own. But doing so note that empathy differs from sympathy in that sympathy connotes spontaneous emotion rather than a conscious, reasoned response. Sympathizing with others may be less useful to another person if we are limited by the strong feelings of the moment.

Keep them informed. Keeping the communication channel open allows a person to have a sense of control over their lives.

Make their jobs challenging, exciting, and meaningful. We have made our each team member feel like an individual in a great team rather than a cog in a lifeless machine. Because people need meaningful work, even if it is tiring and unpleasant; they need to know that it is important and necessary for the survival of the organization.

Counsel people who behave in a way that is counter to the company’s goals. All the guidelines before this took the positive approach. But, sometimes this does not always work. We have set the quarterly feedback session tradition where manager let people know how / when they have not performed to an acceptable standard. This counseling has a powerful, long-term impact on our people and the effectiveness of the organization. Counseling is talking with a person in a way that helps him solve a problem. It involves thinking, implementing, knowing human nature, timing, sincerity, compassion, and kindness. It involves much more that simply telling someone what to do about a problem.

**Leadership and Motivation Equation**

\[ \text{Reward} \times \text{Performance} \times \text{Instrumentality} = \text{Motivation} \]

- Reward = the amount of desire for a goal (What is the reward?)
- Performance = the strength of belief that work related effort will result in the completion of the task (How hard will I have to work to reach the goal?)
- Instrumentality (Belief) = the belief that the reward will be received once the task is completed (Will they notice the effort I put forth?)

The product of Reward, Performance, and instrumentality is motivation. It can be thought of as the strength of the drive towards a goal. For instance, if an employee wants to move up through the ranks, then promotion has a high reward for that employee. If the employee believes that high performance will result in good reviews, then the employee has a high Performance. However, if the employee believes the company will not promote from within, then the employee has low instrumentality, and the employee will not be motivated to perform better.

**Performance Management**: we are making available to our employees clear periodic goals, focused efforts and on-going individual feedback to bring out the best from them -- and this has posted healthy impact on plant’s bottom line.
performance. Everyone at our workplace, from senior executives to the front line, understands the importance of aligning his performance with the organization’s vision, values, and strategic priorities.

It was learnt from this study that most of our plants have not established a performance management system to provide this tactical framework. In ignoring this managerial tool, these unwittingly may fail to execute their key business initiatives, allow employees to pursue their own improvement agendas (or, perhaps, to pursue none at all), and have no clear system to reward and recognize high performers which deteriorate organizational work.

**How to of Performance management & Business excellence**

Work and perseverance are requirements for any manufacturing improvement. Short-term HR achievements at manufacturing floor can quickly build a program that underpins operational excellence. Company has observed operational transformations occurring at all levels of HR competence, ranging from departments in need of basic training assistance or to add a final component to an already outstanding program. Company has concluded that in every situation, improvement is based on four elements:

1. **Commitment to human resources excellence**: Just as a facility or organization cannot be satisfied with mediocrity in its production practices, it needs to take the same hard look at its human resources processes, demanding the same willingness to improve. This commitment needs to be developed into a detailed plan/strategy to achieve excellence.

2. **Dedicated drivers**: Every organization needs a champion to transform it. Ideally this change leader will be at the top of the organization (e.g., CEO, Director, VP human resources) or at the top of the facility (e.g., General Manager, plant manager or other executive staff). This leader gives voice to the HR strategy and drives the transformation.

3. **Benchmarks/proven approaches**: At ours these developing environments we don’t suggest reinvent the wheel. Find and benchmark plants or organizations that already have highly effective human resources programs. Visit their sites, talk with their leaders, study the metrics that worked for them, ask about their failures, and seek out the resources and external aids that have helped them.

4. **Move the needle on engagement**: Engagement is becoming the foundation of manufacturing excellence. It requires effective frontline leadership, empowerment, clear goals/accountabilities, employee development, and abundant recognition for your high performers. Engagement makes employees’ jobs more interesting, motivating, and rewarding; workers, in turn, take greater pride in their work, put forth greater effort and become more valuable to their organization. Many of the manufacturing philosophies that can improve operations and processes, such as Lean Manufacturing, Total Quality Management, or new technologies all can succeed or fail based on the commitment and passion of your workforce and simply cannot gain traction without employees “owning” their jobs.

5. **Healthy lust for kaizen**: Kaizen is the Japanese philosophy of continuous incremental improvement. Incorporation of kaizen attitude in Performance management programs is essential i.e. If each team member has a desire to do what they did today, better tomorrow, then they will automatically want to satisfy their internal customer needs. If any problems arise with the deliverables they produce, they will naturally want to resolve them. Company organize departmental Kaizen exhibitions annually and top models are being given incentives.

6. **Increasing driving forces**: One way of changing the behavior of the product delivery teams being used is to increase the size of the driving forces.
REFERENCES


