EXECUTIVE ROLE EFFICACY AMONG KNOWLEDGE WORKERS (AN INVESTIGATION INTO THE SELF PERCEPTIONS IN THE HIGH TECH INDUSTRIAL SECTOR OF THE TRICITY OF MOHALI – CHANDIGARH – PANCHKULA)

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INTRODUCTION

This is an investigative paper based on human Resources Management deals with the enhancement of motivation levels of the organization’s internal customer such that the per capita increase in effectiveness and efficiency levels of production (of goods and services) is brought about in such a way that the external customer’s needs are more than adequately satisfied. This is therefore far more than what conventional personnel management aimed at and conventional industrial relations forms a sub-function of this specialization. It is argued that the per capita increase inefficiency and effectiveness is not possible to be brought about unless the self-perception of the internal customer is enhanced. The internal customer must begin to believe in herself/himself and thereby bring about a qualitative and quantitative improvement in the role fulfillment process itself. It is one of the principle tasks of HRM intervention to make this happen. This paper is to find out high attrition in the software industry is principally because technocrats do not have a sense of belongingness with the organization. It is wrong, we argue, to say that their loyalty lies with technology as some CEOs claim. Their loyalty is to their values and technology forms a part of their value framework. As long as their values are in consonance with the values of the organization they will stay on. If the two sets of values are at variance they will either change their own values or quit. With a receptive labor market the second option is found to be a better one to adopt for these young technocrats.

This microeconomic reality had to contend with a post 1990 macroeconomic realism, which took the shape of liberalized markets, privatized means of production and globalize competition. The macroeconomic reality expected organizations to operate on the cutting edge of technology. The executives employed therein were expected to be effective and efficient thereby affording the much needed competitive edge. They are asked by their employers (to use Tom Peters’ euphemism) to thrive in chaos. Faced with this macroeconomic need to perform better, the executive looked upon infrastructure to support him. That was conspicuous by its absence. What was present was a general air of anomie that pervaded the city alongside of a general atmosphere of belligerence to all forms of organized competition born out of years of retarded capitalism o this socio-cultural malaise there were sprouting all sorts of fundamentalist organizations, which evoked all forms of metaphysical constructs without an adequate philosophical basis. Religion was reduced to vulgarized ritual at best and politicized power grabbing at worst. A veil that was so thick that one could not see the wood for the trees. Blind belief and dogma shrouded the greatness of Hinduism, Buddhism, Christianity and Islam. Priesthood (irrespective of religion) had become to many a
means of continued and assured employment rather than an act of faith. Politicians exploited this situation wherever possible. Hence full political mileage was made from the most trivial of events by invoking either the wrath of God or the appeal to Bernard Shaw’s middle class morality, and that too of a retarded variety. But the organizations had to thrive and succeed, for which they depended on their executives to deliver. Society registered development less growth and there was a crying need to deschool society (using Ivan Illych’s term). Everyone we spoke to agreed but who would bell the cat was the million-dollar question.

Everyone wanted to be a professional but circumstances dictated otherwise. Everyone claimed to a professional but was actually looking for short-term pecuniary benefits only. The true professional felt like a fish out of water. This would, it was felt, give rise to further alienation and consequent frustration in the high-tech sector after the stock prices crashed in April 2001. This situation was exacerbated as the mindset of the superstructure i.e. the bureaucracy which was continuously oscillating between rhetoric and fundamentalist dogma leading unfortunately to a state of social anarchy. To test this broad hypothesis, the well-known and well-accepted instrument developed by Udai Pareek and T V Rao was used and this paper is the result of the findings. The approach to this subject herein is not from a position of organizational behavior as may have been expected but rather from a business policy perspective. And that is what makes this paper different from other studies of this kind.

We isolated the knowledge worker for examination because we are living in the age of the intellect and a lot is said and done in the name of this new species of the genus from which Marx’s proletariat had sprung.

OBJECTIVE OF STUDY

For the above to fructify, there is a need for at least the managers to have absolute role and goal clarity. Once this is achieved then the question of efficiency and effectiveness becomes easier to tackle, since this clarity gives the desired direction for thought and a desired attitude for action. And, once this brought about, one can meaningfully speak of developmental growth in the organization. Without it, what may happen is development-less-growth at best and confusion at worst. This paper examines role efficacy of managers in twenty randomly handpicked organizations in the manufacturing and processing industrial sectors in Tricity: Chandigarh, Panchkula & Mohali.

SIGNIFICANCE OF STUDY

Having examined the role efficacy, this paper ventures into the area of HRM strategy, which should be brought forth as a result of this sort of diagnosis.

WHAT IS KNOWLEDGE WORKER/ ROLE EFFICACY

Role is defined as the position a person occupies as determined by expectations from significant persons, including the person himself. As some scholars like Narayan Sheth would say, it is a structural-functional notion. Since the role consists of expectations, which the role occupant has from his own role, as well as expectations from different significant persons who work and interact with the role occupant, the role has a much broader purview than the job. When an individual is assigned an organizational role, he strives to be effective. For this, not only does she/he respond to other’s expectations from the role, but also does she/he create
such expectations. In this process some individuals perceive abundance of resources in the organization as well as in themselves; they feel elevated in utilizing organizational and personal resources. On the other hand, some other individuals in the same role set perceive inadequacy, both in organizational and personal resources, for meeting the expectations of their role. They face a number of problems that cause anxiety, tension and stress. Thus, there appears to be a need to explore the process as to why some individuals feel elevated in meeting their role expectations. There is also a need to understand why and how other individuals feel conflict and stress in fulfilling the demands of their role.

ROLE BEHAVIOR

Behavior of individuals in relation to their role expectations is called role behavior. We adopted this working definition. According to Kahn et al.(1964) role behavior is usually role taking behavior of all the people in the organizational milieu. Such a behavior is reinforced by the organizational system. Role behavior in reaction to role prescription causes stress in the individual, resulting in absenteeism, indifference, sickness and sudden or insidious decrease of productivity in the organization. Voluminous research has been carried out in the recent years on the varied nature of role stress interrelation to various personal, group and organizational variables. It shows that the role stress reduces pleasantness from the job and increases fatigue. It also reduces one’s capacity to utilize and mobilize resources available in them as well as in the individual.

Both the organizations and the individuals have to deal with this situation by keeping the role occupant plan for his own role. The process of enriching the role is called “role efficacy”.

The concept of role efficacy or role making, it may be argued, is not a new concept in India. It has its roots in the Bhagwat Geeta, which preaches the individual to feel pleasure in each and every process of work (karma) and not bother about results. But role efficacy is born out of self worth, or what Rene Descartes would have called cogito ergo sum.

Research has found that role efficacy reduces role stress since clarity obviates uncertainty, which is a great stressor. Leadership, furthermore, works smoother and delivers better results in a conducive work environment. This ultimately influences role efficacy of organizational members and productivity of organizations. Role efficacy has been found to bring about a significant improvement in the performance of organizational members. It has been seen that there is a positive change in interpersonal relations as well as overall job behavior with role efficacy.

ROLE SPACE

Each individual occupies and plays several roles. Many married couples fall out with one another because each is encroaching on the other’s space and denying the other his/her individuality. Paternalistic parents imbibe this in their children and this spills over in their work life behavior as well. An individual X is a daughter, a mother, a salesperson, and so on. All these roles constitute her role space. In the center of the role space is the self. Role space thus can be defined as the dynamic interrelationship both between the self and the various roles an individual occupies, and amongst these roles.
ROLE SET

The expectations of other significant roles and those of the individual himself/herself/himself define the individual’s role in the organization. The role set is the pattern of relationship between the role and other roles in the organizational context as well as in the general environmental context.

Some factors, which reduce the role effectiveness of individuals in organizations, especially those we studied are as follows:

1. INTER-ROLE DISTANCE: It is the difference between the organizational and non-organizational roles. For e.g. the difference a person perceives in her role as an executive and as a wife.

2. ROLE STAGNATION: This is a result of the gap between the demand to outgrow a previous role and to occupy a new role effectively. It is a feeling of being stuck in the same role.

3. ROLE EXPECTATION CONFLICT: This type of stress is generated by different expectations by different significant persons about the same role, and the role occupant’s ambivalence as to whom to please.

4. ROLE EROSION: This is a function of the role occupant’s feeling that some functions which should properly belong to her role are transferred to or performed by some other role. This can also happen when the role occupant performs the functions but the credit for them goes to someone else.

Another manifestation is in the form of under-utilization in the role designated.

5. ROLE OVERLOAD: When the role occupant feels that there are too many expectations from the significant roles in this role set, she/he experiences role overload.

6. ROLE ISOLATION: This refers to the psychological distance between the occupant’s role and other roles that in the same role set.

7 PERSONAL INADEQUACY: This type of feeling arises when the role occupant feels that she/he does not have the necessary skills and training for effectively performing the functions expected from her role.

8. SELF-ROLE DISTANCE: When the role a person occupies goes against her self concept then she/he feels self-role distance type of stress. This is essentially a conflict arising out of mismatch between the person and the job.

9. ROLE AMBIGUITY: It refers to the lack of clarity about the expectations of role which may arise out of lack of information or understanding.

INDUSTRIAL ORGANIZATIONS IN SEEPZ AND MIDC (MAROL)

Accordingly, we administered the Role Efficacy Study to a representative cross-section of the industries in Tricity (Chandigarh, Mohali and Panchkula). Indian Organizations selected for the study were the comparatively larger ones and those that employed professional
management of one sort or another. The level of professional management ranged from those operating in the feudal-mercantile-trader mode to the innovator-entrepreneur-capitalist mode. The discussions in this paper are at the macro level and so instances of individual organizations will be sited only to strengthen an argument or while making a point.

The average role efficacy score for the respondents worked out to be 86.42 with a standard deviation of 6.12. Of course, this cannot possibly be a reason to rejoice about. For the score could well indicate a high level of complacency and stagnation that keeps productivity and efficiency under wraps. Managerial concepts are learned through experience as well as by pure necessity, such as due to perceived threats from the environment. The concept of ‘more for less’ i.e. more productivity from less employees is a thought that can be considered sacrilege in an organization which has been fighting for its survival for almost eight years now.

Environmental scanning does take place to a certain extent in the industry, though even here the practice is to serve and retain traditional customers as in the case of some software companies. Files and paper pushing, movement between and within trays seems to occupy a significant portion of the working time. The clerks are on a permanent treasure hunt while the executives may take a break. This is a sort of an exemplary industry where a moment's delay in communication can be catastrophic. And yet the lackadaisical attitude from the top down leaves one wondering how the ball game actually goes on. Also evident is the typical state bureaucratic 9-to-5 attitude of employees, since they are, after all, guaranteed a pay packet at the end of the month. Getting fired from a job for inefficiency is quite thinkable and being pulled up for non-performance is no longer anathema. But the demand outstrips supply so the employees have a devil may care attitude.

On the flip side, we note that the high Role Efficacy score could reflect the high trust factor in a close-knit work group, where mutual trust is the order of the day. This could also be a result of less competition and thence less internal rivalry between internal customers. This is especially so since the compensation packet and reward prospects could be based on seniority and not on merit.

A BRIEF DESCRIPTION OF THE STUDY

The study began in August 2011 and ended in September 2012, in the Tricity (Chandigarh, Panchkula, Mohali). Questionnaire is used to collect data from the IT sector, and the following categories of employees.

1. Project Manager
2. Team Leader
3. Team Member

A total of 200 valid questionnaires were analyzed out of 500 questionnaires distributed. Besides those who had filled the 200 valid questionnaires, 10 project managers, 20 team leaders and 40 team members were interviewed in depth to cross reference the findings and validate the conclusions. The result was that the author was convinced that feedback from the data thrown up in the interviews more than supported the analysis of the questionnaires which is given below.
ANALYSIS OF THE RESULTS

Given the above scenario, we wanted to see how effective were the knowledge workers in the IT industry in the roles they played within the various organizations. There were 10 dimensions used in this study for measuring the role efficacy following the Pareek-Rao model.

On taking the arithmetic mean it was found that on a scale of -2 to +4 for each dimension the average scores ranged from 2.39 to 3.84, which shows that on average the executives rated themselves to be effective along the ten dimensions. The coefficient of variance was less than 0.3 in 8 dimensions except in the case of superordination (0.42) and influence (0.53). Hence, on the whole, we see that there is not much variation in the responses of the executives for each of the ten dimensions between the various organizations studied. Some generalization of the findings is therefore permissible given the rigor used by social scientists.

CENTRALITY: The average score (2.81) indicates that the senior executives perceives herself/himself to be playing a central role in the organization. She/he considers her work to be quite important.

INTEGRATION: The average score (3.52) indicates that the executives perceive their training and knowledge to be utilized to a great extent in their present role. They are seen to be enjoying most of the parts of their role. This has to be studied in light of the organization surveyed, a majority fell in the slow moving public sector or tradition based category.

PRODUCTIVITY: The average score (2.95) indicates that the executives perceive themselves as having a good amount of freedom to take initiative and act on their own in their role.

CREATIVITY: The average score (3.58) indicates that the executives are able to use their creativity effectively in their roles.

INTER-ROLE LINKAGE: The average score (3.48) indicates that the executives perceive themselves as working in close collaboration with their significant others in their organizations. They also perceive that their significant others see their role (the executives’) as significant to their own role.

HELPING: The average score (3.51) indicates that the executives perceive their environment as being helpful and conducive to their work. They are also seen to be experiencing mutual help in their role. The coefficient of variance in this case is 0.42, which indicates that there is a fair amount of variance on this dimension.

SUPER-ORDINATION: The average score (2.51) indicates that the executives perceive themselves as not being able to contribute to society to an extent that they would like to do. The coefficient of variance in this case is 0.53, which indicates that on an average the senior executives are not able to relate his role to the society at large. There is a lot of hype and false consciousness.

INFLUENCE: The average score (2.92) indicates that the executives perceive themselves as being able to influence important decisions and also consulted frequently.
GROWTH: The average score (3.45) indicates that the executives perceive themselves to be growing within their roles. Their role is seen to be contributing to their learning.

CONFRONTATION: The average score (3.95) indicates that the executives perceive themselves as effectively confronting problems through mutual aids.

THE IMPLICATIONS

As was stated that studies cited earlier this study revalidates the finding that there is no significant correlation among the dimensions as perceived by the executives and each of the 10 dimensions can be considered to be independent. This would imply that there is a discrepancy between the subjective perception of and the actual realization of objective social reality.

The individual operates within the freedom and constraints of the organization. The role and individual behavior is facilitated or hindered by the corporate image. The organization can in itself be submitted to a SWOT analysis. Again, the organization operates within its environment. It is here that the organization’s position can be placed in the BCG Matrix through environmental scanning to enable the top management to acquire the appropriate strategy.

The role of the Chief Executive Officer in Organizational Change must be underscored in this regard. Hence, the study into role efficacy led us into positing a Business Policy prescription for industry in Tricity (Chandigarh, Panchkula and Mohali), which could best be realized through proactive HRM intervention. We accordingly proceeded to put forth our strategic change management approach at the individual and organizational level, which could serve as a guide to the HRM Specialist who may wish to initiate and spearhead organizational change in such a macro-economic environment. After all this is what the end use of action research is all about.

STRATEGIC INTERVENTION AT THE INDIVIDUAL LEVEL

An organization can be considered as an extension of an individual. It is the individuals within the organization that impart the personality to the organization. When an organization has very few or no competitors and no benchmarks it may perceive that things are absolutely fine. This may cause it to remain complacent. Similarly when an individual has no competition, no benchmark, she/he may perceive herself/himself to be highly effective in her role. In this case, unless the individual is a self-starter there is no motive to change. In a majority of the cases, it is only when an individual is pushed to the point of survival that there is felt a need to change.

But change can cause conflict and frustration, which is manifested externally as resistance to change. This change can be brought about effectively and have long term benefits only if the individual asks the important questions, Who am I?, What is my vision, mission and goal in life?, What are my strengths, weaknesses, threats and opportunities?

The situation is quite analogous to an organization, which goes on to first itself in terms of vision, mission and goals. This is then followed by a diagnosis of its problems, designing a strategy, developing it and finally delivering it. This is followed by evaluation of the strategy. Delivery is a critical point for most strategies since it is here that the strategy has to face
constraints, the most important one being the subjectivity of man. As it is said “Most of the strategies fail at the man management level” and few managers realize that man is the beginning and end of all analysis, he is both the subject and the object of social inquiry.

The implications of these are that change has to be properly communicated.

There could be two cases

1. The manager is a slow moving organization where the demands from her/his role itself are less and she/he perceives herself/himself to be effective.

2. The manager is in a fast responsive organization and is able to fulfill her/his role demands and feels satisfied.

Thus, the role efficacy score has to be seen in light of the organization in which the senior executive is at present.

In Case 1, the strategic change has to be brought about at the organizational level which would directly lead to role changes and job enrichment at the individual level. Without this, the scope of individual development in her present role would be severely limited. Nevertheless an individual strategy would help the manager to perform better in her role, whatever be the nature of the organization.

In Case 2, having a strategy would multiply the effectiveness of the manager in her/his role. If Harvey Leibenstein’s X Inefficiency were to be taken into account there is always room for development and growth. (The theory states that there is an in built inefficiency in all systems, which enables technological progress to take place.)

Based on the findings this paper proffers a policy prescription at the level of the individual manager and at the level of the organization. The strategy at the individual level for the senior executive in Tricity can be stated, using the accepted 5 D Approach to organizational intervention, in the following manner.

**DEFINE**

The individual would have to work with an HR facilitator which would enable her/him to define herself/himself in terms of the basic truth in her life, her vision, mission, goals, strengths, weaknesses, motives etc. This would be done with the prime objective of role effectiveness within the organization.

**DIAGNOSE**

This would involve diagnosing problems and identifying the problems which act as hindrances to role effectiveness. The 10 dimensions of the role efficacy questionnaire would help in identifying weak and strong areas. The dimensions themselves can be inter-related to similar groups. A feedback form from the people in the manager’s role set could be an effective indicator as to the extent to which their expectations from her/his role are being met.
DESIGN

This would involve actually designing the strategy keeping in account the organization, the definition and the diagnosis. The HR facilitator would do this since designing a strategy on one’s own could lead to bias. The HR facilitator here is analogous to an internal strategic consultant in an organization.

DEVELOP

This would involve testing the strategy for a short period, say a week, to note the flaws in it. This would act as a pilot study. This would also help to prepare the individual for implementation on a long-term basis. The strategy would be put to a timeframe for scheduling.

DELIVER

This would involve actual implementation of the strategy. The manager would have to work in close co-ordination with the HR facilitator all through and deliver results. The fruits of HR intervention should be measurable and thereby the efficacy of the intervention itself can be judged. This brings us to the question of Evaluation, which most organizations miss out on or undertake in an unscientific manner. This would involve the mechanisms for reward, monitoring, feedback and evaluating the progress of the manager. In sum two questions would be asked. (i) How does one know whether the HRM intervention has succeeded and (ii) how is HRM intervention measured?

STRATEGIC INTERVENTION AT THE ORGANIZATIONAL LEVEL

Organizational Diagnosis is rendered quite obscure by the high scores generated through the role efficacy study. Here we are concerned more with the mindset of those in positions of decision making be it managerial or bureaucratic.

The main problem from the hotel industry point of view is that the tourism industry has not been fully developed, so that the benefits due to increased revenues due to new clients is doubtful. The same situation can apply to the State Banks, in a different context, of course. But the benefits of a strategic upheaval can be accrued in other ways. After all, profit can also be enhanced through reduction in performance costs, due to better working methods and the resultant time saved. This can be identified as the Price-Product Benchmarking System. Also, the customer would be more likely to experience a ‘thrill’ if she/he is served with a lot more ease and a lot less complications. This could also result in a positive word of mouth recommendation to friends and acquaintances.

DEFINE

The high role efficacy indexes generated through the survey indicate that there is `no problem’. But can this not be a problem in itself? What is clearly missing in the cross-section of the industries is a `pro-active’ approach, so that they do not identify the invisible links to strategy.

The problem is with the ‘habits’ that have become part of the organization’s personality. What is needed is a complete change of attitude.
The superstructure is under attack. If meritocracy is to replace mediocrity for all-round development and an improvement of the quality of life, the question is how to bring it about? This is especially since there is so little economics with the politics and so much politics with the economics in Tricity (Chandigarh, Panchkula, Mohali) as with the rest of India.

**DIAGNOSE**

Before one launches into a revolution in the company’s culture, it is important to find out exactly where the organization is now where does the core competence lie. This should decide whether the firm is to go for forward linkage or backward linkage. Should a strategic re-alliance be struck? Should there be change for the sake of change itself?

The socio-political environment can hardly be put to blame, as acculturation is possible in the Tricity (Chandigarh, Panchkula, Mohali) business environment because of the high level of education and mutual self-respect. The role that the organization plays in society should be enunciated to arouse responsibility. What needs to be blamed roundly and squarely is the unwillingness and the inability of those in positions of power to change their mindset.

Looking at each of the organizations in turn, it is recommended that one should conduct a company audit through consultants as catalysts of change. One should further note the most valued elements as also the hindrances to be futuristic. The audit should extend beyond the internal customers. Client, suppliers, the local community, shareholders, and the financial community can all cast light on the habits of the organization. In addition, their views must be taken into serious cognizance. The change in attitude is not only on the part of the employees but also on the part of managers, or else all our efforts would be in vain. Change starts from the top. Managers should walk their talk or put their money where their mouth is. A strong-minded chief executive can clearly exert a powerful influence in shaping a company’s culture.

**DESIGN**

The basic organization growth strategy can be put forth as:

- Have a set of core beliefs against which managers can benchmark their actions.
- Establish standards of honesty, quality and consistency.
- Measure performance in terms of results that can be actualized and quantified.
- Establish performance vis-à-vis standards set and re-examine these continually.
- Take corrective action immediately and monitor progress astutely.
- Reset goals and re-define roles on a continuous basis.

The Corporate mindset has to be changed through sensitivity training and culture building. Business Heads must be given some hard lessons on developmental growth. Sensitivity
training by an experienced, senior and competent industrial psychologist would be easier to facilitate. In the hands of a psychopath or a novice the results would be catastrophic.

The program itself is to be designed in a way to enhance awareness of a better synergistic approach through better working methods. A very important phase of this program is benchmarking. It is important to expose existing employees to the ideal organization, not only through in-house videos, but also through planned visits. Following the elementary and probing questions raised by Peter Drucker, inter-organizational and intra-organizational communication can be facilitated and be made more meaningful if the enterprise knows:

What is our business?

What will it be?

What should it be?

The key lies in preparing the organization for the future challenges. Futuristic thinking does not mean predicating everything to a 21st century scenario as is the general trend these days. One must realize that 2000AD is a date and what concerns strategists is not a date but a process; a process of change which in India began in the 1990s and must be brought to a logical conclusion, whenever that is. For this the organization must set clear and realistic goals. Once these goals are established, the shackles of tradition can be broken to inculcate a futuristic outlook, instead of merely stating that, we have been in this business for 100 years. We do admit that the general public have a positive, trusting image of the local industries in SEEPZ and MIDC (Marol) as a good, honest place to shop in the sense conduct business transactions. But for real development to take place a quantum change in the executive mindset is called for.

The influence that most shapes a company’s culture is the goals set by senior management. Employees cannot help if they are not clear about the organization’s goals. Beware of fine sounding mission statements that mean little in practice. Choose credible, practical, and measurable goals that imply striving and long-term commitment. Goals should be actionable by everybody in the business. This was clearly evident in the common-sense approach of some. Simple charts that display the work culture and methods of the organization were seen everywhere.

Increased efficacy methods could point towards an alarm bell that goes off when efficiency reaches a certain upper threshold level to signal a round of retrenchments. This is exactly what the HRM-Ethics problem in some companies is all about. But even without such a drastic measure, one can ensure ‘more with less’ output by seeking only entry-level employees.

The key idea should be to deliver quality output with a low unit price that would sell in large volumes. And there would be no customer complaints. This, of course, cannot come free of charge. It should require sufficient investment in redesign of office systems, modernization measures such as computerized management information systems high-tech training programs - and paying above-average salaries for above-average performance. If a firm pays peanuts, it can only expect monkeys to work in it. The simple lesson is, reward well both to get good people and create a corporate culture which creates a concept of trusteeship to retain
them. Since if the environment is not conducive to personal growth, the employee will leave, and if you pay peanuts you will get monkeys.

DEVELOP

The corporate culture change can be effective only if it is sustainable and value based. Moreover, there must be total participation on the part of all employees. If just one person in the department has a motivation problem, that problem can easily spread to others.

The strategic approach emanates from the top management and is distributed to the divisional heads. Frequent meetings ought to be held where she/he can head off the negative vibes that an unhappy employee exudes. Managers should be sticklers for an open door policy based on trust and transparency that facilitates commitment and communication. In an organization, where everyone works in completely open-plan offices but the sense of trusteeship was found lacking and this may have led to the underlying current of discontent. There can be a brighter side to the implementation programs too. Staff who does not come into regular contact with customers can be encouraged to wear casual dresses. Such flexibility as informal office parties can also encourage acceptance of novel ideas. More importantly, managers should be encouraged to act creatively by being constructively unreasonable as G B Shaw would put it or thinking in an Upside Down Fashion as Charles Handy argues.

Management is a word derived from the Italian Managerie, which implies the art of handling horses. Hence, equally important for an organization is it to train other horses in the stable. This is an essence of role efficacy enhancement, where every one person can specialize in a certain role, and yet step in smoothly and take over the reins in the event of a role change. Chief Executives must learn the act of delegation, instead of enjoying their power role. In any event, CEOs are meant to drive the company and not spend too much time in the back seat with the others. How top management spends their working time and how they make special efforts to back their noble goals with hard currency speaks volumes of their commitment. A management control system has to be designed.

DELIVER

Employees should not feel apologetic when talking about the company’s policies. They should have no trouble defending them because they should believe that it is fundamentally right. The message about the mission, values, or beliefs of the company has to be repeated ad infinitum for it to be imbibed and accepted. Brochures that explain the changes and have visible support from top management create good impact.

Employee attitudes are a product of the environment in which they work. That is why the power to change culture lies in the hands of the managers. And as commonly misunderstood, although this change cannot come except with the blessings of top management, it is the middle layers which will activate the process. The task is not easy, however. It takes time and patience. Just as current behaviors only become habits by repetition over time, so it will take time for new behaviors to become new habits.

Changing the culture of a business means changing behavior throughout the organization. Training has a key role in showing employees how to change their behavior. First, the training should aim to get employees to sign on to the changes by explaining why the company wants to change and inspiring them with the vision of a more exciting future. To do
so training must be (a) organization and need specific rather than generic on the one hand and (b) interactively facilitated and not didactically imparted on the other.

**FACILITATION STRATEGIES AT THE ORGANIZATIONAL PYRAMID LEVELS**

- Top executives take best to a workshop format, with carefully planned agendas and input from outside experts.

- Middle managers often feel threatened by change. Moreover, this is where the whole catch is, especially in industry cross-section where rewards are seniority based and rarely merit based. One must get the support of the middle managers by making clear what their new role is. The senior management should have them propose positive actions they can take to drive initiatives forward. Ownership will bring commitment.

- Front-line employees need practical techniques with which they can ``do it better for the customer."

Employees must be facilitated so as to enable them to meet the standards of the new culture from the moment they join. That is when they are most likely to respond.

A high role efficacy measure can be obtained directly by pressing responsibility for output, quality, and good housekeeping down to where it belongs - with the operators. Managers must stop policing and add value by providing systems and support.

**PERFORMANCE EVALUATION INDICATORS**

These could be a concrete indicator of increased efficacy that could contribute directly to the bottom line. The concept of opportunity costs is essential for development but for sustained growth for every business should aim to make profit or else it should close shop. The moot point can be stated thus: whereas profit making is a necessary condition for being in business, when it becomes the only aim of being in business, the innovator-entrepreneur-capitalist slides back into becoming a mercantilist-feudal-trader. And it is then that organization development remains an illusive rainbow.

One felt need arising from the inter-personal interaction with managers was the disenchantment with performance evaluation measures employed. Except in the few private sector owned service industries performance evaluation was either too personalized as in the case of some or too automatic as in others.

This is a prime case for overall HRM intervention at the level of the organization through out Tricity (Chandigarh, Panchkula and Mohali) on a macro level. But a beginning has to be made somewhere. Hence as an immediate measure of intervention, and in order to address the issues raised by the role-efficacy survey, we feel the issue to tackle first is Performance Appraisal Systems. In view of the ground realities, we opine that Performance Evaluation indicators could take the form of:

1. Financial measures such as Gross margin to total capital employed and total working capital employed.

2. Production measures such as capital utilization and total value to production.
3. Investment Efficiency measures such as deviation between actual capital costs and the budgeted cost of the completed projects.

4. Last but not the least would be the Social Audit.

Self-set departmental measures help each area show their particular contributions to the company’s chosen goals. Company-wide measures keep the whole organization focusing on those goals. The sheer weight of attention on a critical few areas will bring about permanent behavior changes. The trivial many would automatically conform once the vital few have been addressed and set right.

REWARDS

To change the culture of a business, one must reward and encourage the behavior one wants to see, so as to ensure that it gets repeated. When employees own a share in it, serving the business well is in their own best interest. Businesses that share profits with their employees do consistently better on every measure than those that don’t. At the same time, do not pay out when there is no money. These measures will certainly drive the truth home. How these rewards will be ascertained is another issue altogether.

CONCLUSION

REFERENCES


