Chapter Eight

CONCLUSIONS AND SUGGESTIONS

1. Conclusions of the findings

2. Suggestions
CONCLUSION

The term Job satisfaction refers to an individual’s general attitude toward his as her job. A person with a high level of Job satisfaction holds positive attitudes while dissatisfaction holds negative attitudes about the Job. When people speak of employee attitudes more often than not they mean Job satisfaction. The two are frequently interchangeable. Job satisfaction is a dependent variable which can be said as the difference between the amounts of rewards workers receive and the amount they believe they should receive. Jobs represent an attitude rather than a behavior because it demonstrates relationship to performance factors and the value preferences. It is belief that satisfied employees are more productive than dissatisfied employees.

Now days the managers not only concern about the quantity of life (higher productivity and material acquisitions) but also with its quality. Individuals with strong humanistic values argue that satisfaction has become legitimate objective of an organization. Satisfaction is negatively related to absenteeism and turnover, and organization has responsibility to provide employees with jobs that are challenging and intrinsically rewarding. As it has been stated that Job satisfaction is a dependents variable, it depends on individual-level variables. This indicates that people enter organization with certain characteristics that influences their behavior at work. The more obvious of these are personal or biographical characteristics such as age, gender, marital states, personality characteristics, inherent emotional framework, values and attitudes, and basic ability levels. These characteristics are essentially intact when an individual enters the work force and for the most part, there is little management can do to alter them, yet they have a very real impact on employee behavior. Therefore each of these factors biographical, ability, values, attitudes, personality and emotion should be given an extra care. There are other individual-level variables that have shown affect on employee satisfaction-perception, individual decision making, learning and motivation.

The behavior of people in groups is more then the sum total of all the individuals acting in their own way. It was observed /acknowledged during the survey that people’s behavior when they are in groups is different from their behavior when they are alone. Just as groups are more than the sum of their individual members so are organization’s more than the sums of their member groups. The design of the formal org. work processes and jobs, the organization’s human resource policies and practices (selection, training programs, and performance evaluation) and the internal culture all have an impact on the dependent variables. Ultimately managers and all employees of the organization need to develop their interpersonal or people skills. If they want to be effective and efficient in their jobs, in order to feel satisfied with the job.

The relationship between age and job satisfaction is an issue of increasing importance. There is widespread belief that Job satisfaction declines with
increasing age, reasons are job performance declines with age, aging of workforce, and third is outlaws mandatory retirement. It has been found during the survey that women are more willing to conform to authority and that men are more aggressive and more likely then woman to have expectations of success, but those differences are minor. Gender does not affect job satisfaction. Discipline does have a place in organization. Employee Discipline is very must in organization and to carry of discipline action costs in terms of time and money and above that it may provide only a short-term solution and result in serious side effects. Our perception of people differs from our perceptions of inanimate objects such as desks, machines or buildings. We make judgments about others in many ways projection, stereotyping. When superiors make judgments about subordinates they may practice of the methods. Employees Performance Appraisal is very much dependent on perceptual process as it is assessment of work ones the past year. Loyalty is another important Judgment as assessment or commitment is highly judgmental. Flexible benefits allow employees to pick and choose from among a menu of benefit options. Org. create rules procedures policies job descriptions and other forms of formal regulations that the organization imposes on all its employees, the more the behavior of work group members will be consistent and predictable, giving a clear picture of intentions and needs/ queries of individuals so that proper measures can be taken in right to maintain and retain production employees. Existence of clear roles and structure in org helps to define who reports to when who makes decisions and what decisions individuals or groups are empowered to make.

Three important variables of human behavior have been discussed, viz., attitudes, values and job-satisfaction. Attitudes represent a persistent tendency to feel and behave in a particular way towards some object. Attitudes are not learned. They are acquired from several sources, the more important of them being direct experience with the object, associating an object with another about which an attitude had already been formed, from family and peer groups, from the neighborhood, economic status and occupations, and mass communications. Attitudes perform four important functions, viz., utilitarian, ego defense, value expressive, and knowledge. These functions help us respond to individuals or objects in a meaningful way. Attitudes endure, but they can be changed. It is in the best interest of the organization to try for a change. But change is rather difficult because of certain barriers. Such barriers include cognitive dissonance, prior commitments and insufficient information. Barriers can be overcome and it is possible to change attitudes. Providing new information, use of fear, influence of friends or peers, co-opting and others, are the popular ways of changing attitudes. Attitudes are significant for managers because of their impact on employee behavior, attitudinal influence on perception, job-satisfaction, job involvement, and organizational commitment.

Value is tinged with moral flourish, involving an individual's judgment of what is right, good or desirable. Values are of two types, terminal and instrumental.
A terminal value is an ultimate goal. Instrumental value represents a means to achieve terminal value. As in attitudes, values are acquired through experiences with people and institutions. Values are important to the study of organizational behavior because they influence employees' perception, attitudes and (through them) their behavior. Job-satisfaction represents a person's feelings towards his job. Job satisfaction receives the attention of researchers and practicing managers because of its effect on employee turnover, absenteeism, accidents, unionization, and indirectly on productivity. Job-satisfaction depends on the nature of work, promotion chances, and quality of supervision, work group, and working conditions. Attempts have been made to measure job-satisfaction. Measurement of Satisfaction benefits management because it helps managers know the general level of satisfaction of employees; communication - upward communication - improves; attitudes change for the better; reasons for absenteeism and turnover are known; and help to assess the training needs of employees. Benefits are available only when top management is committed to the measurement and extends all encouragement and cooperation for the successful administration of a survey.

Employees should be encouraged to commit themselves to create a dedicated workforce for banking institution. To encourage "Competitive culture" seniority based promotion policy should be abolished. For a competent employee "Time Span" to be prompted to the next rank should be verified. To maintain satisfied and dedicated workforce performance based compensation package should be introduced. Besides financial motivation, other ways to be found to motivate employees. Trade unions are meant for employees and organizational betterment. So, if any negative elements are there, it should be removed to offer better customer services. Frequent transfers lead someone to furnish with day-to-day work only. Transfer policy should be verified for overall development of banking industry. Greatest concern has been seen for recoveries against social banking. Government and management should introduce policies to recover loans offered under Government's scheme. While farming bank's policy besides external factors, management should consider workforce's opinion.

Decision-making is selection of a course of action from among alternatives; it is at the core of planning. It has been seen that cooperative decision-making leads to sense of belongingness, involvement and clarity of objectives. In situations where the impact of a decision on people is strong, its importance is high because with it is attached size of commitment, flexibility of plans, certainty or uncertainty of goals and premises the degree to which variables can be measured and the impact on people. Employees were highly satisfied with the decision making process in the organizations. Consistent with reinforcement theory, rewarding a behavior with recognition immediately follow that behavior is likely to encourage its repetition. It is easy to get work done willingly & enthusiastically from motivated employees as fair recognition system acts as a tool for control. The Japanese have been
especially effective at making suggestion systems work. Employees were satisfied with the recognition system in the organizations.

Performance Appraisal is a process of evaluating en-camp performance of a job in terms of its requirements. Performance Appraisal has sometimes been referred to as Achilles heel of managerial staffing but it is a major key to managing itself. The ideal approach should be free from personal biasness & prejudices (idiosyncrasies). Employees were highly dissatisfied with the Performance Appraisal is a process as performance evaluation is based on personal judgements in the organizations. Confidential report is the document which contains heads on which the performance is upraised. Employees were highly satisfied with the contents or focus of the confidential report in the organizations.

*Job authority* is defined as the extent of discretion or influence that the job incumbent exercises in making job related decisions. *Job accountability* is the degree to which a job incumbent answers for or feels responsible and is asked to answer for his or her work decisions and behavior. Delegation of authority and responsibility is the tendency to disperse decision-making authority in an organized structure. Employees were satisfied with the degree and process of delegation of authority and responsibility in the organizations. Accomplishments & victories recognized in time & meaningful manner improves the morale and satisfaction level of employees. Employees were satisfied with the fact that the accomplishments & victories are recognized in time & meaningful. Behavior is a function of its consequences. Employees were satisfied with the fact that the organization encourages mutual support, sharing of information, ideas and resources.

High levels of performance are partially a function of an absence of obstacles that constrain the employees. Same way importance of good relations show needs for affiliations, the desire to be liked and accepted by others. Employees were satisfied with the fact that the organization provides techniques/methods to maintain good relations among the employees. Training education and development are three terms frequently used. These are the corner-stone of sound management for these make employees more effective and productive. It is also problem-solving device. Career Development is dynamic life-giving element to any organization. Employees were satisfied with the fact that the organization offers career, training and development opportunities. No group can exist without communication and contacts. Communication serves four major functions within a group organization – control, motivation, emotional expression, and information. Employees were satisfied with the fact that the Organization encourages open communication and routine contact.

*Job involvement* is defined as the degree of psychological identification with one's work and reflects the extent to which a person perceives his job as fulfilling his needs. Job involvement has been found at maximum degree if the
physical abilities and skills matches with the abilities, knowledge and skill required for the job to perform. This means selecting right man at right job at right time. Employees were highly satisfied with the fact that they are highly involved in their jobs.

Work involvement is a more global term and is defined as a normative belief that is historically caused to a person on the work. Involvement with work in general or the centrality of work in one's life is more a function of one's cultural conditioning. Employee involvement has become a convenient catchall term to cover a variety of techniques. It is a participative process that organization uses entire capacity of employees and is designed to encourage increased commitment to the organization's success. The underlying logic involving workers in those decisions that affect them and increasing this autonomy and control over their work live, employees will become more motivated, more committed to the organization, more productive and more satisfied with their jobs. Employees were satisfied with the employee involvement in decision-making process with in their jurisdiction. Attitudes are evaluative statements either favorable or unfavorable concerning objects, people or events. They reflect how one feels about something. Employees were highly satisfied with the fact that the organization practices respect for individuals.

Innovation is more specialized kind of change. Innovation is a process where new ideas are accepted or promoted to be applied to initiating or improving a product, process or service. Employees were highly satisfied with the fact that the Organization promotes innovation. Even Quality circles concept has improved employee productivity and satisfaction. This shows that if organization promotes quality and safe work place, up to a large extent the industrial disputes can be minimized. Employees were highly satisfied with the fact that the organization promotes quality and safe work place. Lack of Participative management may lead to poor morale and low productivity. It has modest influence on employee productivity, motivation and job satisfaction. It can be beneficial only under the right conditions. Employees were satisfied with the fact that the supervisors listen carefully to teammate's ideas and suggestions. High rewards accompanying high dissonance tend to reduce the tension inherent in the dissonance. We all know that reinforcement has undoubtedly important influence on behavior. The behaviors we engage in at work and the amount of effort we allocate to each task are affected by the consequence that follows from our behavior. Employees were highly satisfied with the fact that the Organization reward individuals for their loyalty and performance.

Perceiving of policies as fair is very important, as generalization is not without advantages. It's a means of simplifying a complex world and it permits us to maintain consistency... Employees were satisfied with the fact that the Organization has and practices Fair policies. The formal documentations set standards of acceptable and unacceptable behaviors and
allows us to predict a good deal of an employee's on the job behaviors. Employees were highly satisfied with the fact that the all persons in the organization are required to follow the policies (formally and informally). Values have both content and intensity attributes. All of us have a hierarchy of values that forms our value system this system is identified by the relative importance we assign to such values. Employees were highly satisfied with the fact that all teammates show understanding, patience, and respect for the dignity and worth of everyone. The personnel policies are key stone in the arch of mot, statements of intention and a positive attitude declaration and a command to an organization. These help to secure employee cooperation, sense of unity, competent and trained personnel and protect the common interests of all the parties and recognize the role of trade unions in the organization. They also express basic philosophy of Human Relation and reflect its deep underlying connections as to the importance of people in an org. and of the management activity dealing with employees. Employees were satisfied with the fact that the contents of Personnel policies of the organization. 50% employees were satisfied with the policies related to salaries, raises and bonus while 41.66% employees were not satisfied with the policies related to salaries, raises and bonus. Employees were highly satisfied with the fact the the policies are revised or revisited from time to time or recently.

The notion that managers and organization can control level of employee's job satisfaction is inherently attractive. Work motivation is the effort an employee exerts in performing the job and the degree to which she or he is self-motivated to perform effectively on the job. Peoples get more out of work than merely money or tangible achievements. Work also fills the need for social interaction. Therefore having friendly trustworthy and supportive superiors lead to increased job satisfaction. Employees were highly satisfied with the fact that the employees and Organization has Trust in their superiors. There is considerable evidence that evaluation system often violate employee's due process by providing them with infrequent and relatively general performance feedback, allowing them little input into the appraisal process and knowingly introducing bias into performance ratings. Employees were satisfied with the fact that the Organization has consistent timely and fair method for evaluating individual performance. Flexible benefits turn the benefits expenditure into a motivator. For employees flexibility is attractive because they can tailor their benefits and levels of coverage to their own needs. Employees were highly dissatisfied with the fact that they do not have Fringe benefits at their disposal that they can offer to the subordinate to avoid dissatisfaction amongst them. The opportunity for promotion as advancement encourages people to compete for a limited resource and to try to positively influence the decision outcome. Employees were highly dissatisfied with the discretion regarding the promotion of their subordinates. If deliberate structure or roles are not maintained they increase internal tension and frustration, withdrawal, stalling, negotiation and last but not least redefining the facts or the situation to make them appear congruent.
Employes were dissatisfied with the fact that deliberate structures or roles are
designed and maintained.

Most organizations have some type of systematic training program. Social
learning theory offers such a guide. It tells us that training should offer a
model to grab the trainees’ attention, provide motivational properties, help to
file away what he or she has learned, provide opportunity to practice new
behaviors, offer positive rewards for accomplishments. Employes were
satisfied with the fact that Training courses are carried out to facilitate
employees to cope up with changing socio-economic condition leading to
generation of new order of aspirations, expectations and work values,
affecting working climate. Employes were also satisfied with the fact that
training functions are linked with the other system for effectiveness, as the
line mtg. is not involved in the training functions. Some times to streamline the
process in the organization reengineering of process may have to be carried
changing the attitudes and perception of workers to uplift their morale.
Employes were highly satisfied with the fact that Organization look for ways
to streamline processes and make them more efficient. Planning is one of the
most important functions of management. It encompasses defining an
organization and each employee’s goals & standards. Strategy develops a
comprehensive hierarchy of plans to integrate and coordinate activities.
Employes were dissatisfied with the fact that Individuals have clear,
achievable goals and standards for their positions but employes were highly
satisfied with the fact that Supervisor ensures that their instructions are clear,
understandable and complete and uses interactive skills. Job feedback is the
degree to which the individual receives information about the procedures and
results of his/her work efforts.

It has been found that organization that offer an umbrella of work/family
programs such as child and care flexible hours, job sharing, telecommuting
etc. have reduced conflict between work and family obligations, resulting
improved employees morale and productivity and reducing absenteeism.
Employes were highly satisfied with the fact that friendly atmosphere is
important in motivating the employees in an organization and they have
friendly atmosphere. Employes were satisfied with the fact that they have
very good work place to work. Institutional permanence leads to innovation
and stability and reduces risk aggressiveness. Employes were satisfied with
the fact that there exist sense of belongingness amongst employes towards
the organization. Satisfied and committed employes have lower rates of
turnover absenteeism and grievances and cognitive dissonance org. Friendly-
family work place and good working conditions increases productivity and
retain first-class-workers. Employes were dissatisfied with the place of work.

The most common form of group decision making takes place in interacting
group. The most recent approach to group decision making blends the
nominal group technique with sophisticated computer technology. Employes
were highly satisfied with the fact that the equipment (computers) they are
provided with, function properly. Socialization is process that adopts employees to the organization’s cultures. No matters how good a job the organization does in recruitment and selection, new employees are not fully indoctrinated in the organization’s culture. Employees were satisfied with the fact that they have opportunities to socialize with one another during the workday.

The three most popular sets of criteria are individual’s task outcomes, behaviors and traits. Everyone may not be perfect on all the 3 sets. If they are known before hand one can improve the criterion set and can have the advantage of effort of performance and performance reward linkages. Employees were satisfied with the fact that bases of judgments for promotions in CR are to be known to employees. Performance appraisal is a process of evaluating an employee’s performance of a job in terms of its requirements. Confidential report is a most significant and indispensable tool for management. If confidential report correctly filled provides consistent promotion and compensation, base for coaching and counseling and last but not least provide an adequate feedback for one’s performance. It also serves as a basis for improving or changing behavior toward some more effective working habits. It also meets training needs and aspirations. It serves to stimulate and guide employee development. Employees were highly satisfied with the fact that C.R. Serve as a source of motivator.

Disciplining employees for undesirable behaviors only tells them what not do. It doesn’t tell them what alternative behaviors are preferred. The result is that this form of punishment fervently leads to only short form suppression of the undesirables behaviors rather than its elimination. Employees were highly satisfied with the fact that Bank policy on disciplinary action stresses on positive aspects of disciplines.

These benefits satisfy social and economics goals of employees. Expectation of rewards and sanctions are two separate constructs that refer to the degree to which the respondent anticipates that good job performance will result in some reward (be it formal promotion or informal recognition) and that poor job performance will result in some punishment (either reprimand or formal demotion). They also help to keep in line similar organization, to retain and protect employees, to improve moral and create a helpful and positive attitude. Employees were highly satisfied with the employee benefits being provided by the organization. Compensation may be defined as money received in the performance of work plus the many kinds of benefits and services that organizations provide their employees. Well-compensated employees show high level of satisfaction. Employees were dissatisfied with the compensation provided to them.

When followers trust a leader, they are willing to be Vulnerable to the leader’s actions. Finding a good leader is a positive sigh for satisfaction and motivation. Employees were satisfied with the Supervisor’s leadership
skills. Working hours if suitable to the human nature leads to devotion for work otherwise create dissatisfaction. Employees were dissatisfied with the stretch of working hours.

The methods and scales differ for obvious reasons. There is little agreement on the best method to evaluate managerial professional or salaried performance. Proper justification of appraise method should be provided to employees in order to create and maintain a satisfactory level of performance of employees in their present jobs, to highlight needs and opportunities, aid in decision-making for promotions, transfers and discharges. Employees were highly dissatisfied with the justification of appraisal methods.

Employee satisfaction and dissatisfaction can be expressed in number of ways. Managers should be interested in their employee's attitudes regarding work place as these provide worming of potential problems and influence their behavior. Satisfied and committed employees have lower rates of turnover absenteeism and grievances and cognitive dissonance org. Friendly-family work place and good working conditions increases productivity and retain first-class-workers. Employees were highly dissatisfied with the work place.

Good Human Relation helps to grow the personality of employees in farms of honesty integrity, truthfulness. Loyalty, tolerance, fairness, firmness, broadmindedness and to increase employee morale. Employees were dissatisfied with the concern about good human relations. In contrast to most other motivators, recognizing on employees superior performance after costs little or no money but on other hand encourage increased commitment, autonomy and control, motivating and leading to satisfaction. Employees were half heartedly satisfied with the Acknowledgement of performance.

Need theories has received under recognition, it has been found that unsatisfied needs motivate and satisfied need activates movement to a new need level, and high achievers are strongly motivated and are successful entrepreneurs. Hence the needs and queries of employees should be given due attention. Employees were dissatisfied with the responses to their queries and needs.

All jobs require some specialized expertise and many develop their skills or the job. It's clear that skills on the job. It's clear that superiors should have skill of utilizing the human skills effectively, because on this depends the affectivity, success and future prospects of the organization. Employees were satisfied with the fact that organization effectively uses people skills. Almost half of the sample size was satisfied with the promotion system in their organization, while half was not satisfied with the promotion system in their organization. 58.33% employees were aware of the contents of Personnel policies of the organization while 30% employees were not aware of the contents of Personnel policies of the organization. Employees were dissatisfied with the compensation paid to them. Employees were of opinion that it is necessary to justify the appraisal method to the subordinates.
SUGGESTIONS

We have made the case for the importance of people skills. The study of behavior and the other factors that influence the behavior should be carried out from time to time for the purpose of applying such knowledge towards impressing on an organization’s effectiveness. Behavior generally is predictable if we know how the person perceives the situation and what is important to him/her. While people behavior may not appear to be rational to an outsider, but there is reason to believe that it is usually is intended to be rational and it is seen as rational by them. An observer often 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. Hence there are certain fundamental consistencies underlining the behavior of all individuals that can be identified and than modified to reflect individual’s differences. So systematic study looking at relationship attempting to attribute causes an effect, and drawing conclusion based on scientific evidences should be carried out rather than intuition.

Every industry and an organization suffer from problem of fatigue, boredom and other factors relevant to other working conditions which impede efficient work performance. Psychologists concern themselves with studying and attempting to understand individual’s behavior. An organization should hire from time to time the services of counselors, industrial Psychologists to find out needs and motivational forces, level of Job satisfaction, attitude measurement and job stress of employees and then changing their positive attitudes. Above all one of the most and broad based challenges currently faced by an organization is to adopt people who are different (work force diversity) so now managers need to shift their philosophy from treating every one alike to recognize differences and responding to those differences in ways that will foster employee retention and greater productivity while at the same time not discriminating. This shift includes for instance providing diversity training and revamping benefit programs to make them more ‘family friendly’. Diversity if managed positively can increase creativity and innovation in an organization as well as improve decision making by proving different perspectives on problem. When diversity is not managed properly there is potential for higher turnover, more difficult communication and more interpersonal conflicts.

By using self directed work teams, streamlining processes and implementing continuous improvement programs employees’ productivity and organization manufacturing efficiency can be increased. Manager has always been concern with change only difference nowadays is the length of times between changes. The most organizations face today permanent temporariness. They have to learn to live with flexibility, spontaneity and unpredictability. The proper training and trainers at right time should be provided so that they can be provided important insights into helping them to
better understand work world of continual change. How to overcome the
resistance to change and to best create an organizational culture that thrives
on change.

Today’s successful organization must foster innovation and master the art of
change or they will become candidates for extinction. Victories go to those an
organization that maintain their flexibility, continually improve their quality,
and beat their competition to the market place with a constant stream of
innovation products and services. An organization employee can be the
impetus for the innovations, change or they can be major stumbling blocks.
New ideas and techniques to aid in realizing the goals of an organization
should always be welcomed irrespective of the level of the organization from
where they are originating.

Nowadays line differentiating from right and wrong has become blurred.
Hence an ethically healthy climate/environment should be created for the
employees, where they can do their work productively and confront a
minimal degree of ambiguity. The measures like return on investment, profit
per sales and output per of labor should be practiced. Absenteeism is failure
to report to work, and it will be difficult to operate smoothly if employees fail
to report to their job. To reduce absenteeism an organization can use lotteries
to reduce absenteeism substituting for well pay for sick pay, disciplining
problem employees, developing effective employees, training programs,
creating mentoring programs and applying learning theory to self
management.

The main challenge today to emulate is a work force made-up of highly
knowledgeable and motivated people. The characteristics that differentiate
successful companies from their less successful counterparts in almost every
industry is the quality of people they are able to get and retain. The retention
can be seek by value culture diversity, Psychologists satisfied employees
Family friendly workplace which help employees to balance work and
personal responsibilities, employees training to keep employees skill level
updated to ensure that employees can handle the latest technologies and
process for an organization and to empower employees by punishing
authorities and responsibilities down to the lowest levels. As e result they
dedicated and committed workforce. People – first strategy also lead to
organization if they are able to recruit smart, conscientious and loyal
employees.

Intellectual abilities are those needed to perform mental activities. The
dimension making up intellectual abilities is aptitudes, verbal comprehension,
perceptual speed, inductive reasoning, deductive reasoning, spatial
visualization and memory. Hence routine tests should be carried to assess
verbal numerical, spatial and perceptual abilities which are predictors of job
proficiency which is itself a variable of Job satisfaction. Individuals differ in
behavior but when brought under one roof can be shaped to behave in ways
that most benefits the organization. The behavior can be shaped by positive reinforcement (following a response with something pleasant), negative reinforcement (following a response with termination or withdrawal), punishment (following a response with something unpleasant) and extinction. To maintain discipline one should respond immediately. It's best to begin disciplinary process after the notification of the violence. If required give on the spot warning or let the employee state the problem specifically or allow the employee to explain his/her position and than being consistent in action. If required obtain an agreement on chance and direct the employee.

Attitude survey should be carried out from time to time to stop alienating employees and after that valuable feedback should also be followed reason being employee’s behavior are based on perceptions and not reality. Various methods of measuring job satisfaction should be carried out from time to time or else they should be given option to express satisfaction or dissatisfaction through proper ways. Individuals should be provided sufficient ways for personality development and career advancement. Employees should be allowed self-monitoring and ability to adjust his/her behavior to external situational factors. The organization should try to minimize the conflicts. The rational decision maker needs creativity and ability to produce novel useful ideas. The ways by which it can be induced in employees are expertise, task motivation and creativity skill.

We should not forget ability and opportunity; we can have employee involvement programs such as participative management, representative management, quality circles and ESOP. Employee involvement programs should be linked to the factors of motivation and Job satisfaction. Variable pay programs can be also introduced such as piece-rate pay plans (target), profit-sharing plans, gain sharing and bonuses.

Create an atmosphere where employees feel comfortable bringing their children to see the workplace. The kids get to see where mom or dad work, employees get to show off their kids, co-workers get to meet the children they've been hearing about for months or even years and the line between work and home begins to blur.

Organize a company picnic, museum party, holiday gathering -- some kind of mixer for employees' families. An event like this is like a million water-cooler conversations. It makes the statement: We are not our jobs. Arrange a social gathering for employees. Keep it simple and low-key. Your aim is simply to get folks talking. When it's an occasional thing, flex the rules. Example: A person arrives late because the regular babysitter got sick. The culture should respect family needs more than it respects the corporate rulebook. Whatever you do, don't punish people for doing right by their families.

Pinpoint several issues that are calling for conversation. Starting with the one topic that seems to be the least contentious, construct a dialogue that widely
involves employees. This may be an opportunity to come together and openly talk about the situation and decide how to proceed. Be on the alert for situations that would benefit from dialogue. Avoid the inclination to work things out immediately with minimal involvement from others. Rather, pull people together, have a conversation about it, and opt for a group decision.

Encourage people to take ownership of their learning journeys. They can start by deciding what they need/want to learn...then matching this with available learning opportunities. Feed this effort by giving people the chance to do things they’ve never done before. Encourage employees to attend workshops outside the organization. Sure, there are plenty of sessions hardly worth the price of the training binder. Yet discriminating eyes can spot the gems — and there are gems. Take advantage of them.

Develop a formal mentoring program. You may want to pick a better name to some; the word "mentoring" has a patronizing, daddy-knows-best tone. But the concept is sound, and best of all, it gives people another chance to serve. Organize a series of liberally defined "focus groups" with customers. Think of these as fact-finding conversations, in which five or so employees sit down with an equal number of customers. Ideally, each group should involve employees from different parts of the organization. Possible questions: "How are you (customer) using our product/service? How are you benefiting? What do you love about it...hate about it...and why?" The challenge for employees: to ask probing questions, listen closely to the answers, and avoid becoming defensive. The immediate result is a closer connection to the finished product/service and those who benefit. As a bonus, you get customer insights that can pave the way to improvement.

Scrutinize the organization's pay rates. Are they fair? Does each person's compensation match his/her true worth to the company? (Note the key distinction: "true worth to the company" vs. "the going rate for that position in the marketplace.") If not, be ready to make upward adjustments. This is not about high pay — it's about fair pay.

Make a habit of showing appreciation. Gratitude is the purest way to tell someone that you understand what they've done and how it contributes to the greater good. And it fosters a sense of equality — in sharp contrast to praise, which conveys an image of the manager as approving parent. Conduct a snap self-assessment: "What do I bring to the workplace that's not valued?" Then ask: "Why isn't it valued?" Could it be that people simply don't know you possess these strengths? If so, you need to engage in some personal public relations and marketing. If the reasons run deeper, what other actions can you take? Ideally, get together with a group of colleagues to pose these worth-related questions. An open conversation will reveal entirely new strengths and interests, even among people who've been together for years.
Get to know what fires up your colleagues. What are their deep-down interests? What is their source of "flow"? What would make them race to work because they can't get there fast enough? Talk about these passions, and tap into them as often as possible. Encourage people to redesign what they do and how they do it based on their deep interests. Make this a collective undertaking. Too risky, you say? It surely will induce chaos if people lack a common direction. Otherwise, it will generate more ownership, invention, and bottom-line benefit than anyone could ever imagine.

Spend time with employees from another part of the system. One idea: Get together people from two or more work units for an informal dialogue on improvement opportunities. Likely outcome: People leave with a better sense of who does what. Possible outcome: The gathering sets the stage for changes that will draw the work units closer together. Hunt down any and all forms of internal competition. Are there team rivalries that pit people against each other? Does special recognition go to the division that cuts the most costs? Do top salespeople get that wonderful beach vacation? If you're trying to create a true sense of unity, all these I-win-you-lose approaches are leaps in the wrong direction.

Develop organizational expertise in chartering teams. A one- or two-page charter, thoughtfully constructed by the team sponsor, is arguably the single most important tool for getting a team started. It gives direction, commits resources, notes any boundaries and constraints, and spells out up front exactly what the team is empowered to do. Explore ways to establish co-ownership in a literal sense — and not simply in terms of empowerment. This does not mean creating a carrot-based system of extrinsic rewards worth investigating: stock ownership, profit sharing, gain sharing, and partnership.