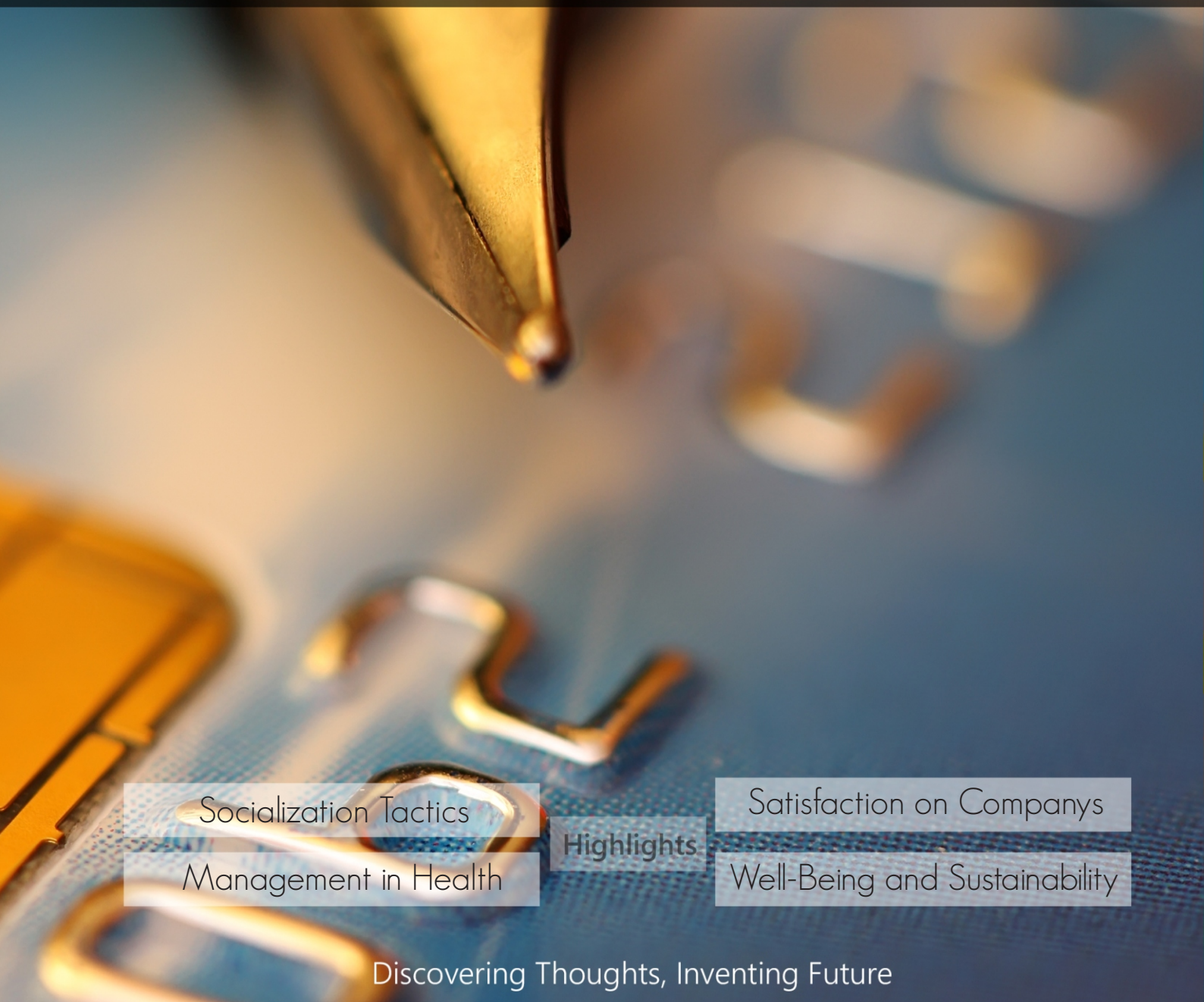
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The Impact of Employees's Satisfaction on Company's Well-Being and Sustainability of the Company in the Long Run

By Chung Jo Ey & Dr. Rashad Yazdanifard
Upper Iowa University, Malaysia

Abstract- Nowadays, many business owners and companies realize that employees have now become one the most important assets of a company; their level of happiness and satisfaction will directly impact their working performance and affect company's overall performance and sustainability. It is crucial for companies to keep employees satisfied because it is one of the critical components to success. This article will discuss the factors that affect employees' satisfaction and the impact of their satisfaction to the company's well-being and sustainability of the company in the long run.

Keywords: employee satisfaction, company's perform-ance, customer's satisfaction, company's sustainability.

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The Impact of Employees's Satisfaction on Company's Well-Being and Sustainability of the Company in the Long Run

Chung Jo Ey [α] & Dr. Rashad Yazdanifard [σ]

Abstract- **Nowadays, many business owners and companies realize that employees have now become one the most important assets of a company; their level of happiness and satisfaction will directly impact their working performance and affect company's overall performance and sustainability. It is crucial for companies to keep employees satisfied because it is one of the critical components to success. This article will discuss the factors that affect employees' satisfaction and the impact of their satisfaction to the company's well-being and sustainability of the company in the long run.**

Keywords: employee satisfaction, company's performance, customer's satisfaction, company's sustainability.

I. Introduction

Under the high pressure from rivalry within the same industries, companies are trying to stand out from their competitors to attract customers, in turn, get profit. The customers are always the one who decides the profitability of a company (Naseem, Sheikh, GPHR, 2011) and the front-line employees be people who contact the customers directly and, therefore, affect their decisions. According to Specht, Fichtel and Meyer (2007), a research has shown that there's a significant impact of employees towards the customer's satisfaction when they interact. A good impression of the workers will keep customers to repurchase and vice versa.

Thus, keeping the right worker is as important as keeping a customer (Gonring, 2008). Business owners now try their best to keep talented people to work for them and, therefore, will influence the company positively and keep the company sustaining in the long run. Work motivation is found to be directly related to job satisfaction and have positive association shows that as work motivation rises, job satisfaction will also do (Pool, 1997).

Green marketing is one of the important issue companies have to deal with because people are more concerned about the environment now due to highly polluted surrounding that will directly cause adverse impacts to health. According to Fernandez-Kranz and Santaló (2010), companies in industries that are very competitive have a better rating in following socially responsible policies and using green techniques because due to a higher concern of people towards the environment; consumers tend to choose to purchase from environmentally-friendly companies.

For businesses to sustain for a long period, selling for profit is not the only element that corporations should be involved anymore. Sustainability includes three essential elements within companies: employee's satisfaction (People), sustainable profit in the long-term (Profit), a durable planet with less pollution (Planet) (Dumitrescu, Stanciu, Tichindelean, and Vinerean, 2013).

II. Factors that Affect Employees' Satisfaction

Employees are influenced mainly by internal forces within their own company. Berry (1981) argued that to recruit and keep talented people, employees' internal satisfaction is one of the requirements; this helps organizations to see employees as important as customers. Thus, Dumitrescu and Apostu (2009) estimated that, satisfaction of internal customer (employee) and their contribution of loyalty to satisfy the external customer will lead to ultimate profit maximization in company.

III. Corporate Culture

Corporate culture is the character that represents a company (Schuman, 2006). The culture of the company will directly influence the employees' performance and leads to achievement of company's profitability (Awadh and Saad, 2003).

According to Nohria, Groysberg, and Lee (2008), the most effective culture to make employees feel satisfied is to promote a strong sense of friendship between colleagues — a culture that encourages teamwork, collaboration, and openness. If employees are in a team, they will tend to share similar beliefs and ethics. When the views are aligned with the company's goal, it will help to promote the process to achieve it. In contrast, it can lead to lack of motivation, decrease in loyalty, and increase in turnover rate (Schuman, 2006).

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IV. Pay Satisfaction

Salary will be determined indirectly to show how much an employee is worth to the company; many companies pay a high salary to talented people to keep them working for the company. Employees often make judgments by comparing their salary with co-workers or other employees in another organization that holds a similar position (Greenberg, Ashton-James, and Ashkanasy, 2007).

However, overpaid or underpaid jobs might reduce the work motivation of the employee (Carr, McLoughlin, Hodgson, and MacLachlan, 1996) and, therefore, pay-for-performance is used in many companies. The supporters of self-determination theory claim that pay-for-performance will provide positive results by being supportive and encourage the empl-oyees to be autonomy and increase self-esteem (Deci and Ryan, 2008). One of the essential elements in the pay-for-performance systems is goal clarity, which will lead motivation to increase (Emmanuel, Kominis, and Slapincar., 2008).

V. Management Style

Management style is a way that employees are managed in an organization. There are seven styles of leadership: autocratic, bureaucratic, charismatic, democratic, laissez-faire, participative, transactional, situational, and transformational leadership (Mosad-eghrad 2003b, 2004). Employees' job satisfaction is significantly interrelated by the manager's leadership style. Therefore, managers should have deeper understanding on work satisfaction of employees to ensure that they are willing to continue working for the company. If employees have a manager that is available to help them, they will be more confident when facing challenge. (Ramlall, 2004)

According to Rad and Yarmohammadian (2006), supportive style of management which is demonstrated through respect, open communication, and recognition will boost the satisfaction of employees when working. This is because it is shown in their research that when managers praise or recognize employees' good performance, it increases their job satisfaction and are able to boost their enthusiasm to work for that company. A successful company will ensure that the employees' efforts are valued, and time is wisely used (Pickett, 2005). On the other hand, autocratic leadership style frequently makes the employees have low-self-esteem and dissatisfaction because the managers will decide everything. Talented people might find their abilities and knowledge are not well-used (Caddy, Guthrie, and Petty, 2001).

VI. Meaningfulness of Work

Studies have shown that although many companies use a high salary method to keep capable workers, it does not prove to have a direct impact on the happiness of employees but short-term satisfaction. However, involve employees in social responsibility, and sustainable programs will have positively long-term effects on them (Dumitrescu et al., 2013).

People often feel good when doing good for others (eg. environment), it will cause increases in happiness and engagement. Besides making profit from the public, a portion of the profit should be given back to the community and environment. When employees realize the company they are working for is doing social responsibility for their home, they will be more engaged to their work.

VII. Customer Satisfaction

Service quality of employees toward customers is the main factor that impacts customers' satisfaction, especially in the service industry (eg. bank), and service quality is directly related to job satisfaction (Naseem et al., 2011). When employees are not satisfied, it will affect their emotions and, therefore, affect their service quality to customers.

Meeting customer's future demand is a challenging task (Naseem et al., 2011), therefore, employees have to understand the expectations of customers towards their service quality to fulfilled customer satisfaction and their loyalty (Dusuki & Abdullah, 2007) so that they will repurchase, reuse, or revisit the business. By keeping the current customers satisfied, they will advertise the business to people around them and that business will tend to get more sales by satisfying that one customer (Griffin, 1995). Service industry trade shows that employees are satisfied will be more productive compared to employees who are less satisfied (Brown and Lam, 2008).

VIII. Corporate Financial Performance

Although work satisfaction will not promptly affect company's profit, it is directly related with customers' satisfaction towards the company (Chi and Gursoy, 2009). Employees are people who connect the external people (customer) with internal (company) (Marketing Innovators, 2005). The work performance of employees will directly change the customer's perce-ption of the company, and this will be transformed to be the action of the buyer, whether to become or not to become the company's client. Therefore, company must train employees to serve all buyers with respect and proper manners.

Ideas of employees cannot be denied before any judgments because they are the people who are closest to the source of company's income-customer. Any changes purposed by employees has to be considered as this might increase the profit of the company.

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IX. Company's Sustainability in the Long Run

The core to build a socially conscious, innovative, and environmentally responsible business is to synchronize employee engagement in work with sustainability strategy (Lovins, 2012). This is because including workers in their sustainability plan will increase employees' engagement, and indirectly they will be the word-of-mouth marketers of the company. When they are more engaged into their work, they talk more positively and proudly about their job outside the workplace (Stein, 2012).

On the other hand, corporate that is irresponsible to the society will get adverse impacts from the public: not buying products from the company, not invest in the company, not apply the position in the company, speak negative issues about the company, and joining campaign which goes against the company (The World Business Council for Sustainable Development, 2005).

X. Discussion

There are four factors that affect the employee's satisfaction and how they relate to customer's satisfaction, company's financial performance and sustainability are discussed in this paper.

Organizational culture will usually be aligned with the organizational goal. When an employee does not feel he is fit into a particular culture, it will decrease his motivation to work for the company. On the other hand, when the culture set brings people together, workers tend to work in a team and achieve the company's goal together.

Most employees are concern about pay satisfaction that will directly affect their work performance in an organization. For example, when they felt underpaid, they tend to be emotional and less wanting to be self-motivated. However, also overpaid did not help them to be satisfied as they will be demotivated to work extra as they were given high salary that does not need them to fight for it. Therefore, pay-for-performance is used in many organizations to ensure employees are motivated to work to get the salary they desired based on their work performance.

Managers in a company also played an essential role to help employees to be satisfied as praise, recognition, and respect will make employees feel their work is appreciated (Burton, 2012). If their supervisors do not value employee's opinions and ideas, employees will feel the lack of self-esteem and slowly evolved to be a machine who only receives order from top management. Leaders are able to create an environment for the employees to have a feeling to be self-motivated (Baldoni, 2004).

When employees feel their job is helping the community, their happiness will increases and do more for the company. Eg.: corporate can encourage their employees to save paper when working to improve environment and pay incentives according to papers they saved.

Customers nowadays not only demand for a quality product but high-quality service too. There are too many rivalries in the market for customer to choose. When they feel that they are not being served politely at a business, they will want another company that is the competitor. The rate of the customer to repurchase in a business that give him a bad impression is almost zero. Corporate financial performance although it is not directly related with employee's satisfaction, it is interrelated with the customers. When employees are motivated to work, to satisfied customers, in turn, it will bring sales to the company.

Companies have to be corporate social responsibility in order to sustain their business in this highly competitive industry. Any irresponsible act will affect company's reputation and, therefore, sustainability.

XI. Conclusion

This paper has examined the impact of employee satisfaction on company's well-being and sustainability in the long run. It has been verified in this study that job satisfaction will directly affect employees' motivation and engagement in work and tend to link with customers' satisfaction, corporation's financial performance and sustainability, in other word, profit. The three elements (customer satisfaction, corporate financial performance, and company's sustainability in the long run) discussed in this article are the keys to achieve success in business. Employees' satisfaction on business success is undeniable, but there is no prove that whenever employees are satisfied, the business will succeed.

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Keywords: *administration, acquisition, stock, program-ming, wood manufacturing.*

GJMBR-A Classification: *JEL Code: M19*



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Innovating the Wood Sector: A Case Study in Alta Floresta do Oeste, Rondônia State (Brazil)

Saikat Gochhait [α], Noemy Witt Ferreira [σ], Flávio De São Pedro Filho [ρ], .Irene Yoko Taguchi Sakuno, Alex Rotta Romani [¥] & P.C Tripathy [§]

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I. Introduction

There are a growing worries about the question of environment today as for example, global warming and rampant deforestation of the forest. Because of that, many actions to reduce the deforestation and raise the number of the forests under protection to improve the ecosystem are being implemented. The forest management, agro forestall systems, re-plantation are some of the projects that goal to cover forests and legal wood extraction allowing the companies to get raw material in a sustainable way to provide the demand of this segment. But to improve the optimization of the logistic of acquisition, stock and programming is necessary to invest in technological innovation to modernize their plants and improve the comp etitiveness. According to the United Nations Organization (ONU) 2013 the forests hire around sixty million of people in the formal sector that it means that the researches show that reduce the vulnerability of the families and raise the capacity of subsistence and resistance on a climate events. It still observes that the exportation of the wood sector was around 246 billion dollars in 2011.

According to the Ministry of Commercial and Industrial Development (MDCIC) 2010 Rondônia is the eighth exporter of wood of Brazil. According to the data published by ServiçoFlorestalBrasileiro – SFB (Brazilian Forestal Service) and the Instituto do Homem e Meio-Ambiente da Amazonia – IMAZON (2010) (Human Being and Environment of Amazonia Institute) the wood industry of Rondônia is responsible for opening around 35000 direct jobs (processing of forest exploration) and indirect jobs (transportation and selling of processed wood, juridical and forestall consulting among others). It is an important sector of state economy. The SFB and IMAZON (2010) declared that the majority of the processed wood is directed to national market and São Paulo is the main customer.

This introduction allow us to confirm valid elements in wood sector because of the social, economical and environmental importance of this sector for Rondônia, which answer could support the manager of this kind of activity assuring the global competitiveness and the survival, depends of the interaction with the environment through a right position in front of its competitors, so it´s necessary that the companies always looking for improvement and innovation of the products, process, service, equipment and knowledge, and the last one is more important, because the actual manager needs to follow the evolution of the market to maintain clients anxious to news, so it is necessary to develop new technology to compete with quality and productivity where the decision is take will be fundamental to restructure this sector that is more and more evident and targeted mainly by environmentalists that want to protect the environment because of the awareness of the maintenance of native forests and environmental preservation supported by law.

In front of the new reality, it is needed that the managers of the sector looking for strategy to get the information to keep the company competitive. The

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problem of this paper is to know if the logistic activities in wood companies follow the theoretical concepts in Administration Science. The confrontation between facts and concepts and definitions will be done to show the reality in a wood company, answering the question: Does the company obey the theoretical concepts in Logistic Administration, stock and production programming? The strategy is a proposition in investigative line, centered mainly in the Status of Art, leading the observation in the circularity of the object investigated; it is confronted in the exploratory and descriptive axial with the theoretical and conceptual field to elaborate the research.

As the goal propose to study the facts that influenced in the strategic innovation of the wood sector to indicate the specific goals: identify how is done the acquisition process and raw material control, analyze how are managed the excess to the acquisition, control and programming in support of the demand of market and show a solution facing this demand. The information technology is a tool to productivity programmming with statistics parameters, treatment of distance and time, needed volume, calculate the physical space, costs treatment, financial return demonstration, quality control and other management functions that is faced in the stock .

So, this job brings elements to justify why the wood sector is transforming itself in the last years facing the changes and demand of the market to survive in this environment is needed to be smart among the managers that are anxious to get more experience. The stock management in the wood company is being modernized because of the advantages that were added by information technology, the same technology that passed to make the routine of wood company much easier with its computers and software. The administrative problem is solved quicker and the management questions are more efficient, with full reports simulating alternatives involving costs, volume and others.

This paper is a theoretical and conceptual review, a description of a methodology to prepare this job, focuses on Trade Off of specific tasks and close some preposition that may contribute to improve the logistic activities of stock in wood manufacturing. This task is made of a short introduction, theoretical and conceptual review about the business logistic and the evolution on the applicability in wood sector that took as a basic Ballou, the following plan deals with the methodological aspects about methods and procedure used to prepare this task, followed by the conclusion and references.

II. Theoritical and Conceptual Review

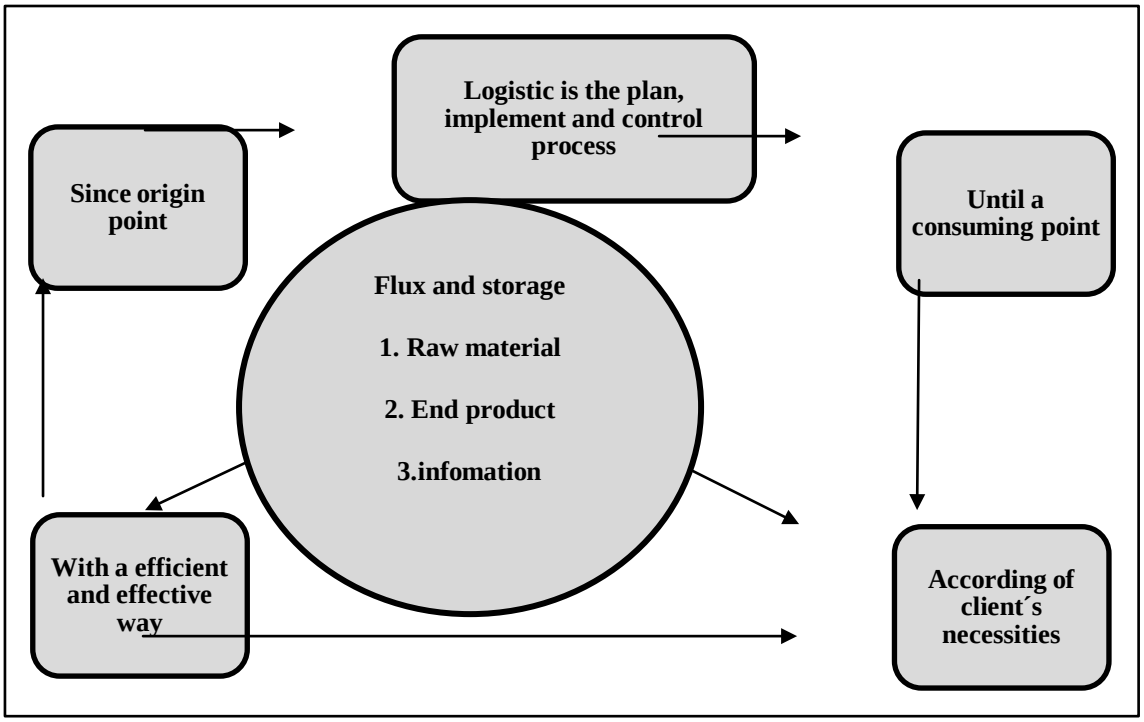
The Theory of Contingence was considered to prepare the theoretical and conceptual part, that is the most recent study in Administration Theory and because it is focus in technological innovation to face the competitiveness in wood manufacturing. This Theory, according to Chiavenato concept (2004), was made from many researches about models of organizational structure that are more efficient, saying that there isn´t anything absolute in the organizations, everything is relative, and is the border between old theories and the interaction of the most recent administration theories, that contains the basic principles of administration as: people, environment, technology, tasks and structure. The author says that there isn´t only one model pre-established to reach the goals that focus the environment with its opportunities and threats as main factor. Other concepts helps in this task to complete the circular treatment of the research; in this way follow the business logistic and its concepts, stock management, acquisition and the program, strategy and technological innovation as it follows:

a) The business logistic and its concepts

The theoretical and conceptual review in this task is about business logistic and its evolution in the applicability in a company of this specific sector. The base is Ballou (2009) that claiming that business logistic is an administrative view that has the goal to support companies to face the current competitive market with fast changes. The logistic among the business wants the integration, to manage the chain of supplies which has the main goal to support the strategic decisions.

It is through the management of logistic tools that the companies may retain the clients, growing barriers to the competitors while develop specific services to each need that assure the competitiveness. This study was made through a field research, focus in application of logistic in a family wood company that uses the principles of sustainability to manage internal action, doing wood logs sawing and flattening the wood to sell in internal and external market. It is about stock control, acquisition and production programming, followed by Figure 1, that shows the respective conceptual construction of application logistic, adapted from Ballou(2009).

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Source:Adapted from Ballou (2009) by the authors

Figure 1: Scenario of business logistic conception

According to Ballou(2009), the business logistic studies the provision of the level of profitability in the activities of physical distribution and stock, aiming the products workflow, from the origin point or acquisition until the final consumer. These activities can be primaries or support. In wood manufacturing, the logistic implements basic activities to obtain, transport, stocking and information. To get its full functioning, the wood companies hire buyers to deal with the acquisitions, custom brokers to assist them with fiscal and environmental control issues, transportation companies to drive the wood between the origin point to the final destiny, accounting and others.

The supplier of wood is the main actor in the logistic process in the activity to obtain the wood. The logistic manager should maintain the supplier registration up-to-date, follow the legal papers between the tax bodies Environmental Brazilian Institute, the Secretariat of Environment and others. To buy wood from legal supplier is a basic management action in this business. The experience recommends to do a periodical up data of suppliers to be efficient in business, avoiding surprises while demand security actions. The maintenance of an excellent supplier list is the insurance of substitution in unforeseen situation besides certificated wood request.

b) The stock management, acquisition and programming

Some authors mention that currently facing the technological innovation there are many softwares available in the market to make the control of a company's stock providing more agility and economy, because it allows the company to cut costs in high stock's levels maintaining only the necessary. InViana's understanding (2002) the stock management seeks a balance between the minimum and maximum product, provides a balance between supply and demand seeks control input unnecessarymaterials.

For the author these procedures allow the manager to follow up and planning the amount of raw material buying keeping focused stock levels as a way to satisfy both the customer has their product on time and in the desired place as the company will be able to keep their stocksin a desired levels. This still guarantee that this procedure is adopted to register, monitor and manage the input and output amount of goods guaranteeing a safety margin stock.

Ballou (2009) argues that acquisition logistics are used processes on delivery, in the receipt, moving and storage of the purchased products by a company and it is focused on minimizing costs. For many companies is considered the "backbone". It is used to select suppliers and negotiate contracts including minimum and maximum orderproviding a delivery estimate. From the author's point of view provides the good's delivery in the desired place, with the estimated time in required conditions and a lower cost possible. In Fleury's (2000) opinion, with technological advancement and consequently increased access to Internet has changed the way to buy products and services making it vital for the company's survival.

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Lucena&Filho (2002) argue that the stock programming can be viewed in a broad way as planning supply and it must be in accordance with the company's strategic planning that can be medium or long term it must be in accordance with the organization'sobjectives the mode that it has enough stock to attend the demand.

Ballou (2009) refers to the availability of necessary products for the production process, recommending caution to avoid surprise of stock's sufficiency, or the excess which endangers the cash flow by the goods' immobilization with the resulting costs.

The author points in this mender decision as dilemmain the stock management, especially when the timber company supports the principles of just-in-time with stock in the limit of the production process.

This author considers two ideal types of demand that can be interpreted for the timber industry. First, the permanent, demand with products under constant resupply, when it will be the timber's manager lift the historical flow through temporal requests, aiming the continuous items such as planks for construction, slats and bars, quite usual by the civil construction's client and those items which required volume is revealed on high for certain period of time, declining to an average afterwards.

The other type is the seasonal demand, with consumer of cyclical products and short lifetime;it's characterized essentially by a single peak in the stock control system, evidenced by the information system of the conceptual approach described above, are examples of seasonal demand in the timber industry thefilaments for residential furniture that are requested by customers to attend Christmas orders.

But the author points out other types of demand as the irregular, with difficult trade forecast in the timber industry, the demand in decline, with gradual shopping with surplus stock being over, both allowing the logistics manager to keep a schedule. There is also a form of derived demand, known if it was identified the demand of finished products, which depend on the particular timber product.

Ballou (2009) offers two significant horizons for stocky control in a timber industry. It's the classic Gantt's Graphical and Calculation of Needs Method, the first one establish a stock schedule in relation to quantity versus volume, very usual in programming of demand over time, for example, the second allows to simulate solutions to the problems in the timber stock, such as relations needs, supply, demand, planning equilibrium point, volume versus payback and other situations that require calculation.

Another approach in stock management in the timber industry is considered as related to the acquisition process. Table 1 below presents a conceptual basic formatting, useful for interpretative analysis by new manager logistics.

Type of procedure (Ballou, 2009)	Context conceptual and theoretical
1. Programming of New Varieties	1.1 Measurement of qualified species 1.2 Mounting the Sustainable Forest Management Plan. (SFMP). 1.3 Review and approval of PMFS by the Secretary's State and Environmental Development (SEDAM).
2. Realization of the supply's sources.	2.1 Opening roads for access 2.2 Make the logs plain 2.3 Transportation of the raw materials.
3. Goods' Physical form	3.1 Raw wood and plane 3.2 boards, plank, ceiling, and beam and others. 3.3 Wood's Waste and scraps.
4. Amount to be gained	4.1 Quantity selected by PMFS; 4.2 Fulfill Demand of 6,000 m^3 per year; 4.3 Demand of 500 m^3 monthly.

Picture 1 : Stock Management

c) Strategy and Technology Innovation

Chandler (1962) focusing the strategy as a complex challenge, dynamic and vital which error put the company in disadvantage with competitors, however changes made over time may lead the company's survival. The author stresses that the strategy is the way that the manager chooses in order to take in certain circumstances and priorities take risks to achieve goals. To the author strategy means facing the opponent in order to fight it and thus win their space, the opportunity for a similar perception to concepts in Sun Tzu (2008).

A random survey allows to register that the organizations today with an increasingly economy more globalized, technological innovation is daily and constant, while the information arrives at a fast pace. Perhaps that ability to innovate is recognized by several authors as a major tool of competitive advantage. Many scholars recognize the ability to innovate as the main competitive advantage, this will be treated as a basic tool. This quest for innovation is a universal process,

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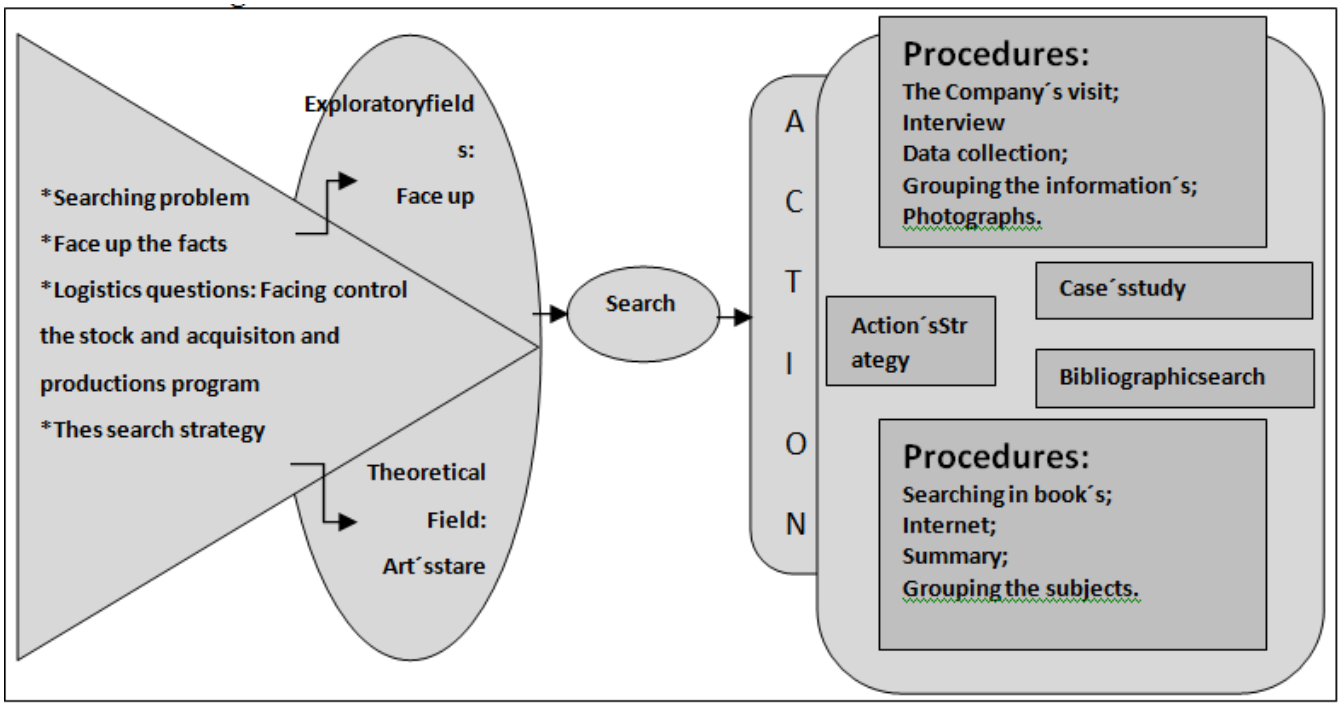
considering that some time ago consumers did not have many alternatives in choosing your products and services, supporting the reflection various authors.

Porter (1989) has defended the idea that technological innovation would play a key role in the daily lives of organizations that already visualized this would be a factor that would bring competitive advantage over the competition. Facing of globalization becomes increasingly necessary step up existing demands and technological innovation is the shortest path to higher profits and stay in the market. So much so that Caron (2003) indicates the importance of the strategy of technological innovation to maintain competitiveness and the company's longevity.

III. Methodological Aspects of this Work

The methodological approach of this study followed the preparation's rite in qualitative research, descriptive in nature, with the usual procedures for Case's Study oriented on Bressan (2001), from the Economics and Administration University in São Paulo. It was used primarily for bibliographic research in order to raise basilar's concepts and definitions on logistics acquisition and stock in a specific branch of business.

Searching for literature was adopted the following procedures: search and appropriation in books, magazines and other printed texts; capture using the web platforms in various sites from the Internet access book in the public domain, notes' analysis taken during the lectures and instrumental , summary's preparation, the discussion with their team work, preparation for conducting summary report. And for the Case's Study were used the following procedures: technical visit to the timber company; conducting direct interviews, according to recommendations on Rea (2001), ownership of data and facts' grouping and situations observed in industrial squad visited; selection of photo images usual in forensic work, as instructed in Vergara (2005). Figure 2 below shows the design of the scenario methodology practiced in this task.



Source: Adapted from Cooper (2003) by the authors.

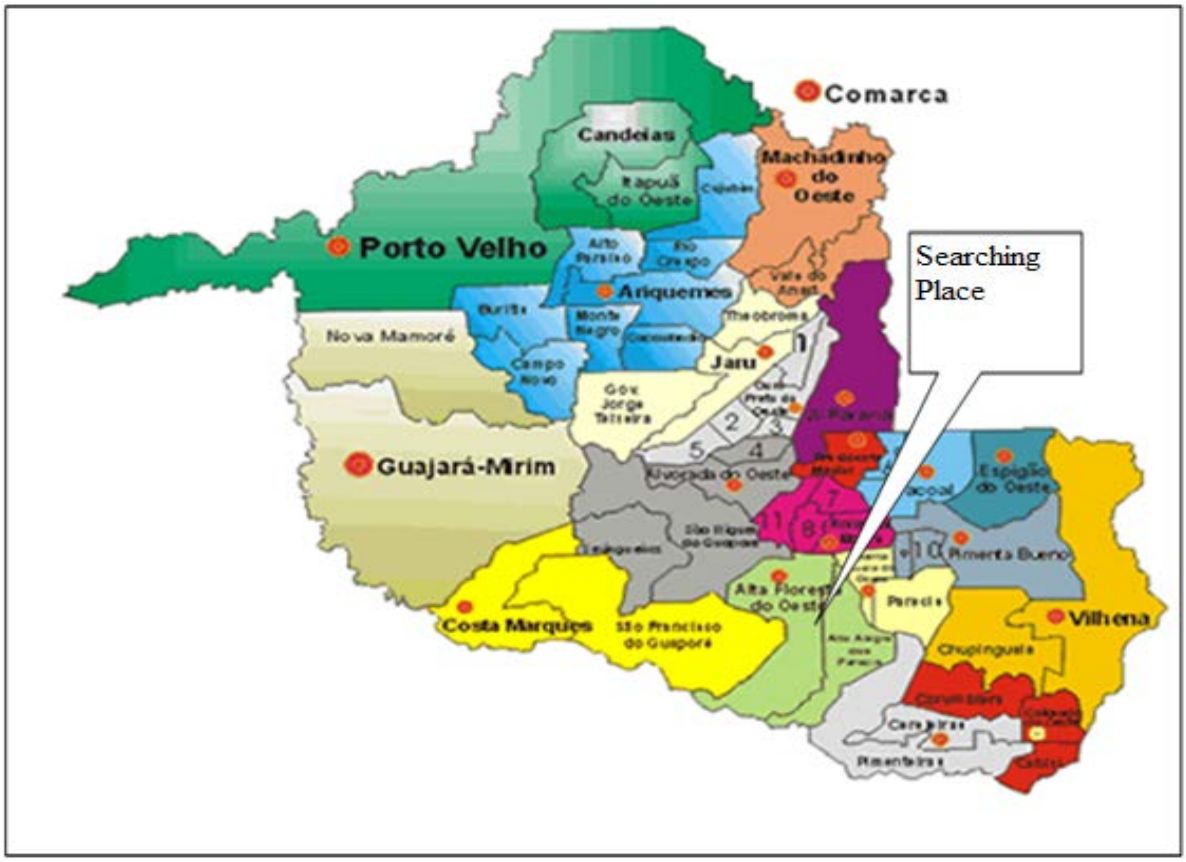
Picture 2 : Setting the research

IV. Innovation in the Acquisition Management, Stock Control and Programming Production

The case study is proposed on a medium-sized timber segment, composed of a staff about 600 employees, with an annual sales average in the last five years from $ 100 thousand dollars. Currently this company researched meets national and international markets, the domestic market, supply logs to other loggers, and profiled with several lines of semi-finished products; it also serves the furniture industry, with products under orders follow a scheduled production; it supplies to civil construction industries with beams and wooden structures for residential architecture and other orders that may arise in their daily routines. For the international market, exports products under orders of the same characteristics from the national market, but in a larger volume and all upon request. The internal tasks in this industrial establishment are in a certification's

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process, but their products are with the official seal since the origin, fulfilling a legal requirement and strict internal control in this aspect.



Source: Google images

Figure 3 : Map of the studied company's location

The Alta Floresta'stown is located in western Rondônia, and it has a population of approximately twenty-five thousand inhabitants, with the most economically active, prevailing a high school level education among the inhabitants, according to data published in 2010 by the Brazilian Geography and Statistics Institute. The region has been highlighted by dairy and cutting cattle, for agriculture activity with expression in coffee production, and also in the cassava's cultivation, rice, beans, bananas and corn offered to the regional market, but it could pass for adding value through redesign agribusiness. The trade is strengthened and the industries installed there reveal themselves by the exploitation and processing timber without an innovation that qualifies theindustry for a required competitiveness.

Aiming a sample foratimber industry's performance, it was researched an establishment installed in the municipality. To meet the demanded management burdens, the researched company presents a simple functional picturewhich is given below. As recommended Ballou (2009), the logistics manager must keep the product that is necessary, but he can never neglect the stock's volume. According to this author is in this discipline that describes the stock management dilemma.

Team's assignments	
Function	Statement of activities
1. Administration	1.1 It is composed by the partners that are the company's founders.
2. Accounting Manager	2.1The responsible person to plan, organize and supervise the accounting activities in general.
3. Stock Manager	3.1 Responsible to analysis, forecasting, control and the raw material replenishment.

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4. Purchasing Manager	4.1 Responsible by the flow purchase negotiating the best prices seeking products' stability and maintenance and the balance in the accounts.
5. Sales Manager	5.1 Responsible for coordinating and plan the sales strategies in order to increase the company's profit
6.Industrial production manager	6.1 Responsible to reduce production costs, certify the quality of the final product, takes care of the handling logistics of the company's raw material.

Source: Adapted by the authors.

Picture 3 : Functional activities of Timber Company searched.

These people who have training and commitment with the company to develop their tasks in the best possible way in order to increase and guarantee productivity supervising and developing guidelines to keep in competitiveness as evaluates some authors.So that there are no delays in providing even with the rising costs of purchasing and stock the company responsible for choosing the transportation of all the raw materials to make up the demand from May to October because of the supervenience, the demand's behavior fluctuates a lot, in this case the Amazon region'swinter called rainy period which comprises the months from November to April it is impossible the car traffic on the access roads, for these and other peculiarities the same cannot bring the wood to the storage yard of timber company besides the environmental agency responsible prohibits the extraction of trees during this period, contradicting Ballou'sconcepts (2009).

a) *The acquisition through the sustainable management*

There were focused technical aspects for understanding as timber's company functionality. Themachine's park and the industrial equipment of timber's company admits a structure that attend the real necessities, the hand labor specialization used fulfill the demands for competitiveness and quality in business which it engages the market; the technical information system working together guarantee an efficient management, with practical results and evaluation-ondition and adjustments required; as the functional processes adopted, the company complies with legal requirements and controls its administrative management quality. This task turns to the acquisition, stock and production scheduleof the timber's company in focus, meeting various authors.

Statement of technical composition	
Phases	**Attributions**
1. Management	1.1 Preparation of the Sustainable Forest Management plan (SFMP) by forest engineer; 1.2 Inspection and approval of the project by the competent body; 1.3 Authorization for forest exploitation by the competent body.
2. Purchase	2.1 Agreement between the handling holder and the potential buyer: 2.2 The Agreement is formalized by the product purchase through a DVPF (document of sale of forest products); 2.3 The document must be issued by the competent body.
3. Cut and esplanade logs	3.1 Occurs the trees cutting marked in the management; 3.2 Branches Opening; 3.3 The logs are taken to the terraces.
4. Transport	4.1 Trees are cut in sizes from 4 to 7 meters; 4.2 Makes the logs loading on trucks; 4.3 When they arrive in the company's yard the logs are unloaded.
5. Sawdust	5.1 The logs are taken to the saw; 5.2 Transformed into lumber; 5.3 According to buyer's request.

Source: Adapted by the authors.

Picture 4 : The timber's company technical composition

However the supervenience in thecompany investigated need to keep stock to make up its demand, because in the rainy season the responsible environmental agency prohibited the trees' extraction and

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transportation, do not releasing the Sustainable Forest Management Plans (SFMP) for companies, among these and other reasons justified the importance of each sector manager be committed to activities preventing a waste to the supplier and buyer evaluatesBallou (2009).

The industry is installed in the Amazon region and because of this seeks to bring a difference, given the good practices that succeeded in accordance with sustainability; able to project not only the respect in the market, but also provides opportunities an example of how to manage the acquisition wood without hurting the environment intensively. For this, the timber company has adopted the criteria established by PMFS - Sustainable Forest Management Plan, as shownin Picture 5 which requires. Failure to comply with the protocols identified that follow will result in an administrative process, with penalties on the businessman as well as legal proceedings that may result in civil and criminal responsibility for the timber company. The protocols are technical, prepared under the timber company'sresponsibility. Involves the opening in the forest for the extracted wood movement in according with regulatory procedures, the trees' cutting previously selected in the sustainable management form; the extracted wood should follow the exploitation ritual in the operating system form adopted by the timber company, which had been previously approved by the governmental agency control.

Criteria's demonstration adopted by the company	
Event	Occurrence'sDescriptive
1. Management Plan's Presentation	1.1 In accordance with the current protocol.
2. Previous license's licensing	2.1 Demonstrates the origin of the rural property where the management will be effected.
3. Operation License	3.1 Form to obtain authorization and provide supervision from the official bodies that control the forests.
4. Exploration's Plan	4.1 Trees' Selection to be put down to obtain wood.
5. Mounting the Project	5.1 elaborates a forest management project to be delivered to the official agency for approving or recommendation.
6. Project's Presentation	6.1 The Forest Management Project Presentation to SEDAM (Superintendence for the Development of the Amazon) that will enjoy and accompany the practices.
7. Inspection	7.1 It will be inspected by the SEDAM's inspectors who will attend in the local wood's exploration.
8. The project Approval	8.1 After the Project Management's approval it will be issued to AUTEX (Authorization to Exploration).

Source: Adapted by the authors.

Picture 5: Criteria for wood acquisition and forest preservation

The timber company promotes anexploration's forest in a sustainable way. All these measures are safeguarding natural reserve against illegal exploration; regardless of these rules has not been sufficient to prevent the Amazon's destruction, because the advancement of this economic function requires ethical commitment of the socioeconomics' actors to the environment as recommended Rotta (2006).

b) Acquisition Control or Wood's Exploration Control

The wood's exploration control in theresearched company until recently was done manually, but with the computers increasing integration the managers are considering the possibility to enhance their knowledge and slowly are adapting to this new reality, trying to adopt acomputerized system which allowsa precisely control and diminish the costs assimilating the concepts of various authors, when they say that you need to use the modern world's tools.

Model form of exploration control		
Wood'sName	Distance	Measure
Angelim		
Angelim cedro		
Cedro Rosa		
Cerejeira		
Maracatiara		

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Garapeira		
Peroba		
Breu		
Tauari		

Source: Assigned by the researched company and adapted by the authors.

Picture 6 : Exploration control

With the acquisition manager's registration form the manager will have a better monitoring avoiding major losses allowing that the manager has a distance delineation that is located and wood's footage and these procedures allow them to send to the wood's exploitation local only vehicles that are necessary for transportation avoiding unnecessary waste. After adopting all the necessary procedures to withdraw the same wood is transported, stacked in the of the timber company'syard to be sawdust later as customer request. The responsible for woods' acquisition control check the necessity of logs that will beesplanade, make the measurement and then fill out theControl Exploration's form with the necessary information maintaining a schedule to keep competitiveness heading for Caron'sconcepts (2003).

c) The acquisition description's system in a timber company

With the great goal of increasing profitability and returns, being the basis that sustains a company, the employees performing these tasks with greater efficiency and effectiveness based on the knowledge of the process and control of it. Then are evaluated the opportunities and threats that are fundamental variables to be supported and able to sustain in an increasingly competitive environment and aimed to be in the Amazon Regionbecause of the appeals for an environmental protection in several authors' view.

The route's description from the exploration to the final destination	
Elements	**Facts' Narrative**
1. Supplierofrawmaterials	1.1 The supplier is located at a distance of 150 km from Alta Floresta town where the timber is installed.
2. Transportation	2.1 The transportation is effected through outsourced trucks
3. The storage	3.1 The wood is placed in timber's yard where remains until the sawdust.
4. Sawdust	4.1 Through the request of the customer's orders the wood is sawn as required specifications.
5. Wood'sDestination	5.1 Packagedandsentto São Paulo, Espírito Santo, Minas Gerais, Paraná and Rondônia.
6. Leftoversandwaste'sdestination.	6.1 Separated, pile up and sold to slaughterhouses located in the Rolim de Moura's city and ceramic located in Alta Floresta town.

Source: Adapted by the authors

Picture 7 : Acquisition System and the product's distribution

According to authors surveyed to validate this task the Amazon forest adds a variety of wood species that are used for commercial use. So the wood extraction in the Amazon region worsens considerably each year due the illegal exploration in protected areas, fires, biodiversity loss and even the climate changes that are occurring on the planet. Facingthe environmental demands imposed in the XXI century the company researched fosters the wood extractionwith exploration through sustainable management and has the function to reduce illegal incursions and avoids erosion on the river banks and slopes and with this contribute to the of conserving challenge and guarantee the individuals' welfare.

d) Automation in Timber Company searched control

In the current context, with the technology in evidence, the innovation is part of people'slife, customers are more demanding in order to quality. The manager of this sector has been struggling for the forest

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products also accompany this modernity to develop and become increasingly profitable and competitive as well as industrial products, thus, the importance of automating thecompany control that is in a simple touch may make a sale, heading against the theoretical conceptual sieve.

Stock's model control of the investigated company					
Wood mobilized species	Input Data	Output Data	Radius in m^3	Length in Meter	Total of units
Cerejeira					
Maracatiara					
Angelim-pedra					
Tauari					
Cedro rosa					
Garapeira					
Peroba					
Peroba rosa					
Angelim amargo					
Breu					

Source: Assigned by the company researched and adapted by the authors.

Picture 8 : Report stock's control

The stock control allows the manager to follow up to find the entry and exit of the wood, the radius which is the measure used to measure the log stumbles, length in meters which will make the logs are cut to size requested by the customer and total of wood to be transported allowing it to set the order request from its customers is not compromised. These applicationsare intended to facilitate the logistics company allowing greater control.

Upon the logs receipt's moment in the saw's yard passes through the sieve of a responsible person who makes the measurement of each species and passes the information to a computer program allowing monitoring and control stock efficiently, the same is performed as the durability of each species, the woods perishable, such as the kind of popular name Tauari, which has a shorter life for this reason need to be sawn first now the most durable woods such Garapeira (popular name), can get on the yard for several months, because it does not at risk to spoil, while those that can be chewed by insects the peelings are removed and processed into blocks, so it last longer as recommended Ballou (2009).

e) Process control of the schedule production

A random survey allows us to affirm that the sustainable management is the best solution, because a relocated forest is economically viable and protects the soil against erosion, maintaining water quality besides hosting biodiversity and still offers these and many other resources for future generations . The Decree 1182/94 shows a technical definition of Forest Management corresponding to "forests' management to obtain economic and social benefits, respecting theme-chanisms that support the ecosystem." Rotta (2006) argues that the Sustainable Forest Management Plan happens gradually, through plots, in other words, an area of land is ready to receive planting is a model that allows a rational exploration techniques that will yield a minimum of environmental impact, the forest that has management can continue offering their wealth for future generations, because it guarantees a greater uptake and water infiltration in the soil preventing the desertification process.

Forthe present author the forest management became the understood beyond the technical aspect includes a commitment with the ethical codes began to rescue the forestry activities of future generations based on sustainable development. Viana (2002) guarantees that the control process' steps begin with a thorough environment analysis in order to monitor it to identify risks and opportunities to guarantee the proper operation.

Process' Steps	Basic Descriptive
1. Order request	1.1 Client application requests.

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	1.2 Production receives the request and provides the transformation process.
2. Raw Material Separation	2.1 The logs' choice necessary 2.2. The logs' transportation for the production area.
3.Logs Transformation	1.4 Logs' sawing process. 3.2 Unfolding the sawn wood.
4. The sawn wood's classification	4.1 It is classified by the wood's size and measurement. 4.2 Separation of the classified woods.
5. Drying oven	5.1 The classified wood is sent to dry. 5.2 It remains for a period of 4 to 5 days.
6. Packaging	6.1 The wood is stacked by classification. 6.2 The wood is packed.
7. Finished goods' Stock	7.1 The wood is packed. 7.2 They are sent to storage.
8. Delivery Order	8.1 The wood transportation as requested. 8.2 Delivery to the buyer.

Source: Assigned by the company researched and adapted by the authors

Picture 9 : Productive Process Control (Ballou, 2009)

With an increasingly globalized market requires that the companies be efficient in the process of moving their products from input to output, because of this, it is essential a stock control and that the Company Logistics is operating in compliance since that the information are vital for the business.

As you can see in thePicture 9 there is an usual routine in the procedures used in the timber's company investigated. The first step to start sawing wood comes from a request of the interested person that can be made by phone, e-mail or in person, the client requests the wood's application thatis needed, the production receives and the responsible selects the logs according to the request, after occurs the sawing and unfolding of therequired woods, classifying the sawn woods and sending them to dry in the drying oven, which is a technique that aims to reduce the moisture content in a shortest possible time, then this wood is sent to be packed later it goes to the stock where it waits the transportation to the customer's delivery, the procedures are beingperformed to guarantee no mishaps in the delivery requested corroborating withBallou'sconcepts (2009).

f) The management solution in the demand's face

According to the theoretical conceptual the batches' wood storage predicting its future use requires business investment. The timber business segment will be required to synchronize the supply and the demand, which imposes stock's levels balanced. However, differently to others industrial activities in the timber company is unpredictable flow'sdemand future, and not always the supplies are available at any time they must have to accumulate stock to guarantee the goods' availability and minimize the total production's cost and distribution. The entrepreneur may appeal for a cordial agreement with your supplier for support in this unpredictability time, as advised several authors. It is good to note that when there is no wood to saw obviously won't have product to sell, so a constant attention from the programmer part the company will avoid an imbalance between buy and sell.

V. Conclusion and Suggestion

It was concluded that this study does not exhaust the possibilities involving reforestation and sustainable exploration, the relationship between the wood exploration and technological advances come to give a support to the timber companies, so it is recommended a format for each situation. The dissemination with the international community raises a concern with deforestation because of this obtains a global support for a sustainable management; it provides funds and incentives favoring partnerships for the environment's preservation. The objectives of the task were achieved which is to share new knowledge with corporate managers and those who for one reason or another are involved, showing that through the Business Logistics can generate cost savings in business and better customer service aiming develop skills and techniques to that permit encourage the rationalization of logistics processes, the use of technology's information, the enhancement of human

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capital, the cooperative negotiation and increasing productivity developing in a timely commitment to deliver the product and also provide a major company's function, the customer satisfaction and in return to maintain the profitability.

The study allows us to offer some valuable suggestions for the business modernization in the timber company business. To enroll the benefits that a timber company can find with to organs like the Brazilian Service Support for Micro and Small Enterprises-SEBRAE and National Service for Commercial-SENAC, two institutions with anExcellence's history of in develop entrepreneurial talents, and that may contribute to the knowledge needed for the required improvements. Significant measures enter here as a suggestion to the timber companies' managers: implement improvements guided by pro-innovation tools (1); improve administrative management through government programs available for free in the two institutions mention above (2); find new niches to expand their business, always visualizing new frontiers (3), using technological innovation in support of their management (4), assume a commitment with the environment in order to implement innovative solutions for sustainability and social responsibility (5); develop a strategic plan of social responsibility linking the timber comp-any' sobjectives with the community'sobjectives; mapping solutions interest in common with the local community and provide intervention in accordance with the collective decision (6); elaborate a continuous development of technology capable to enhance the individuals' sustainability promoting a better quality of life taking a step towards sustainable development outlining management strategies that capable to combine an economic and environmental performance (7); invest in specimens' reforestation that matter to your business (8).

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Leadership Performance Optimization: Effects on Team Achievement in Organizational Sustained Success

By Professor Khalid Alrawi, Dr. Ashraf Mohamed Awad, Dr. Ahmed Alrawi & Mr. Waleed Alrawi
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Abstract- This paper aims to explore the nature and the function of leadership performance in organizations. Researchers address and assess how leadership can progress to be of maximum use of employees' capabilities and to view teams as performing organizational units which is similar to other studies that focus on teamwork processes. Survey data from 72 teams (n = 279) was collected in three industrial institutions in the private sector) in the United Arab Emirates. The results are leaders develop or modify plans of action to address priorities to improve the employees' performance, allocate needed resources and communicate plans to organization. Directing and controlling team appeared strongly related with the team employees towards their organization. Effective management network between team members' was positively associated with the followers' performance and negatively with innovative commitment. In addition, understanding organizational goals appeared strongly related to Team's Leadership.

Keywords: leadership, team leadership, confidence, performance, UAE.

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Abstract- This paper aims to explore the nature and the function of leadership performance in organizations. Researchers address and assess how leadership can progress to be of maximum use of employees' capabilities and to view teams as performing organizational units which is similar to other studies that focus on teamwork processes. Survey data from 72 teams (n = 279) was collected in three industrial institutions in the private sector) in the United Arab Emirates. The results are leaders develop or modify plans of action to address priorities to improve the employees' performance, allocate needed resources and communicate plans to organization. Directing and controlling team appeared strongly related with the team employees towards their organization. Effective management network between team members' was positively associated with the followers' performance and negatively with innovative commitment. In addition, understanding organizational goals appeared strongly related to Team's Leadership.

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I. Introduction

Performance may be defined as the continuous process of identifying, measuring, developing the performance of individuals and teams, and the aligning performance with the strategic goals of the organization (Guinis, 2013). Performance management is not performance appraisal.

Management performance optimization is not just the workforce "working harder". It is the result of maximized productivity from several factors ranging from leadership behavior, employees, technology and process, culture, and motivation and reward systems. Continually, the majority of the organizations monitor performance indicators to assess the actual performance based on its scope of service. The management compiles the data and submits the report concerning the quality leadership team for review (Zubin, & Venkat, 2011). Therefore, if an indicator does not meet the expected level of performance, the management has to submit a plan of action to be implemented to improve the required performance.

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The overall goal of organizational performance is to ensure that the management, including its processes, departments, teams, and employees, are working together effectively and efficiently in an optimum fashion to achieve the results desired by the organization (Wang, Law, Hackett, Wang, & Chen, 2005).

The organizations' management serves on appointed teams and has their departmental peer review activities which may identify solutions that are referred to the organization's problems or operational issues for resolution. Hence, leadership team reviews reports monitoring organization wide performance, such as customers' satisfaction, clients' complaints, or variance reporting.

In any organization employees, managers, and leaders represent the best source of sustainable competitive advantage and performance in today's global marketplace. Organizations that leverage these variables are better positioned to address the challenges of change, competition, and uncertainty, and to experience higher levels of productivity and quality of performance. For example, leading changes, improving employees' customer and business focus, and enhancing corporate reputation and brand may create a strategy and program from the inside out to help the organization's clients (Rousseau, 2006).

To achieve acceptable organizational performance and to enhance organization's competitiveness in the marketplace it is crucial for management through the leaders to provide the services that will give their organizations the most value from planning to implementation. For Abhishek, Kathryn, & Edwin, (2006), strategic change to employee engagement in the decision making process, leadership alignment to employer branding, and internal research to communications function assessments, altogether offer a wealth of accomplishments that focus on the strong correlation between business performance and an organization's ability to effectively engage and communicate with the internal and external stakeholders (Gang, Stephen, & Amy, 2011). Despite the concepts of performance management regarded as an ongoing process, there is an increasing demand in business to institutionalize these practices in the organization. Such convergence is due to the increased demand for accountability on the

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part of governing bodies, the public in general, the media, and commitment of managers deliberately to strengthen performance.

Employees, managers, and leaders are the best source of sustainable competitive advantage and performance in organization and today's global marketplace. Therefore, directing employees as a team, which is formed to realize problems' solutions cannot be realized by individuals and differs completely from managing individuals. These include different conceptions of leadership, cope with constraints, exchange of information and developing individual skills. In fact the organizational performance improvement efforts by the management and through leaders is regarded as away of performance improvement process that provides the organizational infrastructure to systematically assess, plan, manage and evaluate achievements. In fact an organization's performance goals can only be achieved through its employees (Natalia, Matthew, & Henry, 2013).

The organizational performance improvement process benefits various levels of the organization by providing the opportunity for employees throughout the organization to be involved in performance improvement. But balancing business and principles is not always easy, for example, challenging decisions can require compromises and the ethical dilemmas where it is hard to the leader to weigh up the consequences of a decision already taken (Patrick, Roseanne, & Neil, 2009). Also to develops or modifies a plan of action to address priorities to improve performance, allocates needed resources and communicates plans within the organization structure, otherwise the organization has to evaluate the outcomes and effectiveness of plan of action. It's important for leaders to hang on to personal values because one of the most difficult things as a leader is the management of ambiguity in business contexts. Yet they need to do this alongside having clear network of communications (Bono, & Judge, 2003). Leaders have got to lead and they've got to resist any undesirable changes. Therefore, networking is an essential skill for leaders to have when working with teams. In this meaning connectivity is creating mutually beneficial relationships between the leader and his team. Both, the leadership and teamwork to plan, measure and analyze, and manage performance.

The researchers' belief is that when the majority of the employees within the organization share values consistently then there's a strong culture and that is definitely going to have an impact on the employees' productivity and outcomes, the individuals' performance, as well as the organizational achievement of goals.

Effective leadership is likely to be even more essential in the future to facilitate the growth and adaptation of human services organizations in the constant challenge to improve performance, therefore employees' development is focused on the development of core competencies, attitudes and behaviors that are fundamental to leading, managing and performing in the context of performance-leading organization (Frank, & Heike, 2009).

Leadership Performance may be regarded as a systematic and an oriented approach to management and leadership to achieve high performing organizations through teamwork and individuals. Such understanding is fundamental to leading, managing and performing organizational attitudes and goals through the teamwork core of competencies, attitudes and behaviors (Hilde, Gro, & Tom, 2008). Such approach exploits the fact that by clarifying and then satisfying the needs of key stakeholders of the organization then organizational performance may be improved.

This paper indicates that successful knowledge leadership retention is significantly related with higher reported organizational performance.

II. Teamwork Engagement and Improvement for Performance

For a leader to achieve organizational goals, it is essential for each individual in the team to understand his specific roles and responsibilities for goal achievement, and there must be continuous dialogue between leaders and the teamwork to set performance expectations, monitor progress, and evaluate results (Guihyun, Matthias, & Richard, 2013).

An effective performance management in the organization system links the leader and the teamwork behaviors to the organization's business strategies, goals, and values (Steffen, & Christopher, 2013). The leader should ensure any action steps that are interlinked and ongoing in an organizational culture that successfully maintain and account for the required performance.

In business organizational change and organizational learning will be necessary to regularly improve customer services and organizational effectiveness. Therefore, Leaders also need to ensure alignment among organizational processes, including strategy, culture, management systems, programs, and required resources (Packard, 2004). Such understanding consolidates the contributions of management and leadership capabilities within the organization, and then builds on improving customers' perceptions and expectations. This systematic sustainability of improvements may be achieved in terms of knowledge sharing, innovation and continuous learning. In fact such understandings are fundamental tools and techniques leading to the organizational performance or their business effectiveness (Hernez-Broome, & Hughes, 2004).

To reach an acceptable performance to their organizations' expectations leaders require a definable destination, an inspiring connection between the desired

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futures and a more distant yet treasured past, and a sense of innovating, to bridge the performance gap and raise the bar to achieve performance leadership (Hoffman, & Jones, 2005). These organizations depend on leaders developing their outcomes orientation, and focusing efforts on the priorities to deliver valuable results and outcomes. Such organizations have a deep faith in and faithfulness to their employees and the people they serve (Mary, 2005).

These organizations invest in leadership that raise and rally the performance of the organization by lifting up its members morally, emotionally and spiritually, through a combination and progression of leadership styles and strategies.

These organizations pay prudent attention to sustainable growth rates and the use of the applied indicators and targets in order to assess its progress and performance from the available resources used. On the other hand leaders on their part in such organizations have a strong sense of direction for their organization, which they continually share and communicate (Judge, & Piccolo, 2004).

The message and the constant understanding between those leaders and their organization is the quality of work. The existence of sustainable growth is an evident in the leadership successions that characterize many of the organizations now a day (Eagly, & Carli, 2003). In this respect the team knows exactly what it has to accomplish and is motivated by high degrees of internal collaboration.

Leaders should build powerful teams to produce much better results through developing their cultural and relationship skills, as an attempt to develop robust productive relationships. They are generating loyalty through the demonstration of their ability to work hard and long to achieve what is wanted and to engage others in the quest. Thus they actively build relationships and engender strong trust among colleagues in order to take high risks as they know their team members well (Yoo, & Brooks, 2005). In fact, leaders keep people together through active trust among a team whose members work effectively together. Those leaders have an absolute determination to succeed whatever the odds. Their individual influence is in their ability to mobilize energy among the team members.

Such leaders have a profound belief in their ability to perform at the highest level and achieve their demanding targets. They are resolute in their determination to succeed and set high expectations for themselves and those who work with them.

In the design and development of an organization to achieve a positive performance, the management or the leadership team should annually assess the organization's logistical needs. This has resulted in the creation of a variety of activities modules designed to meet the business needs (Tucker, & Russell, 2004). This logistics focuses on developing a visual reference to verify product quality and usability. Operational procedures, service standards and in-process control measures for all core processes, each product, and support services are carefully designed and documented in the organization's operations procedures.

Leadership usually requires the fusion of many kinds of management initiatives, for example, inspiring, courageous, distributed and sustainable among others. In fact, it is leadership that pushes teamwork forward, raises them up and brings them together in pursuit of a common and inspiring purpose that is greater than any one of them.For effective work performance, leaders' management system links the employees and teamwork behaviors to the organization's business strategies, goals, and values (McNeece, & Thyer, 2004). Therefore, it is essential for each employee to understand individual roles and responsibilities for goal achievement, and there must be continuous dialogue between leaders and employees to set performance expectations, monitor progress, and evaluate results. Together, leadership and staff work to plan, measure and analyze, and manage performance (Krishnan, 2005). Output and outcome of performance can be analyzed to determine whether resources need to be increased, shifted, or altered in some way to meet goals and achieve desired results.

Performance indicators provide an understanding of the relationship between outputs and outcomes, thereby enhancing the ability of the teamwork leaders to increase resource investment in preferred outcomes (Wong, & Law, 2002). Moreover, performance achievement and targets should be discussed and processed within a valued and respectful relationship of personal consideration, knowledge and even inspiration between leaders and the employees within the teamwork – even when the targets are imposed. Therefore performing beyond expectations may mean knowing individuals' capabilities, but not without encouraging the teamwork individuals' initiatives.

The management should restructure the organization on the socialist principle of sharing responsibility for the future of the organization with the employees and to continue to operate on this philosophy. Such concept may be regarded as an integration of qualities within the employees over time and in an attempt to narrowing achievement gaps (Leban, & Zulauf, 2004).

The conclusion is that management needs to expand beyond just performativity and help contribute to social and political change. Therefore, performance takes place and can be measured at the organizational, process, and individual levels. Consistent with Blau (2003), of integrated model of teamwork, we distinguish between different conceptions of leadership, Cope with constraints, Exchange of information, and developing individual skills (Figure 1).

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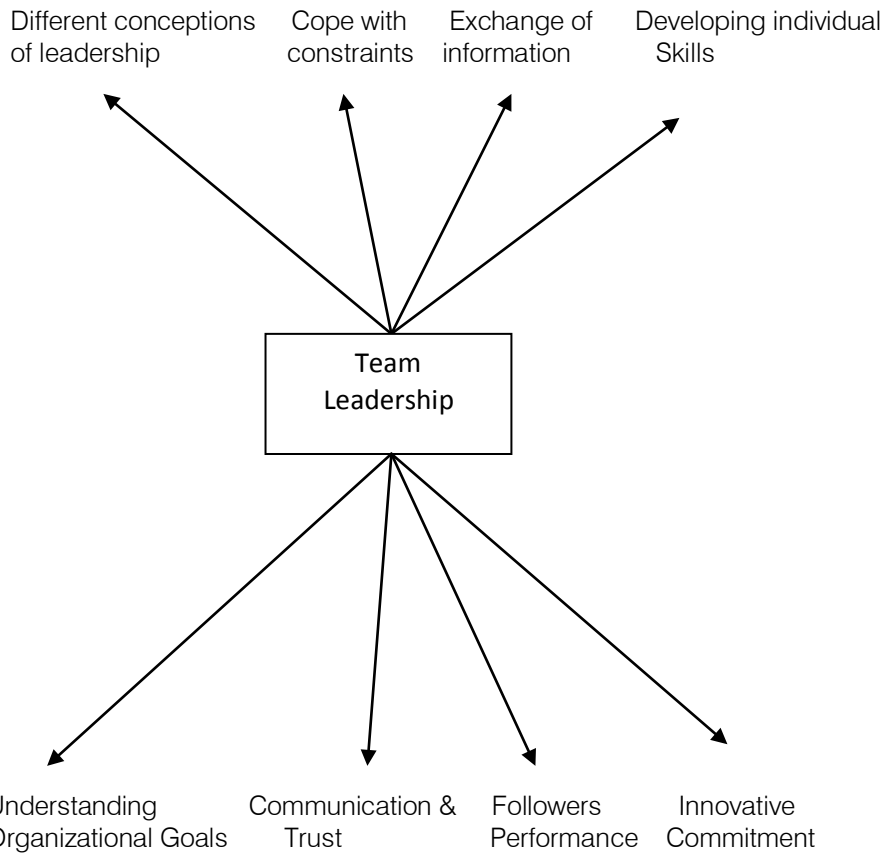


Figure 1 : Is about here

III. Evaluating Leadership Teamwork Effectiveness

Leadership values help performance in the long term. It has consequences for reputation and trust in business, and a huge impact through employee engagement, productivity and outcomes. In this meaning leaders and under the pressures of targets may find themselves in a positions to behave unethically and still get good business results in the short term, but it's likely to come back and leave such attitude later.

One of the main problems for business leaders is subjectivity, when there are no clear cut rules on ethics and, the meaning of ethics changes from one person to another. With an increased focus on corporate responsibility, many organizations have made efforts to embrace an ethical culture among employees (Alice, & Wilco, 2013). Therefore, values may provide a useful framework, and the ethics of an organization are ultimately set by its leaders.

Leaders' performances are the way of managing and leading the organization for success. This is achieved through focusing continuously on creating stakeholders' value of the organizational faster with more cost effectiveness, developing the work environment conditions throughout the organization, shared sense of collaboration, vision and purpose developing commitment of the employees, clarifying strategic priorities, and leaders' skills and efficiency using best practice techniques to make the organization more efficient and effective (Romero, 2005). Performance is an abstract concept and must be represented by concrete, measurable phenomena or events to be measured.

Then the task of the teamwork leaders is to develop their strategic capabilities, and above all more effectively translate strategies into ongoing operations within their organizations, in an attempt to develop their outcomes orientation, to focus efforts on the priorities to deliver valuable results and outcomes and a fight or struggle against a formidable and resisting challenge.

a) High levels performance of team's leader will be positively related to the employees' performance commitment

Organizations' replacement of leadership, or may be staff at all levels within the entire organizations is a common turnaround preference within business. Thus, a change of managers can produce quick and temporary lifts as motivation is revived, teams' individuals or employees try to impress their new boss, and those who were out of favor have the opportunity of a fresh start, these effects only last for a while before performance sinks again (Roberts-DeGennaro, & Packard, 2002). Therefore Management should concentrate on long-term improvement as well as

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making the immediate changes that build confidence and enable their organizations to survive.

The temptation of some organizations' management to change everyone and everything may be one reason why most turnaround efforts in businesses fail. In fact organizations should be characterized by well-managed leadership succession and high leadership stability. The challenge is to find the right leaders for the right problems at the right time and to stick with the choice when it begins to show evidence of success.

Given the ambiguity of ethics, personal principles may not be shared by every one of the team members, and problems happen when people are not authentic. So for leader, valuing principles must be about honesty and having an open conversation. Ethics are not just important for the sake of the organizations, but also for the leaders themselves. When a leader didn't have a reference to his values then they are likely to end up with stress and uneasy task to take on a different persona. Thus, trust and confidence is very important for employees, teams, and leaders (Venkat, & Pooja, 2008).

The primary goals of organizational improvement are to increase organizational effectiveeness and efficiency to improve the ability of the organization to deliver goods and/ or services. A third area sometimes targeted for improvement is organizational efficacy, which involves the process of setting organizational goals and objectives.

The researchers' believe that through a focus on teamwork engagement and environment, the management will experience a significant positive and measurable performance, but lacking insight into workplace belief systems, values, motivations, and disincentives will underlie the behaviors targeted for change. Leaders should be aware about how to stimulate fundamental, sustainable change in the way and their organization does its business. Therefore, leadership strive to provide skills, knowledge, a principle-based mindset, and work habits required for producing excellence and practicing life-long learning.

b) High levels performance of team's leader will be positively related to the team employees' towards their organization

For Rene, Frans, & Vasi (2008), managers were urged to promote teamwork through reward systems and new organization forms, to pay for performance, to train managers and staff at all levels in total quality principles, to deploy cross-functional teams to re-engineer core business processes, and to employ the available strategies while downsizing, outsourcing, simplifying, and producing just-in-time results. No organization could employ these strategies without employees' cooperation and an effective leadership. However, the individual management had sufficient evidence about the relative effectiveness of various improvement programs to take effective decision about where best to invest limited time (Henrik, & Mary, 2013). The goal is to add value. In response, leaders should utilize a number of techniques and programs to support the workforce including learning and training development opportunities that are not strictly focused on job responsibilities.

c) High levels of performance of team's leader will be positively related to employees' understanding organizational goals

They also strive to prepare their employees, not only for their job within their organization, but beyond, by extending their contributions to their communities believing which is a major responsibility to the local communities in shaping the employees or the team works individuals into positive citizens. By helping the employee grow, develop, and become more skillful, leader helps the business become more successful while also making the communities a better place to live and work (Greg, 2006).

Innovation is the key to improving health and sustaining the organization's growth and profitability. The quest for innovative solutions should invigorate all of the core businesses and pervade the organization's community in general. In the drive to innovate, the management supports well-conceived risk-taking and understands that it will not always lead to success. In this respect, management embraces creativity and consistently pursues new opportunities, ways to make its products and services more useful to the customers, the business practices more efficient and effective. In general, performance takes place and can be evaluated at the organizational, process, and individual levels, through the evaluation of the effectiveness and outcomes of common indicators of workforce engagement and satisfaction, for example in increased retention, promotion and training opportunities.

IV. The Research Model and Methodology

Our conceptual model illustrated in Figure (1), consists of two parts. The first part addresses the nature of the managing teamwork concept. In this model managing teamwork is presented as a latent variable, composed of different conception of leadership, cope with constraints, exchange of information, and developing individual skills. The second part of the model examines the relationship between team's leadership and several teamwork effectiveness variables such as understanding organizational goals, communication and trust, followers' performance, and innovative commitment.

a) Sample

A survey study conducted in three industrial institutions in two provinces in the Abu Dhabi District in the United Arab Emirates. These organizations are from

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the private sector. They perform functional services, and commercial and market oriented. Initially 80 teams (380 individuals) were asked to participate in this study. A total of 279 individuals divided into 72 teams provided data via a questionnaire. The participation rate was 90.0 per cent. The three industrial institutions in this study will be mentioned as 1, 2, and 3. The size of the teams ranged from three to five. The sample included 30 teams from institutions 1, 22 from institutions 2, and 20 from institution 3. (Table1).

Table 1 : Respondent of Team Details Instead

Details of Sample	Total No. of Team	No. of Individuals In Each Team			Details of Respondents
		3	4	5	
Institution 1	30	10	10	10	28 * 3 = 84
Institution 2	22	9	8	5	25 * 4 = 100
Institution 3	20	9	7	4	19 * 5 = 95
Total	72	28	25	19	279

b) Measures

All variables in our model were measured with validated instruments. The scale consisted of self-report items scaled in a five-point Likert scale (1= completely disagree to 5= completely agree). The reliability of the scale is satisfactory showing Chronbach Alphas > 0.57. See (Table 2).

Table 2 : Main Characteristics of the Scale

Variable	M	SD	α	*F ratio*	rwg
Being a Team Leader	26.01	5.73	0.67	1.82	0.65
Participation Propensity	22.50	4. 95	0.70	1.89	0.64
Cooperative Behavior	29.71	5.80	0.65	1.83	0.62
Leadership Skills	10.30	2.09	0.55	1.85	0.59
Intelligence & Skills	20.34	3.44	0.57	1.87	0.61
Reduce Conflict	13.51	2.01	0.68	1.91	0.65
Care Values	16.45	2.30	0.56	1.82	0.63
Merit Performance	9.26	2.55	0.66	1.80	0.62

Note: α: is Chronbach alpha.
M: is mean scale
F: is ratio ANOVA.
rwg: is the within-group interrater agreement.

c) Teams Leadership

This was measured with four scales (Costa, 2000), seven items measuring being a team player (e.g. " Employees should always tell the truth even if they know that lying is better"), eight items measuring participation propensity (e.g. "Some employees have accomplished their success by stepping on other employees"), eight items measuring cooperative behaviors (e.g. " Employees exchange up-to-date information with each other"), and three items measuring leadership skills (e.g. " Employees keep checking if other employees maintain their promises and pledges").

d) Understanding Organizational goals

This was measured with nine- item scale from the Expanded Delft Measurement Kit from Roe et al. (1997). An example is " Our team deserves a good assessment from our boss").

e) Communication and Trust

This was measured with a five- item scale from Smith and Barclay (1997) that assesses the extent to which team members are satisfied with their teamwork. One item of this scale is " We are content with what other employees contribute to our group".

f) Followers Performance & Innovative Commitment

These were measured with five-scale item developed by Freese and Schalk (1996). An example of a value commitment item is " My personal norms and principles keep up a correspondence with the organization priorities", and of performance commitment item is " Some new plans forced me to leave this organization".

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V. Research Analysis

The team's levels agreement was examined using ANOVA method, and within-group integrated agreement index-rwg. (Zhu and Dowling, 2002). Values of rwg equal to 0.59 or above demonstrate high consistency within groups and justify the aggregation within that team. In our study the results of ANOVA techniques indicate that the calculated F-ratios are greater than the tabulated F which gives significant results. This is the same result provided by Cristena study (2003), as an acceptable level for internal consistency. The minimum evidence for differences across teams is provided by an F-*ratio* >1.00 (Hays, 1991).

To examine the structural properties of the teamwork components and the dependent variables we run two confirmatory factor analyses. (Table3). The measurement model for the teamwork components distinguished between being a team player (six items), participation propensity (six items), cooperative behaviors (six items) and leadership skills (three items). The comparative- fit index CFI = 0.85 indicates a good model fit, although the four- factor model shows a significant $\chi 2$. Both the goodness of-fit index GFI, and the adjusted goodness of fit-index AGFI are moderate, and the parsimonious goodness of fit indices PGFI and PNFI indicate a good parsimonious fit. The models with four and three factors show adequate fit according to this ratio, $\chi 2/df$ = 1.33, and 1.86 respectively, whereas only the four-factor model obtained a comparative fit > 0.85. Therefore, we favored the four-factor model for teamwork above the other concurrent models. For the dependent variables the measurement model distingue-ished between understanding organizational goals and commitment & trust, followers' performance, and innovative commitment. This structure fitted the data reasonably well. The adequacy of concurrent models with one, two and three factors was examined. The chi-square is significant the ratio $\chi 2/df$ is < 2.0. (Table 3). The results show that $\chi 2$ is highly significant; therefore we consider the four-factor model as an adequate structure for the dependent variable.

Table 3 : Fit indices for the measurement models

The Models	x^2	*df*	*p*	$\chi 2/df$	GFI	AGFI	CFI	PGFI	PNFI
Teamwork Cohesiveness									
Four factors	180.10	135	0.01	1.33	0.45	0.41	0.85	0.53	0.52
Three factors	230.91	137	0.00	1.86	0.40	0.35	0.72	0.50	0.50
Two factors	235.65	135	0.00	1.74	0.29	0.21	0.59	0.40	0.40
One factors	240.66	138	0.00	1.73	0.20	0.12	0.49	0.38	0.31
Team Effectiveness									
Four factors	39.10	33	0.01	1.18	0.69	0.60	0.68	0.43	0.45
Three factors	59.62	35	0.00	1.70	0.61	0.51	0.51	0.42	0.37
Two factors	65.89	37	0.00	1.78	060	0.50	0.41	0.40	0.30
One factors	66.87	39	0.00	1.72	0.51	0.41	0.21	0.45	0.21

Notes:

Independent model for teamwork cohesiveness $x^2 = 1.069.21(p = 0.001)$.
Independent model for teamwork effectiveness $x^2 = 372.38(p = 0.00)$.

Table 4 : Fit indices for the structural models

Structural models	γ	Error	R^2	$\chi 2$	GFI	AGFI	RMSEA	RMR	CFI	PGFI	PNFI
Teamwork				1.89(*df*=2; *p*=0.22)	0.94	0.91	0.01	0.08	0.94	0.53	0.53
Accepting leadership structure	0.06	0.71	0.9								
Sharing information	0.44	0.20	0.61								
Cooperative	0.66	0.49	0.31								
behavior											
Leadership skills	0.23	0.79	0.02								

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Conceptual model				130.21 (*df* = 99; *p* = 0.01)	0.75	0.70	0.03	0.06	0.72	0.55	0.55
Modified model				113.06(*df* = 98; *p* = 0.05)	0.83	0.75	0.02	0.05	0.78	0.55	0.48
Individual skills	0.06	0.61									
Reduce conflict	0.86	0.58									
Core values	0.20	0.68									
Merit & performance	0.52	0.31									
Teamwork → Individual skills	0.16										
Teamwork → Communication & trust	0.14										
Teamwork → Followers Performance	0.35										
Teamwork → Innovative commitment	0.26										
Reduce conflict intelligence → & skills	0.46										

a) Hypotheses Testing

To test the research hypotheses, we used structural equation modeling. The adequacy of the models used was examined using several indices to fit. The chi-square, with no-significant values showing a good model fit. The ratio $\chi 2$/df, with values below 1.9 suggesting a good model fit (Erez, and Judge, 2001). The comparative-fit index (CFI) (Sheldon and Kasser, 2001), the goodness of-fit index (GFI), and the adjusted goodness of fit-index (AGFI), these indices indicate a good model fit for values > 0.85. The parsimonious fit was assessed with the parsimonious goodness of fit-index (PGFI) and the parsimonious formed fit-index (PNFI). Values > 0.50 indicate a good parsimony fit. The analysis of the residuals was made using the root-mean error of approximation (RMSEA) and the root mean squared-residual (RMR). For this research values of RMSEA < 0.02 indicate a good fit. In general and for RMR values > 0.06 indicate a poor fit, and < 0.05 indicate a good fit.

Based on the four-factor structure obtained from the measurement model for the teamwork components we created a model for teamwork using four observed variables. These variables were obtained by summing the item scores in each factor into a total score. In table (4) the results indicate that this model fits the data well: $\chi 2$ 1.89(*df* =2, *p* = 0.22), GFI is 0.94 and the AGFI is 0.91. The CFI is 0.94 and the RMSEA and RMR are both < 0.03. In this model, reducing conflict is the strongest component of teamwork (γ = 0.66) and explains 75 percent of the total variance of teamwork. Sharing information explain 51 per cent of the total variance of teamwork and are the second strongest component of teamwork (γ = 0.44).With γ = 0.06, accepting leadership structure explains 7 percent of the variance of teamwork. Leadership skills, relates positively with teamwork (γ = 0.23). All these structural relations were statistically significant (*t* –values > 1.79).The conceptual model was tested with five latent variables, teamwork, understanding organizational goals, communication and trust, followers' performance, and innovative commitment. The results for this model indicate a marginal fit to the date in table (3).

The $\chi 2$ is significant $\chi 2$ =131.21 (*df* = 99, *p* = 0.01), the other fit indices show values lower than 0.80, and the residual fit indices values above > 0.05, which is compatible with the poor fit of this model. The modification indices suggested a path from perceived goal specification to communication and trust to improve the fit. The modification model shows a considerable improvement of fit as shown in table (4). In particular, the $\chi 2$ becomes non significant and the residual coefficient RMSEA decreases to 0.03, which indicates a good model fit. The other indices show also improvement and GFI reaches 0.83, showing almost an adequate fit. Based on these results we considered the modified model more adequate to fit out data. The results of the structural equations are displayed in Figure 2.

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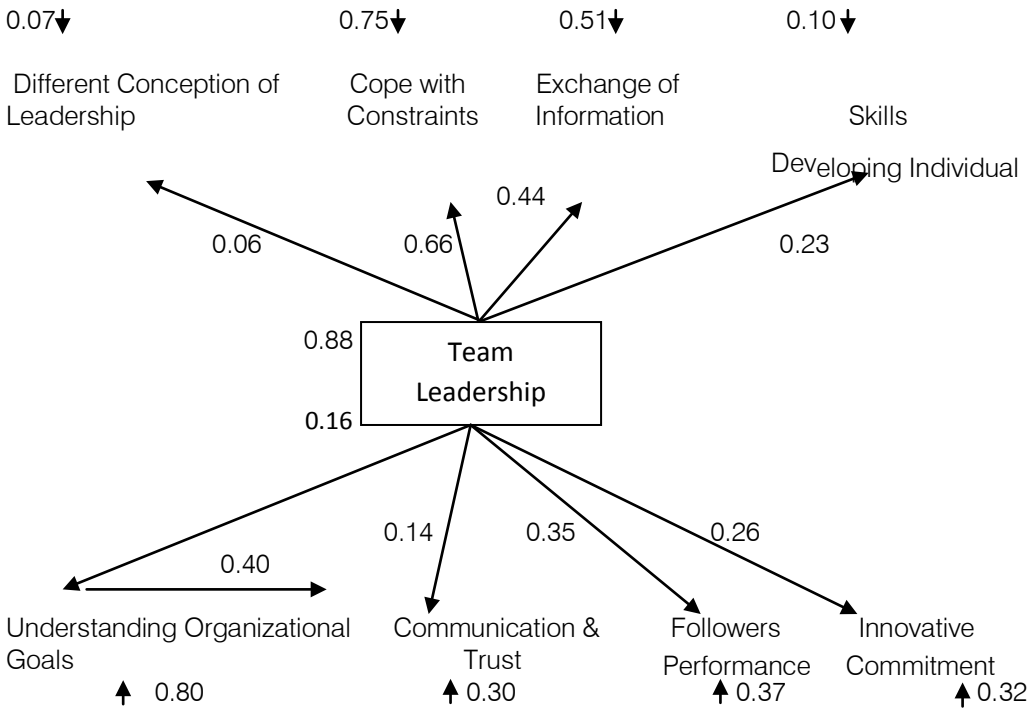


Figure 2 : The Structural relations

Team leadership is positively related with understanding organizational goals (γ = 0.16), and communication and trust (γ = 0.14), both confirming the H1, and H2. The strongest relations are for followers performance (γ = 0.35) and for innovative commitment (γ = 0.26) confirming H3. The new information age requires that any firm's employees should learn to work effectively in teams, working in most effective environments for employees to develop their skills, and creating environment where they aren't afraid to participate. Although our components cannot be directly compared with those found in other studies, reducing conflict were the strongest components of teamwork. This is consistent with the dominant way of thinking in the literature about value and share-the opportunities team members have to engage in dialogs that involve different viewpoints, options, and even culture.

Sharing information were the second strongest component of teamwork, which supports in particular the incorporation of behaviors in models of teamwork. Accepting leadership structure explained also the third strongest percentage of the total variance of teamwork. However, we consider that both components still should be viewed as important aspects of managing teamwork.

VI. Conclusion

Effective leadership is likely to be even more essential in the future to facilitate the growth and adaptation of human services organizations in the constant challenge to improve performance.

All components appeared positively related with the managing teamwork effectiveness. Research shows that a key factor limiting organizational success is a systemic failure to provide effective development for employees and teams in the fundamental skills of management and leadership and, leadership performance is the way of managing and leading the organization for success. In relation to understanding organizational goals the research findings support the main effect between managing teamwork and performance. The relationship between Teamwork and communication and trust in this study is positive, however, cope with constraints was strongly related to understanding organizational goals.

The organization must view performance improvement as a process that requires a clear plan to improve performance and address resource requirements to enable this process to be successful. Teams' leadership was particularly strongly associated with the followers' performance and performance commitment in the organization. When teams' leadership quality is low, levels of followers' performance and commitment tend to decrease, while effective leader commitment tends to arise, and such implications can bring additional problem, for instance in contexts of change when additional levels of efforts and involvement are needed to successfully implement these changes. This process requires a change in the working culture and full commitment from the top of the organization to the lowest levels to execute this plan for improving performance.

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VII. Limitations of the Study

The term 'team's leadership' has become important in recent years, and has many conditions. The foremost limitation is the number of teams in the study sample (n = 279). Therefore, our conclusions should be carefully interpreted. Another limitation refers to the fact the teams in this study came from organizations within the private sector only, which makes it inappropriate to generalize these conclusions to other sectors of economy science. Cautions in the interpretation of these results are also associated with the use of self-ratings of teams' leadership.

One variable that may have influenced the results in this study, is the risk associated with poor performance of leadership. Therefore researchers should address such variable in order to provide better interpretations of the results.

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Modelling Constructs of Midlife Career Stress: an ISM Approach

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Abstract- *Purpose:* With growing life expectancies across world, careers are getting prolonged. Midlife as a distinct phase of life brings with itself unique challenges as well as opportunities (Life span theory). Midlife has often been reported as a turbulent and stressful phase by managers. This study explores and crystallises key constituents of midlife stress. The study attempts to place these constructs in a hierarchical model.
Research Methodology : In the research study, using literature review, the authors identify a set of constructs of Midlife career stress. Using interpretive structural modelling (ISM) methodology the underlying relations among these constructs are explored.
Key Findings : Based on ISM model six levels of hierarchy has been established. The research indicates that there is high interdependence between issues at midlife. Critical life events, personality and organizational culture are the primary sources of stress during midlife. This hierarchy helps the organizations strategize its efforts regarding remedial measures to address the problem.

Keywords: *midlife; stress; interpretive structural modelling; constructs; personality; critical life events; organisational culture.*

GJMBR-A Classification: *JEL Code: M00*



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Modelling Constructs of Midlife Career Stress: an ISM Approach

Ahmad Faraz Khan [α], Asif Akhtar [σ] & Parvaiz Talib [ρ]

Abstract- ***Purpose:*** With growing life expectancies across world, careers are getting prolonged. Midlife as a distinct phase of life brings with itself unique challenges as well as opportunities (Life span theory). Midlife has often been reported as a turbulent and stressful phase by managers. This study explores and crystallises key constituents of midlife stress. The study attempts to place these constructs in a hierarchical model.

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Practical implications : HR managers should adopt a proactive stance. Personality profiling of midlife employees and specific focus on organizational culture may aid in mitigating work related stress.

Originality : This paper contributes to HRM literature by presenting a comprehensive view of different stressors at midlife which remain scattered in the extant literature. In doing so, it makes the issues identifiable and actionable for the organizations.

Keywords: midlife; stress; interpretive structural modelling; constructs; personality; critical life events; organisational culture.

I. Introduction

Midlife is considered as the afternoon of life. The onset of this phase is characterized by stagnation in life and career. Though concreteness regarding the timing of midlife is not present, it is typically seen as starting at age 40 and extending to age 60, but with vague and fuzzy boundaries (Staudinger &Bluck, 2001). This phase has been conceptualized as transitional in nature marked by a turbulent phase is often stressful. Managers are prone to career change decision during midlife (Louis, 1980). In the extant literature varied conceptualizations of midlife are available. Yet a standard definition of midlife is lacking, however certain common themes can be identified by a critical perusal of literature from diverse sources, as by 1970s the theme of midlife became interesting for not only psychoanalysts and psychologists but also to sociologists, medical and management researchers.

Nowadays, careers are increasingly characterized by discontinuity, interruptions, and reformulation (Arthur & Rousseau, 1996; Sullivan et al., 1998). Reasons for these changing career patterns include organizational changes such as corporate restructuring, globalization, and technological advancements (Cappelli& Associates, 1997; Coovert, 1995; Rosenthal, 1995) as well as demographic trends such as more working women, part-time workers, and dual-earner couples (Feldman et.al., 1994; Grover, 1999; London &Greller, 1991). These changing trends suggest that new ways of viewing organizational careers may be necessary. In order to have sustainable HR strategy the organizations need to specifically focus on the stress levels of their senior managers who are in their midlife. A number of studies underscore that stress dramatically impacts the career satisfaction of men and women (Burke, 2000; Phillips-Miller et al., 2000).

The importance of middle-aged managers should not be ignored as expertise, imaginative thinking skills, venturesome personality, and intrinsic motivation are the highlights of midlife (Dziegielewski et. al., 2002).But this phase is also the onset of decline and that the main psychological task of midlife is to come to terms with this decline (Cohen, 2005). In terms of developmental task perspective, mid-life is defined as the period during which a "struggle" occurs between generativity and stagnation (Lachman, 2004). If left unattended this may give way to burnout, premature withdrawal from work, change of careers, feelings of loneliness in family life, perceived conflict between work/career and family life, feeling of low energy and weakening, anxiety over ageing and death, perceived discrepancy between aspiration and achievement, sense of loss and worthlessness (Lu, 2011).

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In order to understand the stress associated with midlife it becomes imperative to explore its constructs. In this endeavour we employ Interpretive Structural Modelling (ISM) to simplify the complexity of this issue. As ISM methodology can reduce complexity of relationships among constructs and helps to impose order and direction (Sage, 1977). Through this paper we propose to develop a hierarchical model for midlife career stress. The levels of different constructs will be analysed and their interrelationships will be studied.
The major objectives of this paper are as follows:

a) To identify the key constructs of Midlife career stress.
b) To develop a hierarchical model of the constructs using Interpretive Structural Modelling (ISM) in order to aid HR managers devise a proactive HR strategy.

II. Constructs of Midlife Career Stress

For most professions there are five career stages: entry level, maturation/assimilation, mid-career achievement, reassessment plateau and career fulfilment (Higgins & Duxbury, 2005). Middle age came to be associated with reassessment (Vries, 1999; Levinson 1978) in general but with the coining of the term "midlife crisis" by Elliott Jaques in a paper published in 1965 it acquired a negative connotation for many years to come. It has become crucial for modern organizations to understand this distinct phase (Jung, 1933; Levinson, 1978) in the career of their employees. Though middle-aged managers are considered at their peak (Neugarten, 1968), they tend to experience biological, social and psychological changes (Pillari, 1998) which may be stressful. Detailed literature review and discussions with subject matter experts has led to the identification of twelve constructs of midlife career stress.

a) Plateauing

Plateauing refers to a perception of stagnation which the manager in the midlife feels. This may happen due to both professional as well as personal reasons, like, job characteristics, or inadequate skill set. Middle managerial work is largely routine, fragmented, segmented, and repetitive (Nilakant&Ramnarayan, 1990). Feeling of skill obsolescence is also common among middle aged executives (Vries, 1993; McCune et al., 1988; Levinson, 1978). During this phase the executive has a feeling of discontentment with his life-both personally and professionally (Choy &Savery, 1998). Employees who experience career plateau would think that their employers have forsaken their careers. Career ceilings lead to plateauing in workers and hence they become disillusioned with the job (Theriault, 1998) which results in increase in turnover intentions and dissatisfaction (Lee, 2002). Though employees at all levels are susceptible to the career blues, which occur when their work is rated good enough, but they devote neither all their time at work nor talents to their work (Clawson and Haskins, 2000), this may result in crisis for experienced and talented managers. Mentoring role have been found to moderate the plateauing process (Lentz & Allen, 2009). On the other hand those mangers who had a favourable attitude towards their current job and felt that growth was in the right direction were more satisfied and least likely to shift career (Lentz & Allen, 2009).

b) Health and Death Concerns

According to Jaques (1965) coming to terms with our mortality is the central developmental task of midlife. Adults in midlife start worrying about deterioration in health and various manifestations of ageing (Dziegiel-ewski et. al., 2002). Watching physiological changes in oneself compels middle adults to confront death as a not so distant possibility (Freund & Ritter, 2009). The MIDUS survey found that physical health had a significant positive as well as negative affect across the adult years (Brim et al., 2004). Heart attacks are common in midlife (Clark et. al., 2000). Physical changes in men like decreased hair growth, voice depth, deterioration of the sex glands, wrinkles, slowing blood circulation, sluggish digestion, and the vulnerability of the prostate to problems, , including prostate cancer, a slow response time, a decrease in cardiovascular efficiency are commonly observed (Dziegielewski et. al., 2002). The person has a tendency to hold stronger opinions owing to regrets over physical changes associated with ageing (Lee, 2009). These are potential stressors in midlife which can increase anxiety and depression.

c) Life and Career Aspirations

This relates to the unrealized dreams that manager in the midlife has aspired for regarding his career and life. An insecurity concerning present accomplishments as well as long term plans and life goals creeps in (Nachbagaeuer&Riedl 2002). Career needs not be limited by organizational boundaries, hence, the manager need to think about his career success beyond those boundaries (Feldman and Ng, 2007). This would help him in achieving his career and life aspirations and a more enriching life. With time stress related with the current job and the lack of passion for the same tend to increase and at this juncture career and life aspirations should match the goal of self-actualization (Nathanson, 2006). Midlife career crisis is the phase when the individual is no longer motivated to go to the work, resulting in strained relationships with the colleagues and lack of confidence about delivering result (Khwaja, 2008). The expectations that one has at the beginning of career can influence the future career life cycle concerns. As the gap between the life and career aspirations of the individual widens,

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their organizational utility decreases (Jackson &Vitberg, 1987). Initially in a career managers find themselves busy establishing themselves. But as a person advances in his career, the career aspirations may come to the fore and it may lead to a desire for a career change (Veiga, 1983). The conflicts in life and life aspirations are related to outcomes such as job dissatisfaction, job burnout, and turnover (Frone et al., 1992; Greenhaus, 1988; Pleck et. al., 1980). Thus when the individual no longer wanted to follow the oft treaded path of career and life, he found himself at a stagnation stage (Amundson, 2003)

d) Value Crisis

At mid-life point there tends to be a change in values and goals which the individual strives for (Jung, 1933). At this time, men tend to become less instrumental and outward-oriented, experiencing a new interiority and interest in the expressive mode (Neugarten et al., 1964; Gutmann, 1969). In midlife a conflict between organizational and personal values occur (Lee, 2003). This transitional phase is characterized by reappraisal of one's past and modification of one's life structure (Levinson, 1978). In this phase of midlife man has to change or adapt his personal beliefs, values, expectations, feelings, and ways of coping (Levinson et. al., 1978; Ciernia, 1985; Wolfe et al., 1990) in order to build a new life structure. If left unattended crisis may give way to burnout, premature withdrawal from work, change of careers, feelings of loneliness in family life, perceived conflict between work/career and family life, feeling of low energy and weakening, anxiety over ageing and death, perceived discrepancy between aspiration and achievement, sense of loss and worthlessness (Lu, 2011). Further dissatisfaction may result in midlife depression (Goldstein, 2005; Kertzner, 2007). The process of value change need to be incorporated in any model of midlife stress.

e) Work-Life Balance

Work-life/family balance is critical for adding satisfaction to career success (Greenhaus&Beutell, 1985; Thompson et. al., 1999). Regrets over spousal relationships and maturation of children may also trigger midcareer stress (Amundson, 2003). Work/family balance is fast becoming an area of concern for the mangers as well as employees (Hall, 1990). Family decision making, even in dual-earner marriages, is often heavily influenced by the individual who is the primary financial provider for the family (Heer, 1963; Markham, 1987; Russo, 1985). As such, when making major life decisions such as whether to accept a relocation opportunity, one partner's career interests typically supersede the other's interests (Duncan &Perrucci, 1976; Felmlee, 1984). Given this pattern, it is not surprising that anecdotal accounts of relocations often note that one partner repeatedly benefits whereas the other partner repeatedly loses (Wilson, 1999). Pay-offs for visible work–life balance support of employees include reduced leaving intentions through increased job satisfaction and reduction of work pressures (Forsyth, 2007). Work–life imbalance may have serious implications on the parenting, infertility and ageing (Broughet.al., 2008). There is no surprize that managers who were generally more balanced in their work and life, advance at a faster pace than the others (Lyness&Judiesch, 2008). Thus managers who are middle aged and don't have balance in their work and life are more likely to look for career change. Increased economic pressure on organizations has created greater work pressures and work–life imbalance for individuals (Brough&O'Driscoll 2005). The ability of work–life balance policies to actually influence some key social and organizational issues should not be ignored by the organizations.

f) Generativity concern

Generativity refers to a psychosocial space linking the developing person and the evolving social world. Erikson (1959) described generativity as "primarily the concern in establishing and guiding the next generation". The need to leave a legacy becomes paramount towards the end of the career. After the individual has earned a decent standard of living for himself and his family, the dormant need to leave behind a legacy resurfaces. Usually midcareer change is about leaving a legacy and a more self-fulfilling life (Leider, 1976). Midlife is a phase of reassertion and having gained enough experience a dormant need to mentor others comes to the fore. The self-actualization need of the individual motivates them to share their experience with the society and be remembered as a contributor.

g) Impediments to change

The thoughts of changing job or career are common in midlife. But treading into an altogether new path is scary. This trip into the unknown may bring to the fore newer and unforeseen challenges. Also, they may face the pain of not getting the pay check. Such impediments can deter the manager from making a career change decision. Bosses, peers, subordinates as also family may deter them from making a desired career move (Levinson, 1977). The fear of unemployment is also a deterrent. Impediments to career changemay be the personal life standing such as children's career, difficulty to relocate may pose a threat to making a desired move (Swanson, 2003).The restraining forces in the midcareer change decision include the impediments for the career growth like career success of children being more important than one's own career, relocation decisions, aging, conflict between career and life aspirations, perceived change in the lifestyle, negative reaction from the peers, superiors and subordinates etc. (Levinson, 1977; Ibarra, 2002; McKee- Ryan et. al., 2005). The absence of a roadmap

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for the career shift also hinders this growth.Those who intend to change career, and are not able to do so because of certain factors, may experience more stress. Thus all these factors need to be taken into account once a decision is to be made.

h) Personality

Researchers have reported that personality may moderate or mediate the relationship between stressors and stress (Hurrell, 2005; Lazarus, 1993). Classification of individuals between Type A and Type B have helped in the study of individual differences and estimation of how an individual may reacts to environmental challenges and threats (Ivancevich& Matteson, 1984). Experience of stress at midlife may be determined by the perceptions which are shaped by the type of personality. For instance aggressive and hostile response may be expected form Type As (Cooper et. al., 1994; Friedman, 1967; Jamal, 1990; Rosenman& Chesney, 1985) when faced with stressful events. Other measure of personality like Conscientiousness positively related to job performance (Barrick& Mount, 1991; Salgado, 1997). For middle-aged managers experience of transition can prove taxing if there is a mismatch with personality traits.

i) Critical Life Events

The crisis can be triggered by anything, ranging from disruptive life events such as death of a loved one, especially parents to mere nostalgia (Levinson, 1986). Negative events in life can result in stress and depressive systems (Kuiper & Martin, 1998; Tesser& Beach, 1998). Middle adulthood is a busy period and a person may come across adverse events which can have a deep and lasting impact on his/her psychology. Events like divorce, trouble within family, legal entanglement, death of a close one, etc… can became a precipitating point for the onset of midlife crisis.

j) Spiritual Quotient

Spirituality is defined as the pursuit for meaning and purpose in life (Atchley, 1997; Wink & Dillon, 2002). 'A shift in meta-perspective from a materialistic and pragmatic view of the world to a more cosmic and transcendent one' (Tornstam, 1997) may be experienced by middle-aged managers. For managers in midlife spirituality may be psychologically beneficial (Landis, 1996; Laubmeier et. al., 2004; Simoni& Ortiz, 2003). Spirituality is positively related to happiness and self-esteem (Fry, 2000) and often act as cushion against negative affective outcomes (Simoni& Ortiz, 2003; Fabricatore et. al., 2000). Positive psychologists argue that positive religious coping styles help improve positive effect (Bush et al., 1999).

k) Organizational culture

Work culture is also a key determinant of mid-career stress. Physical as well as psychological stress has been often caused due to workload (Hurrell, 2005). Stress and job factors are among the most powerful determinants of mid-career satisfaction (Auster&Ekstein, 2004). Organizational culture with low levels of decentralization and high levels of formalization is negatively associated with increased managerial performance (Joiner, 2001). Organizational policies related to succession and development of midlife managers holds the key for the organizations. Organizational factors which include culture as well as role related ones have the potential to become daily stressors for midlife managers.

l) Social Capital

All aspects of occupational stress are impacted by social context (Bliese&Jex, 2002). At midlife a re-evaluation of close interpersonal relationships takes place (Sarfaty, 2010). Having spent considerable time as a working professional middle-aged managers can acquire a fairly decent social circle. Progress in career can have a direct relationship with social support and relations (Phillips et. al., 2001). A turbulent transition for many executives, turning to siblings (Schultheiss et. al., 2002) and close acquaintances (Bozionelos, 2003; Higgins &Kram, 2001; Seibert et al., 2001) for emotional support and career development assistance can just be the apt medicine. This kind of assistance can positively impact career success (Allen et. al., 2004) and act as a buffer against stress. Individuals with more close relationships can have access to more social resources (Granovetter, 1973; Seibert et al., 2001), which in turn are crucial for a smooth midlife transition.

Table 1 : Literature review summary

Constructs	References
Plateauing	Clawson & Haskins (2000), Choy &Savery (1998), Theriaulit (1998), Vries (1993), Nilkant&Ramnarayan (1990), McCune et. al. (1988), Levinson (1978)
Health and Death concerns	Freund & Ritter (2009), Lee (2009), Brim et. al. (2004), Dziegielewski et. al. (2002), Jaques (1965)
Life and Career Aspirations	Nathanson (2006), Amundson (2003), Nachbagaeuer&Riedl (2002), Frone et. al. (1992), Greenhaus (1988), Veiga (1987), Pleck et. al. (1980), Jung (1933)
Value Crisis	Lu (2011), Appelbaum&Finestone (1994), Gist (1987), Ciernia (1985), Levinson (1978), Gutmann (1969), Neugarten et. al. (1964), Jung (1933)

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Work-Life Balance	Forsyth (2007), Brough&O'Driscoll (2005), Lee (2003), Amundson (2003), Thompson et. al. (1999), Aquilino (1990), Hall (1986), Greenhaus&Beutell (1985)
Generativity concern	Leider (1976), Erikson (1959)
Impediments to change	McKee-Ryan et. al. (2005), Swanson (2003), Ibarra (2002), Levinson (1977)
Personality	Hurrell (2005), Salgado (1997)Lazarus (1993), Barrick& Mount (1991), Ivancevich& Matteson (1984)
Critical Life Events	Kuiper & Martin (1998), Tesser& Beach (1998), Levinson (1986),
Spiritual Orientation	Simoni& Ortiz (2003), Fabricatore et. al. (2000), Bush et. al. (1999)
Organizational culture	Hurrell (2005), Auster&Ekstein (2004), Joiner (2001)
Social Capital	Sarfaty (2010), Allen et. al. (2004), Bliese&Jex (2002), Phillips et. al. (2001), Seibert et. al. (2001), Granovetter (1973)

III. Research Methodology

a) Interpretive structural modelling

In order to accomplish the research objectives, interpretive structural modelling is employed. ISM was developed by Warfield (1973) in order to help structure the issues involved into a hierarchy. It is a process which can aid a group of people in evolving a consensus based hierarchical model based on their collective knowledge. It further simplifies the complexity involved by establishing interrelationships among issues at hand. In this way it helps overcome the limits of human brain where the problem is complex and number of elements is significant (Waller, 1975). Though it is primarily used by groups, but individuals can also apply it (Sharma et al, 1995, Faisal, 2010). In other words, ISM results into a structural model based on the interpretations of the group members when dealing with complex issues.

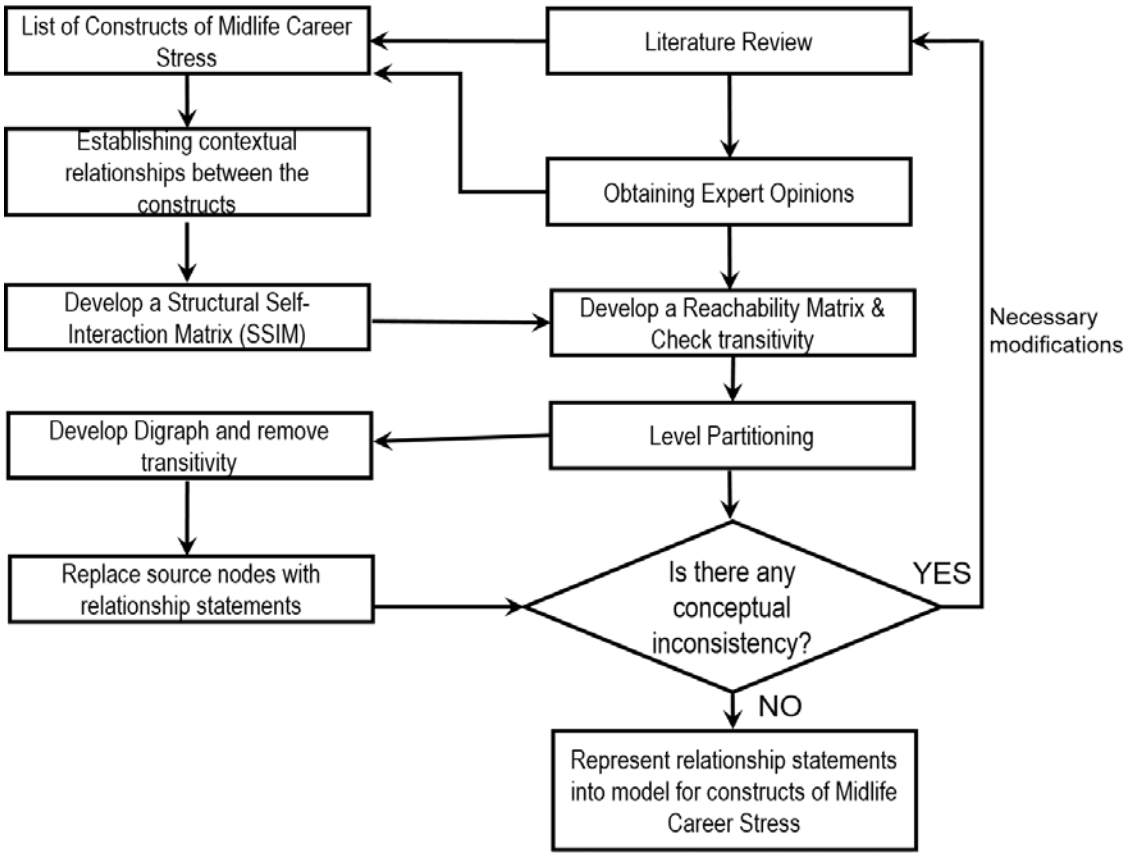


Figure 1 : Flow diagram for preparing ISM

ISM process is summarised in Figure 1. The steps involved are as follows-

1. Identification and listing down of the variables affecting the issue under consideration.
2. A contextual relationship is established among the variables, depending upon the objective of the modelling exercise.

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3. A structural self-interaction matrix (SSIM) is developed, indicating a pair-wise relationships among variables under consideration.
4. A reachability matrix is prepared, by converting symbolic relationships in SSIM into binary matrix. Further, transitivity is checked at this point. Transitivity of the contextual relation is basic assumption in ISM which states that if element A is related to element B, and B is related to C, then A is necessarily related to C.
5. Level portioning is done in order to classify the variables into different levels.
6. On the basis of reachability matrix, a directed graph is drawn and transitive links are removed.
7. The digraph is converted into ISM, by replacing variable nodes with actual element description.
8. The ISM model is reviewed to check for any conceptual inconsistency and necessary modifications are made.

Figure 2 : ISM template for data collection

Contextual relationship- lead to		Social Capital 12	Organizational culture 11	Spiritual Orientation 10	Critical Life Events 9	Personality 8	Impediments to change 7	Generativity Concern 6	Work-Life Balance 5	Value Crisis 4	Career Aspirations 3	Death Concerns 2	Plateauing 1
1	Plateauing												
2	Health & Death Concerns												
3	Life & Career Aspirations												
4	Value Crisis												
5	Work-Life Balance												
6	Generativity Concern												
7	Impediments to change												
8	Personality												
9	Critical Life Events												
10	Spiritual Orientation												
11	Organizational culture												
12	Social Capital												

Enter
V- When the row influences the column.
A- When the column influences the row.
X- When row and column influence each other.
O- When there is no relation.

b) Structural self-interaction model (SSIM)

Figure 2 was presented to a group of experts comprising both academicians and practitioners. Three experts from academics having stress management as their research area were part of the group, along with three midlife managers from the area of training and development. All the experts were themselves in their midlife, and had familiarity with the issues of midlife. The latest available literature related to midlife career stress and related themes was supplied to the group beforehand. After a thorough discussion and minor modifications, twelve constructs of midlife career stress were agreed upon. A contextual relationship of "leads to" type was chosen.

Based on contextual relationship for each construct, the existence of a relation between any two constructs (i and j) and the associated direction of the relation is investigated. This results in the formation of SSIM (Table 2).

Table 2 : Structural self-interaction matrix

C_i Constructs		C_j Constructs 12	11	10	9	8	7	6	5	4	3	2	1
1	Plateauing	A	A	A	A	A	X	X	X	X	X	X	
2	Health & Death Concerns	V	O	X	A	A	V	V	V	X	V		
3	Life & Career Aspirations	X	A	X	A	A	O	X	X	X			
4	Value Crisis	X	A	X	A	A	X	V	X				

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5	Work-Life Balance	X	A	X	A	A	V	X					
6	Generativity Concern	A	A	X	A	A	O						
7	Impediments to change	A	A	A	A	A							
8	Personality	V	O	V	A								
9	Critical Life Events	V	O	V									
10	Spiritual Quotient	X	O										
11	Organizational culture	V											
12	Social Capital												

c) Reachability Matrix (RM)

By substituting 1 and 0 in place of V, A, X and O in the SSIM, initial reachability matrix is formed. Following conversion rules apply:

- If the relation Ci to Cj = V in SSIM, then the element Cij = 1 and Cji = 0 in RM
- If the relation Ci to Cj = A in SSIM, then the element Cij = 0 and Cji = 1 in RM
- If the relation Ci to Cj = X in SSIM, then the element Cij = 1 and Cji = 1 in RM
- If the relation Ci to Cj = O in SSIM, then the element Cij = 0 and Cji = 0 in RM

Then transitivity is checked, which implies if Cij = 1 and Cjk= 1 then Cik= 1. Sometimes incorporation of transitivity may lead to conceptual inconsistency, which may be referred to the experts for a re-check (Raj, Shankar and Suhaib, 2008).

After transformation, the final reachability matrix is worked out, presented in Table 3. In this matrix the driving power and the dependence of each construct are also indicated. The driving power of a particular construct is the total number of constructs (including itself) that it influences. The dependence is the total number of constructs (including itself) which may be impacting it. These driving powers and dependency values will be used in classification of constructs in the MICMAC analysis (Godet, 1986, 1987), where these constructs shall be classified into four categories, namely autonomous, dependent, linkage and independent.

Table 3 : Final reachability matrix

C_i Constructs		C_j Constructs												
		12	11	10	9	8	7	6	5	4	3	2	1	Driving power
1	Plateauing	1*	0	1*	0	0	1	1	1	1	1	1	1	9
2	Health & Death Concerns	1	0	1	0	0	1	1	1	1	1	1	1	9
3	Life & Career Aspirations	1	0	1	0	0	1*	1	1	1	1	1*	1	9
4	Value Crisis	1	0	1	0	1*	1	1	1	1	1	1	1	10
5	Work-Life Balance	1	0	1	0	0	1	1	1	1	1	1*	1	9
6	Generativity Concern	0	0	1	0	0	0	1	1	1*	1	1*	1	7
7	Impediments to change	0	0	1*	0	0	1	1*	1*	1	0	1*	1	7
8	Personality	1	0	1	0	1	1	1	1	1	1	1	1	10
9	Critical Life Events	1	0	1	1	1	1	1	1	1	1	1	1	11
10	Spiritual Quotient	1	0	1	0	1	1	1	1	1	1	1	1	10
11	Organizational culture	1	1	0	0	0	1	1	1	1	1	1*	1	9
12	Social Capital	1	0	1	0	0	1	1	1	1	1	0	1	8
	Dependence	10	1	11	1	4	11	12	12	12	11	11	12	

Note: Asterisks denote transitive links.

d) Level partitions

Level partitioning is done in order to classify the constructs into different levels of the ISM structure. A reachability set (Ri) that is a set of all the constructs that can be reached form the construct Ci, and antecedent set (Ai), that is a set of all the constructs that construct Ci can be reached by, are formed from the final reachability matrix (Warfield, 1974). Then the intersection of these sets are derived for all the constructs. In the first iteration, all constructs for which the reachability and intersection set are the same are considered as top-level constructs. In successive iterations, the constructs identified as level constructs in the previous iterations are deleted and the new constructs are selected using the same rule. In this way all the constructs are arranged in a topological order.

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Table 4 : Iteration i.

Construct Ci	Reacability Set (Ri)	Antecedent Set (Ai)	Intersection Set	Level
1	1,2,3,4,5,6,7,10,12	1,2,3,4,5,6,7,8,9,10,11,12	1,2,3,4,5,6,7,10,12	I
2	1,2,3,4,5,6,7,10,12	1,2,3,4,5,6,7,8,9,10,11	1,2,3,4,5,6,7,10	
3	1,2,3,4,5,6,7,10,12	1,2,3,4,5,6,8,9,10,11,12	1,2,3,4,5,6,10,12	
4	1,2,3,4,5,6,7,8,10,12	1,2,3,4,5,6,7,8,9,10,11,12	1,2,3,4,5,6,7,8,10,12	I
5	1,2,3,4,5,6,7,10,12	1,2,3,4,5,6,7,8,9,10,11,12	1,2,3,4,5,6,7,10,11	I
6	1,2,3,4,5,6,10	1,2,3,4,5,6,7,8,9,10,11,12	1,2,3,4,5,6,10	I
7	1,2,4,5,6,7,10	1,2,3,4,5,7,8,9,10,11,12	1,2,4,5,7,10	
8	1,2,3,4,5,6,7,8,10,12	4,8,9,10	4,8,10	
9	1,2,3,4,5,6,7,8,9,10,12	9	9	
10	1,2,3,4,5,6,7,8,10,12	1,2,3,4,5,6,7,8,9,10,12	1,2,3,4,5,6,7,8,10,12	I
11	1,2,3,4,5,6,7,11,12	11	11	
12	1,3,4,5,6,7,10,12	1,2,3,4,5,8,9,10,11,12	1,3,4,5,10,12	

Table 5 : Iteration ii.

Construct Ci	Reacability Set (Ri)	Antecedent Set (Ai)	Intersection Set	Level
2	2,3,7,12	2,3,7,8,9,11	2,3,7	
3	2,3,7,12	2,3,8,9,11,12	2,3,12	
7	2,7	2,3,7,8,9,11,12	2,7	II
8	2,3,7,8,12	8,9	8	
9	2,3,7,8,9,12	9	9	
11	2,3,7,11,12	11	11	
12	3,7,12	2,3,8,9,11,12	3,12	

Table 6 : Iteration iii.

Constructs Ci	Reacability Set (Ri)	Antecedent Set (Ai)	Intersection Set	Level
2	2,3,12	2,3,8,9,11	2,3	
3	2,3,12	2,3,8,9,11,12	2,3,12	III
8	2,3,8,12	8,9	8	
9	2,3,8,9,12	9	9	
11	2,3,11,12	11	11	
12	3,12	2,3,8,9,11,12	3,12	III

Table 7 : Iteration iv.

Constructs Ci	Reacability Set (Ri)	Antecedent Set (Ai)	Intersection Set	Level
2	2	2,8,9,11	2	IV
8	2,8,	8,9	8	
9	2,8,9	9	9	
11	2,11	11	11	

Table 8 : Iteration v.

Constructs Ci	Reacability Set (Ri)	Antecedent Set (Ai)	Intersection Set	Level
8	8	8,9	8	V
9	8,9	9	9	
11	11	11	11	V

Table 9 : Iteration vi.

Constructs Ci	Reacability Set (Ri)	Antecedent Set (Ai)	Intersection Set	Level
9	9	9	9	VI

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e) Development of digraph and formation of ISM based model

The issues at midlife are complex as well as inter-related. Taking these issues in isolation will present an oblique picture of the phenomenon. However, combining these issues into a model shall aid the management in better understanding of the underlying causes of the stress. A directional graph referred to as digraph, is a graphical representation of the constructs specifying their directed relationships and hierarchical levels. The digraph is modified accounting for all the transitivities and conceptual inconsistency. Finally, by replacing construct numbers with the actual construct description we arrive at the ISM model.

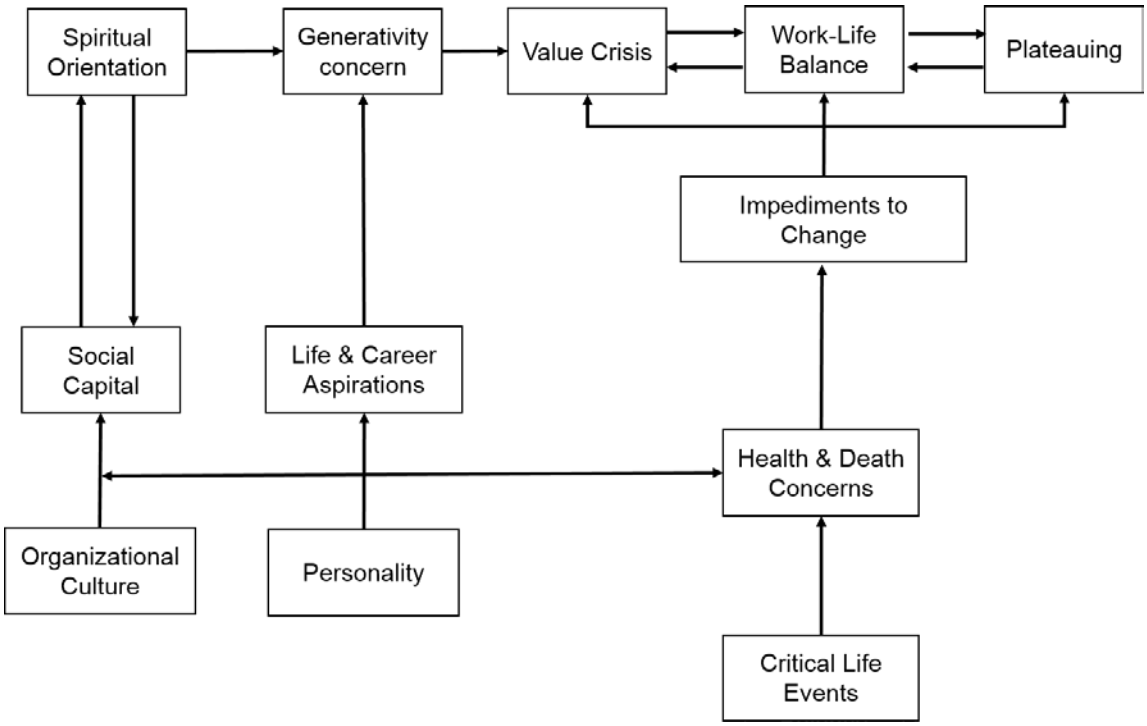


Figure 3 : ISM-based model of constructs of Midlife career stress

f) MIC-MAC analysis

Matriced'Impactscroises-multiplication appliqúe an classment (cross-impact matrix multiplication applied to classification) is abbreviated as MICMAC. The purpose of this analysis is to analyse the driver power and the dependence of the variables (Mandal and Deshmukh, 1994, Faisal and Rahman, 2008). This analysis classifies the constructs into four clusters, namely:

g) Autonomous constructs

These constructs have weak drive power and weak dependence power. They are relatively disconn-ected from the system, with which they have few links, which may be very strong.

i. *Dependent constructs*

These constructs have weak drive power but strong dependence power.

ii. *Linkage constructs*

These constructs have strong drive power as well as strong dependence power. These constructs are unstable in the fact that any action on these factors will have an effect on others and also a feedback effect on themselves.

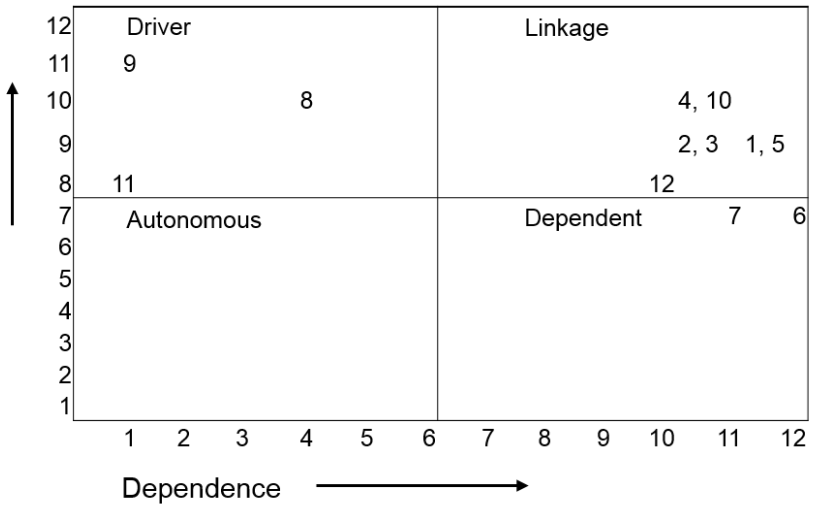
iii. *Drivers*

These constructs have strong drive power but weak dependence power.

A construct with a very strong drive power, called the 'key construct' falls into the category of driver or linkage construct.

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Figure 4 : Driver power and dependence diagram



IV. Results and Discussion

The results indicates that midlife career stress as a phenomenon does not have autonomous constructs. It suggests that no construct can be considered disconnected from the whole process and the management has to pay attention to all the identified stressors of midlife career stress. In the driver clustering we have critical life events, personality and organizational culture. These stressors have high driving power and low dependence, which indicates that these constructs may be treated as the root of midlife stress. There can be little control over occurrence of negative events in life but the response to stress depends on the personality as well as on the sensitivity of the organization towards midlife issues of their employees. This clearly outlines the importance of organizational climate and HR policy of the organization. Linking the needs of the midlife managers to training and development is critical for reducing midlife attrition as well as increasing on job satisfaction. Creatively engaging midlife managers through mentoring roles, "Stretch assignments", or out-of-comfort zone stretch targets, have been found to enhance motivation, performance, and creative decision-making (Thompson, Hochwarter, &Mathys, 1997). Profiling personality of middle managers may also help in effective designing of stress management interventions.

In the dependent cluster, we have two constructs, namely, impediments to change and generativity concern. They have little driving power but high dependence. Generativity concern, surely depends on individual aspirations, personality as well as spiritual orientation of the person. Impediments to change, too is dependent on variety of issues ranging from perception about health to social support. Spiritual orientation, social capital, value crisis, work-life balance, health and death concerns, and plateauing forms the linkage cluster. These stressors are the ones which are influenced by lower level stressors and in turn impact other constructs in the model. This is particularly true for work-life balance and social capital. In today's high pressure working environment middle managers may feel stretched to limits, causing an imbalance between work and family life. This will have its reflection on interpersonal as well as intrapersonal demeanour of the manager.

Contemporary midlife is characterized by expanding diversity in roles, relationships, and resources (Moen &Wethington, 1999), due to which organizations are faced with problems of higher midlife attrition, social loafing and uncertainty. Midlife employees', who are supposed to be most productive and loyal, are stressed out. The model developed in this paper helps to answer these questions and provides an understanding of mutual relationships among the stressors. The importance of this approach from an organizational standpoint is the emergence of this logical flow of causal influences that is not only logically consistent but is also a view that is owned and shared by the people experiencing midlife. It provides an opportunity to the management to integrate midlife issues in a wider context of the stress management.

The main contributions of this research include the following:

- In this paper, an attempt has been made to identify the important constructs of midlife career stress. Although a large amount of literature is available on midlife crisis, most of this is scattered across different disciplines lacking an actionable insight for the management. This research assumes importance because it discusses stressors specific to midlife in the context of today's turbulent business environment.
- A key finding of this research is that critical life events, personality and organizational culture are the primary sources of stress during midlife.

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Profiling personality of midlife managers, sensitizing HR policy towards their needs and creatively enriching their job experience is critical.

- The stressors with high driving powers have more of a strategic orientation and there are other dependent constructs being affected by them. Thus, management should accord prime importance to these stressors.
- There are many linkage stressors and this throws light on the interdependence of these issues.
- The ISM model presented in this paper for analysing and representing relationships among the stressors in midlife is simple and easy to understand for both management and the individuals experiencing such stress.

V. Conclusions

Midlife employees are not only experienced but also ripe for taking on leadership roles in the organization. Organizations which can manage its most critical resource i.e. humans in an efficient and proactive manner can gain a lasting competitive edge. The objective must be to strategically incorporate the identified issues and design a robust HR policy. In order to design and implement an effective stress management intervention, organizations need to focus on the organizational culture which may be unconsciously contributing to this stress, such as inefficient communication, role-ambiguity, poor or no succession planning, poor employee engagement, etc…Once such a policy is in place, it is imperative that the system should maintain its strategic focus. Finally, instead of reacting to stress related issues, which is the prevalent practice, the authors recommend a proactive and dynamic approach focussing on long-tern quality of life of their employees.

VI. Limitations and Scope for Future Work

In this study, only 12 stressors are identified for modelling midlife career stress. Further, the model does not incorporate culture or industry specific stressors. In future research, more extensive studies are needed to explore constructs affecting midlife career stress. The help of experts has been sought to analyse the driving power and dependence of the constructs, but the framework developed depends on the opinion of relatively few experts and may have some element of bias. Through ISM, a logical model of constructs of midlife career stress has been developed but this model has not been statistically validated. Future researchers may apply path analysis or structural equation modelling approaches to test such a hypothesized model.

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Examining the Relationship between Socialization Tactics and OCB: Mediating Role of OC

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Abstract- Organizational citizenship behavior has always been of paramount importance for organizations to work at their best and despite the huge amount of research on it little is known of the processes that can ensure the salvation of such behavior. The present study has laid down a blueprint of how the implicit processes affect OCBs. In this study we have proposed a complete process by which extra-role behaviors can be ensured by the use of socialization tactics regardless of personality traits of the employees. Furthermore, organizational commitment has been proposed to act as a lubricant between socialization tactics and OCB. The implications for future research are proposed for an empirical evidence of the conceptual model proposed after a critical analysis of literature.

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Examining the Relationship between Socialization Tactics and OCB: Mediating Role of OC

Umer Nasir [α] & Dr. Muhammad Mohtasham Saeed [σ]

Abstract- Organizational citizenship behavior has always been of paramount importance for organizations to work at their best and despite the huge amount of research on it little is known of the processes that can ensure the salvation of such behavior. The present study has laid down a blueprint of how the implicit processes affect OCBs. In this study we have proposed a complete process by which extra-role behaviors can be ensured by the use of socialization tactics regardless of personality traits of the employees. Furthermore, organizational commitment has been proposed to act as a lubricant between socialization tactics and OCB. The implications for future research are proposed for an empirical evidence of the conceptual model proposed after a critical analysis of literature.

I. Introduction

Organizational socialization is an extensively researched area in social sciences. However, there is still a continuous debate upon the acceptance of its real dimensions and so its dimensions have been divided in to two broad domains; the process and the content domains (Taormina, 2007). The dimensions presented in both of these domains are considered equally valuable by most social scientists (Chao, Kelly, Wolf, Klein, and Gardner, 1994; Filstad, 2010; Atzori, Lombardi, Fracearoli, Battisteli and Zaniboni, 2008). These domains are differentiated on the basis that one domain treats organization socialization (OS) as a process through which a new comer goes as he/she advances in the organization (Van-Maanen and Schein, 1979), while the other domain emphasizes that OS is basically the content learnt by the individual during the advancement in the organization (Taormina, 1994). OS, therefore, has been defined in many ways. It is a process by which an individual transforms in to a full member from an outsider (Feldman, 1981; Wanous, 1980; Lave and Wenger 1991) through the acquisition of skills and social & technical knowledge (Van-Maanen and Schein, 1979) and comprehends a complete understanding of appreciated behaviors, values, history and social knowledge (Taormina, 1997).

Significant amount of research shows that OS has effects over employee behavior such as leadership (Taormina, 2007; Filstad, 2010; and Allen, 2006). Only about a handful of studies have been conducted which link OS with organizational commitment, identification and citizenship behavior. These elements are considered as the most valuable resources required for an organization to achieve its goals with maximum efficiency (Mayfield and Taber, 2009; Westover, Westover and Westover, 2009).

Organizational Citizenship Behavior (OCB) is one of the most important employee behaviors that affect the organizational performance and has been of paramount importance for both researchers and managers. Ozer (2011) found that there is a positive relationship between OCB and job performance. OCB is also considered to have a positive effect on the overall organizational performance (Organ, 1988). Furthermore, extensive research has shown that OCB has great influence over the productivity and effectiveness of an organization (Organ, Podsakoff and Mackenzie, 2006; Podsakoff, Mackenzie, Paine and Bacharach, 2000; Gong, Cheng and Cheung, 2010). So at this point there is no doubt that OCB is one of the most important social factors that have a powerful effect over an organization's effectiveness and productivity. Organ (1988) presented a framework of five dimensions of OCB, and defined it as a discretionary behavior, which is not directly or explicitly recognized by the formal reward system of the organization.

There are many researchers who have tried to find out the antecedents of such discretionary behaviors (See Choi, 2007; Chen, Niu, Wang, Yang and Isaur, 2009; Gong and Chang, 2010; Mayfield and Taber, 2009). But still a definite key has not yet been found that can assure one of embedding OCBs in daily routine at work place.

Organizational commitment (OC) has been one of the main focuses for both researchers and managers because it has a significant effect over both in-role and extra-role behaviors. Many researchers have studied OC in pursuit of finding out both its outcomes and antecedents (Wiener and Vardi, 1980) but it has never been studied as a mediator between socialization tactics and the outcomes of OC such as extra role behaviors (Meyer, Punonen, Gellatly, Goffin and Jackson, 1989). Before going on into further details it is of paramount importance to define OC because many

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researchers have defined it in their own ways, for instance Salancik (1977) defined it as an employee's psychological bond with the organization, Mowday, Porter and Steers (1982) defined it as an individual's strong belief in the organization and his/her willingness to exert considerable efforts for the achievement of organizational goals and to stay as a long term member of that organization. Research has elaborated that OC has significant, both direct and indirect, positive effects on in-role and extra-role behaviors through job satisfaction (Westover et al., 2009).

In this study we aim to find a possible solution to this problem. As OCB is considered crucial for organizational success and companies spend a lot of resources including time and money as well and still undesired happenings take place from employees' side. In this research we will try to find out if OS tactics can influence OCB or not. Furthermore, this study will also elaborate the interactive effects of OS and OC on OCB as well as it will also explore as to how the implicit processes in the socialization can affect OCBs. OC has been studied as one of the outcomes of OS (for example, see Cohen and Veled-Hecht, 2008), but its nature of relationship has never been studied while discussing the effects of OS on employee behavior especially in context of extra role behaviors. This study will show that how OS can help in embedding extra role behaviors in employees with OC acting as a lubricant/mediating role between the former two elements.

II. Literature Review

The concepts like OCB and OS emerged after Granovetter (1973) conceptualized social capital for the first time when he presented the weak ties theory. The weak ties theory originally focused on how an individual uses his/her social ties to find a job. The social network researchers use the term "Ego" for the focal person and the people he/she is connected to in a network are called "Alters". So, basically weak ties theory built up the argument that ego uses alters, present in his/her network or social circle, as a means to find a job (Granovetter, 1973). Later on, Burt (1992) used the structural holes approach to connect the social ties with ego's material benefits. The structural holes theory states that when two alters in an ego's social network are not connected with each other, then such a gap between alters provides ego with three core benefits throughout the social circle and these benefits are; more timely and unique access to information, more bargaining power which in turn provides more control over the resources and ultimately the results, and more visibility and career opportunities (Burt, 1992). These gaps between alters in an ego's social circle are called structural holes. Structural holes theory is considered another step towards a better explanation of social capital.

After structural holes theory, the third major advancement in the conceptualization of social capital was social resources theory. The nature of the resources embedded in ego's social network is the focal point of this theory. According to social resources theory, it is neither the strength of the ties nor the structural holes that are the source of advantage but in fact it is the resources, required by the ego for the fulfillment of his/her instrumental objectives and so the ego is more likely to use his/her ties to reach the person who possesses such resources (Lin, Ensel and Vaughn, 1981).

a) Organizational Socialization

The literature given above reveals that there has been an ongoing debate regarding the proper conceptu-alization of social capital. The weak ties theory mainly focuses the nature of the ties present in the network while the pattern of these ties has been focused in the structural holes theory and social resources theory put forward that ego deliberately makes ties with the people based on the characteristics of the resources they hold. These theories can only be integrated if we understand that the former two theories consider the design and structure of the network as the social capital while the latter one considers the nature of the resources embedded in that network. This leads to the argument that social capital should be discussed under two main heads; the content and the form (Seibert, Kraimer and Liden, 2001).

Organizational socialization has been defined by a number of researchers. Each of these definitions has also been criticized by others, but there is one definition upon which socialization scientists seem to have consensus. Organizational socialization is defined as an "ongoing long term process through which an individual learns and secures relevant job skills, acquires the knowledge of organizational understanding, becomes an acceptable member of social group of organization and accepts and understands values and expected behavior within the organization (Fisher, 1986; Van Maanen and Schein, 1979; Taormina, 1997; Louis, 1980; Feldman, 1989; Morrison & Hock, 1986).

The "Stage Models" of OS (e.g. Buchanan, 1974; Feldman, 1976, 1981; Schein 1978, Van Maanen, 1976) which were presented by some of the pioneers of OS described it as events, distinct from each other. This explanation lead to a general misunderstanding about the "Stage Models" in OS theory, even though the developers of the stage models defined it as a continuous process, (e.g. Feldman, 1989; Van Maanen and Schein, 1979) while both reviews (e.g. Takahashi, 1994, Chao, Kelly, Wolf, Klein and Gardner, 1994) and practical research (Takahashi, 1993; Fisher, 1986) explicitly showed and confirmed the fallacy of viewing OS as a process which occurs in stages. After the presentation of stage models, OS was viewed as a

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process of discrete steps which had a very negative affect over further theoretical developments in OS. But later on, while the concerns about OS evolved, a space opened up for the construction of a new model which was explicitly continuous (Taormina, 1997).

After reviewing the OS literature, domains presented by Taormina (1997) truly uphold the spirit of continuity in OS. Which is why, four domains of OS which were described by Taormina (1997) have been used to be the factors affecting the dimensions of OCB. The four domains or content areas of OS are as follows:

1. Training.
2. Understanding.
3. Co-worker Support.
4. Future Prospects.

The model presented by Taormina (1997) is parsimonious as three domains cover all the six dimensions presented by Chao et al. (1994) and added a fourth domain i.e. future prospects (Taormina, 2004). The above mentioned four domains are also considered to be indicators of successful socialization (Taormina, 1997; Cooper-Thomas and Anderson, 2006).

Cooper-Thomas and Anderson (2006) presented a model of five domains to determine the "Success" of organizational socialization. In their model, it was found that co-worker support is in correspondence with their "coworker, social and group domain", training is in correspondence with their "task, role and performance domain", future prospects is an exact match with their "future prospects domain", and understanding is in correspondence with their "history, goals and values, and organization" as well as with the "politics domain" (Taormina 2009). These aspects, clearly, corroborate the original model of OS presented by Taormina (1997).

OS is considered to be a process by which an individual is taught and learns "the ropes" of an organizational role (Van-Maanen & Schein, 1971). Therefore, it has a great influence over an individual's personality, behavior, performance, commitment, leader-ship skills, turnover intention and learning attitude from the time he/she enters the organization to the time of departure from that organization (Taormina, 2009; Cohen and Veled-Hecht , 2008; Simosi, 2009; Allen, 2006; Lankau and Scandura, 2002). Newcomers or the recruits make the transition, to become a full member from being the outsiders, through the process of OS. (Bauer et al, 2007). The newly hired employees acquire the knowledge and build up the notion about their new jobs, culture, roles and work groups of the organization to become implicitly legit members of the organization and to participate effectively in the work of achievement of organizational goals (Hauter, Macan and Winter, 2003; Saks, Uggerslev and Fassina, 2007). As explained by the definition, OS is a continuous process and can occur at any stage, it is the socialization of the newly hired recruits which is particul-arly considered crucial. The reason is, at the initial stage of entry to the organization, learning and adjustment are most important and to some extent, problematic (Gregersen, 1993). At this point effective socialization can have a paramount positive effect upon the newcomer while also enhancing person-job and person-organization fit as well as embedding the new and accepted behaviors into that individual (Ashforth and Saks, 1996; Cooper-Thomas and Andersen, 2002). The four aspects/domains presented by Taormina (1997) are defined below for the purpose of clarity.

b) Training

This domain is related to any act, development of skills or process by which an employee attains the ability to perform job related assignments and becomes a more effective and efficient member of the organization. (Taormina, 1997, 2009)

c) Understanding

This term refers to extent of comprehension and ability to apply knowledge, of an employee's notion/cognitive development about his/her job, organizational members, organizational culture and organization as a whole. Therefore, understanding is related to knowledge about organization and how well it operates (Taormina, 1997).

d) Co-worker Support

Coworker support is sustenance, whether moral, emotional or instrumental, provided by other employees of the organization without financial compensation or any explicit rewards. This term refers to the social circle/relations at work place and the acceptance by other workers in the organization (Toarmina, 1997; Adler and Kwon, 2002).

e) Future Prospects

Future Prospects are related to how promising the career is in a certain organization i.e. what will be the future in the organization in terms of career advancement. It is the employees' perceptions about the disparity between present and future position of career. It is measured by the employees' perceptions about the reward system and fairness of distribution of these rewards in the organization (Taomina, 1997).

f) Organizational Citizenship Behavior

Previous research from several disciplines has shown that interpersonal relationships are a great source of strength for the organization (Baker, 1990; Burt, 1997; Coleman, 1988; Fukuyama, 1995). Similar to this, contemporary research suggests that social capital is one of the most valued resources, because it minimizes resistance for information to flow fluently between individuals (Lazega and Pattison, 2001; Lin, 2001). Complementary to previous argument, research has provided evidence that some organizations gain a

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sustainable competitive advantage over their rivals through the use of their social capital because it is rare, non-substitutable and inimitable (Bolino, Tunely and Bloodgood, 2002). Bolino et al. (2002) suggested that OCB plays a crucial role in the creation of a more effective and efficient social network. This point builds up the argument that OCB's do not only promote the overall organizational performance but also ignite processes which work strongly in favor of achievement of

g) organizational goals

Almost forty-seven years ago, a class of discretionary and spontaneous actions and behaviors was identified by Katz (1964). These discretionary behaviors are beyond the explicit job requirements and so there is no reward system for such behaviors, but they are also identified as crucial for organizational effectiveness (Katz, 1964). Such behaviors were later on, called as Organization citizenship behaviors (OCB) (Smith, Organ and Near, 1983). Almost all the literature on OCB defines it as discretionary, and neither explicitly explained by job requirement nor recognized explicitly by the reward system of organization (Smith et al., 1983; Organ, 1988; Kamdar, Mcallister and Turban, 2006; Vigoda-Gadot and Angert, 2007; Padskott, Whiting, Podsakoff and Blumie, 2009). Although, OCB is not rewarded or required explicitly by the organization but it has a great impact over organizational performance. OCB is also considered as one of the most important factors that affect the overall efficiency and ultimately the performance of an Organiz-ation (Bolino, Turnley and Bloodgood, 2002).

As important as it is, the antecedents of OCB are still somewhat abstruse (Oplatka and Studi, 2010). Organ (1988) presented a comprehensive definition of OCB and also highlighted the importance and positive effects of OCB on a firm's performance. He defined it as:

> *"An individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system, which, in the aggregate, promotes the effective functioning of the Organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description"* (Organ, 1988 p.4).

The above definition points out three main characteristics of OCB. First, the OCBs solely depend upon the individual'schoice i.e. whether he/she wants to go beyond the call of duty or not. Second, OCB is crucial for effective Organizational performance. Third, even if the individual chooses to go for an extra mile for the sake of organization, there is no explicit reward for such an action which means that the individual has no materialistic or extrinsic motivation. Li (2004) related individual actions with organizational culture but once again, many employees seem to be working in organizations where they do not fit with the culture, (Kotter, 1995).

Bulk of research is available which has been carried out to explore the dimensions of OCB. Podsakoff, Mackenzie, Paine and Bachrach (2000) in their study on OCB found a total of 30 potentially differing dimensions of OCB. They drew up seven dimensions based on previous research studies and the rest of the thirty dimensions were actually found out to be originating from seven dimensions. These dimensions were helping behaviors, sportsmanship, organizational loyalty, Organization compliance, individual initiative, civic virtue and self-development. Bateman & Organ (1983) presented only five damnations of OCB. These dimensions are discussed below for the purpose of clarity.

Discretionary behavior of an employee that has the effect of helping another person at the work place with a task or problem relevant to organization is known as altruism. Dimensions like inter personal helping (Graham, 1989; Moorman and Blakely, 1995) and helping (Van-Dyne and LePine, 1998) are similar to this dimension. This dimension is also in accordance with the dimension"helping" put forth by Podsakoff et al. (2000) (Farh, Zhong and Organ, 2004).

A discretionary behavior of obeying rules and regulations of an organization even when no one is watching, such a behavior is known as conscient-iousness. Attendance and not taking too many breaks, without a cause, are the examples of conscientiousness (Smith et al, 1983; Organ, 1988). Dimensions like obedience (Graham, 1989) and personal industry (Mooreman and Blakely, 1995) are similar to this dimension. Conscientiousness is also in accordance with "organizational loyalty" and "organizational compliance" dimension of Podsakoff et al. (2000) (Farh et al., 2004).

Sportsmanship refers to the discretionary behavior of taking matters in high and positive spirits. It also includes not complaining about and tolerating less than ideal circumstances without petty grievances and railing against real or imagined slights (Organ, 1988; Padsakott et al. 2000). This dimension is same as presented by Podsakott et al. (2000) (Farh et al., 2004).

Courtesy is a discretionary behavior on an individual's part is aimed at consideration for others and prevention of problems with others, related to work (Organ, 1988, Podsakoff, P.M, Mackenzie, Moorman and Fetter, 1990). Courtesy is in accordance to Podsakoff et al.'s (2000) individual initiative dimension (Farh et al. 2004).

Civic-virtue refers to the discretionary behavior on individual's part to responsibly participating in, involved in, or concerned about the life of organization by keeping abreast of news and events about the organization as well as attending informal meetings even if they are not important (Organ, 1988, Podsakoff

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et al., 1990). The two dimensions, civic virtue and self-development, are in accordance with this single dimension (Farh et al., 2004).

Organizational Commitment

OC is most commonly defined as psychological attachment of an employee with his/her organization (Mowday et al., 1982). Cook and Wall (1980) defined OC in three inter-related components; the first component is an employee's pride which he/she holds towards the organization and internalization of overall organizational goals. The second component is an employee's willingness to invest personal effort for the sake of his/her organization. Employee's affection for and attachment to the organization is the third component and due to this attachment and affection employee decides to remain a member of the organization for a longer period of time (Cook and Wall, 1980).

These components show the cognitive development in favor of the organization and its goals and further elaborate the employee's positive behavior towards the organization based on that cognitive development. This positive behavior provides organization with many sustainable advantages for example better job performance, job satisfaction, less absenteeism and turnover (Lok-Crawford, 2001; Yousaf, 2000).

Allen and Meyer (1990) further explained three forms of OC. According to them OC exists in forms explained below:

- Affective:

This form is defined as an employee's emotional attachment with the organization he/she works for. Affective commitment elaborates the point that employee develops some kind of positive feelings towards the organization which results in a lower turnover intention and better job performance (Brunetto and Farr-Wharton, 2003).

- Continuance:

The second form "continuance" is the employee's own perceived cost associated with leaving the current job (Yiing and Ahmad, 2008). This form of commitment shows as to how much lucrative it is to stay with and work for the present organization.

- Normative:

This third form defines commitment in terms of obligation an employee feels towards the organization to stay with it (Yiing and Ahmad, 2008). This form of commitment has not received much attention because most scholars and researchers think that it is almost same as the affective commitment (Lok-Crawford, 2001; Yousaf, 2000).

Most researchers have agreed that affective commitment is the true form of commitment and is recognized as stronger, more valid and more reliable representative of OC than the normative or continuance form (Cohen, 2003). Moreover, Solinger, Van-Olffen and Roe (2008) and Cohen (2007) recently criticized that normative and continuance forms should not even be considered as OC because these forms are more like the outcomes of an employee's behavior towards his/her organization. For these reasons, we have considered only the affective commitment as OC in the present study.

The above definitions, components and forms show a clearer picture of OC and it follows that the managerial and organizational decisions and strongly effect an employee's commitment (Porter, Steers, Mowday and Boulian, 1974; Mowday et al., 1982). It is an ongoing debate as to which factors effect OC since this concept has grabbed boom in 90's till now. But still there is a particular factor that has rarely been studied or examined in relation to OC. The possible reason for not considering socialization tactics as a determinant of OC can be the lack of related data (Meyer et al., 2002). Recently Bauer et al. (2007) and Saks et al. (2007) showed that only a handful of studies have actually examined the relationship between OS and OC (e.g. see Allen and Meyer, 1990; Ashforth and Saks, 1996; Baker and Feldman, 1990; Mitus, 2006). But most of these studies have examined OC as a dependent variable only and never as a mediator between OS and OCB.

III. Organizational Socialization as a Predictor of OCB

The literature above clears out a specific but brief picture of all the dimensions of both OS and OCB. On the basis of this literature the dimensions of OS can now be connected as a predictor of/with those of OCB.

Bridle (2010) found out that people who know how to do something in the best way are more willing to tell others who do not possess enough skills to get the job done in an efficient way. Furthermore, the research also suggests that it is more likely for a professional to be more helpful in doing a job he/she knows how to do best even if he/she is not asked to help (Bridle, 2010). This argument shows that a person will be more help if he/she has ample knowledge about the job. Research on human behavior shows that lack of knowledge makes people reluctant to participate in any matter and availability of knowledge makes people more confident and bold (Pfeffer and Fong, 2005).

H1: There is a positive relationship between training and OCB.

As explained before in Co-worker Support dimension of OS, it is the sustenance provided by other employees without any financial compensation (Taormina, 1997).It is evident from the previous research that most people tend to repay kindness with kindness (Cialdini, 2001). It has also been observed that people,

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when not following a specific guideline tend to attain more qualities of people around them (Cialdini, 2001) and another research shows that when an individual is helped by someone shows a high level of respect, regard and consideration towards the helper (Cabrera, 2009). This means that if one person helps another at work place, then it is most likely that the helped will do the same when the time comes and will be respectful towards the helper. So now we can build our second proposition.

Proposition 2: There is a positive relationship between Co-worker support and OCB.

The dimension Understanding refers to the ability of a person to comprehend and apply the knowledge about the organization (Taormina, 1997, 2007, 2009). Previous research shows that a person is more willing to comply if the blank of reason is filled in his mind (Ellingsen and Johanneson, 2008). This means that a person is more likely to comply if he/she understands a particular situation and can reason with self. In another research it has been elaborated that if the employee has the notion that whatever is being done in the organization is for the betterment then he/she holds a high spirit towards any situation even if it is less than the anticipated one (Oplatke&Stundi, 2010). This part of literature builds up the argument that employees who have a clear understanding the organization will tolerate any problem without wasting time in bragging about that situation being less than the perfection, and so they will keep a positive approach towards that particular situation. So:

Proposition 3: There is positive relationship between Understanding and OCB.

Future prospects refer to the rewarding system of an organization whether in the shape of financial compensation or a promotion (Taormina, 1997). Smooch and Ron (2007) concluded that those, who are interested in making a better future in the same organization, are more motivated to abide by the rules and regulations of the organization under any circumstances. Another research concluded that employees who could foresee chances of career growth in the organization were more motivated and interested to keep abreast of things and happenings in the organization (Dyne and Pierce, 2004).
Based on these arguments we can now construct our forth proposition.

Proposition 4: There is a positive relationship between Future prospects and OCB.

Surely, towering level of qualities and objects, history, and dialect socialization will further a normal perceiving and disguise of organizational qualities and targets, which convince representatives to perform OCB for private and organizational objectives. In the interim, socialization commits to agents' grasping of organizational convention and dialect, in this manner help agents convey with coworkers and bosses preferred, consequently support studying of OCB verges, coworker additional-function exhibition standards, and boss' exact appearance criteria. Consequently, not just the disguise of organizational qualities and targets will advance single's OCB, following sound assessment and fate profession infrastructure can carry single's OCB too (Ge, Su and Zhou; 2010).

The above literature can provide for the gestalt form of proposition which is;

Proposition 5: There is positive relationship between organizational socialization and OCB.

IV. Organizational Socialization as a Predictor of Organizational Commitment

Significant amount of research has found that most of the new comers depart from the organization at an early stage because of the anxiety related to their work and role requirements (Saks et al., 2007; Yishai and Cohen, 1997; Mueller and Lawler, 1999). Almost, the same amount of research has also found that if a new comer is able to secure adequate amount of job related skills soon after the formal job training programs, then that particular employee is most likely to stay with the present organization for a longer period of time because the acquisition of those skills strongly affects the negative impact of anxiety (Mitus, 2006; Meyer, Stanely, Herscovitch and Topolyntsky, 2002). This means that if the organization has established its training programs efficiently and effectively then it will have a negative effect over role confusion and turnover intention while imposing a strong positive affect over affective commitment of employees (Klein, Fan and Preacher, 2006; Kanungo, 1982).

The above literature, thus, sets the base for the following proposition:

Proposition 6: There is positive relationship between training and organizational commitment.

The domain understanding refers to the employee's knowledge about his/her organization and its operations (Toarmina, 1997). A significant amount of research has elaborated the point that understanding processes and their keys reduce anxiety to minimum, which leads to a negative effect over role conflict and role confusion because the newcomer or the employee builds up an overall notion about the organization, it's norms, values and culture (Jones, 1988; Saks et al, 2007; Ash forth et al, 2007). Once employee understands his/her organization and its culture and informal operations, he/she draws a crude blue print of that organization making his/her adjustment to the organization easy and decides to become a long term member of that organization (Gherardi, 2009).

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This piece of literature builds a string base for the next proposition;

Proposition 7: There is positive relationship between Understanding and organizational commitment.

Co-workers play a role of paramount importance in the adjustment of a new employee and have a great impact over intentions and behaviors of that employee (Morrison, 2002). Morrison (1993-2002) argued that newcomers can access required information easily through social network to perform the required task and so this process makes the newcomers feel accepted as a permanent member of the organization. When the newcomer feels comfortable and accepted in the new environment he/she is most likely to stay with the organization breaking the emotional attachment with the member of these organizations becomes harder (Lave & Wenger, 1991; Brown and Dugmid, 2001). So, now it is safe to propose the next proposition with the support of both empirical and conceptual research:

Proposition 8: There is a positive relationship between Co-Worker support and organizational commitment.

Extensive research has made it an established fact that if a newcomer foresee a clear line for the advancement in the organization then he/she will remain a permanent member of that organization for a longer period of time because then he/she will have clear path in front of him/herself and this clear path will help overcome the anxiety related to career advancement and turnover intention (Nespor, 2003; Baefs, 2006; Edwards et al, 2009; Flilstad, 2004; Grittin et al, 2000). This shows that if the organization has structured its orientation programs, regarding career growth, effectively then the newcomer is, most likely, psychologically attached to the organization.

Proposition 9: There is a positive relationship between Future Prospects and organizational commitment.

Organizational commitment is demarcated as a recognized unity with anorganization and the interaction of the organization's achievements and disappointments as one's particular (Mael and Ashforth, 1992). At this instant, individual will for the most part intertwine himself with organization he fits in (Mael and Tetrick, 1992). Around the same time as the socialization course of action of history dialect, qualities and objects, single shape discerned OC – an individual's acceptances regarding the dissimilar, midway, and persevering characteristics of the organization– can serve as a compelling picture impacting the degree to which the individual relates to the organization (Dutton et al. , 1994). Socialization of organization history, interesting dialect, and qualities and objects will fortify individual's organizational recognizable proof when the discerned organizational personality is alluring to individual. Some academic works have found that socialization has positive impact on OC. Hence:

Proposition 10: There is a positive relationship between organizational socialization and organizational commitment.

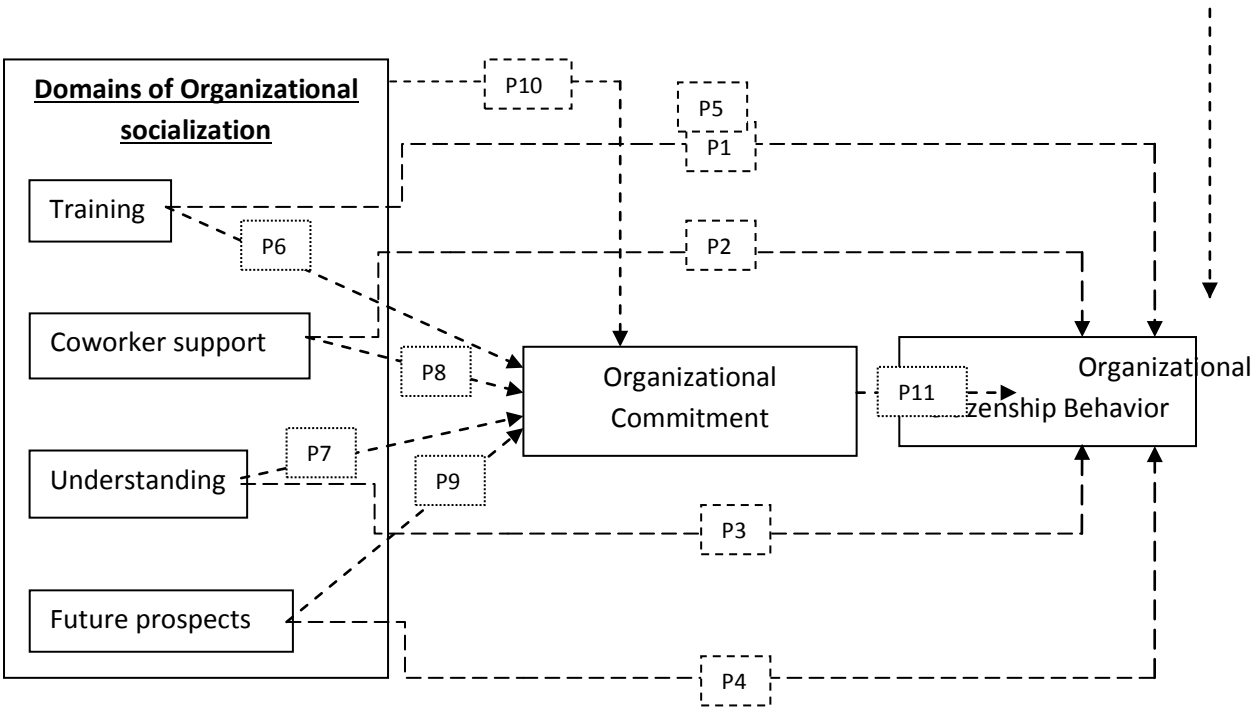


Figure : Relationship between organizational socialization and OCB with the mediation of organizational commitment

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V. Organizational Commitment as a Predictor of OCB

People who define themselves in terms of membership of a certain group often depends survival (Fisher and Wakefield, 1998). Tajfel (1972) defined this identification as an emotional bond between the member and the group and later this concept became the commitment with the group. We see the outcome of such commitment in our daily lives as fans buying the t-shirts of the favorite football team, or shouting or even fighting with the fans of the opposite team. This emotional bond or commitment affects individual's behavior to a great extent. In the same manner if an employee is committed with his/her organization then he/she will exhibit cooperative behavior towards the betterment of that organization (Kelman, 1961; Tajfel, 1972; Haslam, 2001). Dutton et al (1994) empirically proved that when employees are strongly committed to their organizations then they actually tie their sense of survival with the survival of the organization.

Therefore, employees are most likely to focus on engaging in activities that benefit the organization of a whole rather than focusing on self-interested ones only (Bergami and Bagozzi, 2000). This behavior is OCB (Dutton et al, 1994). Bukerich et al (2002) also found in his research that OC is strongly positively related to OCB. A meta-analysis from Riketta (2005) also pointed out a positive correlation between OC and OCB. This analysis showed that employees committed to their organizations will actually go above and beyond the formal job environments to play a positive role in the process of achieving the organizational goals (Ge, Su and Zhou, 2010). Therefore:

Proposition 11: There is a positive relationship between organizational commitment and OCB.

VI. Organizational Commitment as a Mediator between Organizational Socialization and OCB

Huge measure of examination has found that the greater part of the brand new comers withdraw from the organization at an early arrange in light of the anxiety identified with their work and part prerequisites (Saks et al., 2007; Yishai and Cohen, 1997; Mueller and Lawler, 1999). Very nearly, the same measure of examination has additionally found that if a newfangled comer is ready to secure satisfactory measure of work identified dexterities soon after the formal work related training programs, then that specific worker is perhaps to stay with the present organization for a longer period of time on the grounds that the securing of those dexterities negatively affects the anxiety related to new job requirements (Mitus, 2006; Meyer, Stanely, Herscovitch and Topolyntsky, 2002). This connotes that if the organization has designed its training programs prudently and viably then it will have a negative impact over function turmoil and turnover plan while infringing a robust positive influence over emotional duty of agents which is the affective type of commitment (Klein, Fan and Preacher, 2006; Kanungo, 1982).Individuals who characterize themselves in terms of participation of a certain gathering frequently depend upon that gathering to thrive (Fisher and Wakefield, 1998). Tajfel (1972) outlined this identification as an impassioned bond among the individual and the group and later this notion came to be the affection/commitment with the group. This passionate bond or responsibility changes individual's conduct to a terrific degree. In the same way if a representative is dedicated with his/her organization then he/she will display agreeable conduct towards the enhancement of that organization (Kelman, 1961; Tajfel, 1972; Haslam, 2001). Dutton et al (1994) experimentally confirmed that when representative are robust conferred to their organizations then they in reality tie their instinct concerning survival with the survival of the organizations. Hence, agents are most exceptionally to center on taking part in exercises that profit the group of an entire instead of centering onjust self-fascinated ones (Bergami and Bagozzi, 2000).

On the basis of above literature we can now propose the following proposition:

Proposition 12: Organizational commitment mediates the relationship between training and OCB.

Co-workers play a function of fundamental essentialness in the conformity of a unique agent and have an excellent effect over plans and conducts of that agent/individual (Morrison, 2002). Morrison (1993, 2002) contended that newcomers can access required information effortlessly through social lattice to perform the needed work and so this methodology makes the newcomers feel affirmed as a lasting part of the group. When the newcomer feels pleasing and received in the new organization he/she is most likely to stay with the organization and breaking the enthusiastic connection with the part of the aforementioned groups comes to be harder (Lave & Wenger, 1991; Brown and Dugmid, 2001).People who describe themselves in terms of interest of a certain assemble often depends survival (Fisher and Wakefield, 1998). Tajfel (1972) plot this identification as an ardent bond right around the part and the cluster and later this thought approached is the trustworthiness with the cluster. This vehement bond or mindfulness updates individual's lead to a spectacular degree. In the same way if an agent is devoted with his/her organization then he/she will showcase amenable direct towards the upgrade of that organization (Kelman, 1961; Tajfel, 1972; Haslam, 2001). This motivation will undoubtedly engage the individual in activities that profit the organization as a whole and not only in self-preserving activities (Bergami and Bagozzi, 2000).

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This piece of literature lays foundation for our next proposition:

Proposition 13: Organizational commitment mediates the relationship between co-worker support and OCB.

The domain Understanding points to the individual's information about his/her organization and its operations (Toarmina, 1997). A noteworthy sum of exploration has expounded the focus that comprehending courses of action and their keys lessen tension to least, which heads to a negative impact over function clash and function chaos being as how the newcomer or the agent advances an on the whole idea regarding the organization, its standards, esteem and society (Jones, 1988; Saks et al, 2007; Ash forward et al,2007). Once agent fathoms his/her group and its society and casual operations, he/she draws a rough blue print of that conglomeration making his/her conformity to the conglomeration effortless and chooses to come to be a lifelong part of that group (Gherardi, 2009).A considerable number of past academic works showed OC is decidedly identified with OCB. Bergami and Bagozzi (2000) and Dukerich et al. (2002) found that OC has a critical positive effect on OCB. Meta-analysis from Riketta (2005) in addition showed a positive connection betweenOC and OCB. Individuals who have an elevated level of commitment with the organization will think and act from the edge of bunch standards and qualities, even if the work contract or control mechanism makes a point not to need expressly, they have melded the organizational standards and qualities with their self-idea.

Based on above literature, the next proposition is proposed as under:

Proposition 14: Organizational Commitment mediates the relationship between understanding and OCB.

Broad exploration has made it a made truth of the matter that if a newcomer predicts a clear line for the headway in the organization then he/she will remain a perpetual part of that organization for a longer period of time being as how then he/she will have clear way in front of him/herself and this clear way will help beat the anxiety identified with lifework headway and turnover intention (Nespor, 2003; Baefs, 2006; Edwards et al, 2009; Flilstad, 2004; Grittin et al, 2000). This shows that if the organization has structured its introduction programs, noticing profession development strongly, then the newcomer is, perhaps, mentally appended to the organization. This psychological bond motivates the employee to engage in activities that benefit organization as a whole rather than concentrating on self-serving actions and these selfless activities for the betterment of the organization are extra-role behaviors (Roberson and Strickland; 2010). Hence:

Proposition 15: Organizational commitment mediates the relationship between future prospects and OCB.

Effective OS promotes an employee's belief in its values, norms, culture, rules, infrastructure and policies and procedures and these elements create a foundation for affective commitment with the organization (Cooper-Thomas & Anderson, 2006). Affective commitment is of form of psychological attachment with the organization when the employees start to adopt the characteristics of them. This psychological bond then forms the foundation of for engagement in the activities which promote the overall agenda of the organization while putting self-interests aside (Ge et al, 2010).

Now, on the basis of above literature we can propose a gestalt hypothesis, which is:

Proposition 16: Organizational commitment mediates the relationship between organizational socialization and OCB.

VII. Implications and Future Research

Based on a critical review of the relevant literature and following the critical rationalism philosophy (Popper, 2002) we have tried to develop a theoretical framework. This theoretical framework provides the answer to the question as to how socialization tactics affect employee behaviors.

The implicit processes that link different frames of sets with each other have been of undoubted importance and always will be (Morris and Steve, 2001). These processes that link one frame to another hold the key to better understanding of these frames (Myers and Mildered, 2001). In this study we have not only proposed the relationship between different frames but we have also explored that how these frames are linked with each other based upon the hidden implicit processes in the socialization process. OS has not only been shown to affect the extra-role behaviors of employees but it has also been elaborated that how does OS actually affect them. Furthermore, the relationship between employee behaviors and socialization tactics has been explored and explained, through a critical analysis of the related literature, in both gestalt and reduced form. The gestalt propositions basically show the existence of relationship between socialization and employee behavior while the reduced form shows how OS actually effects or embeds citizenship behaviors in employees.

The future researchers may empirically test the propositions above by using the scale to measure OS provided by Toarmina (2004) and commitment can be measured using scale developed by Allen and Meyer (1996) while for the measurement of OCBs, Podsakoff *et al's* (1990) scale can be used. Further investigation related to this theoretical framework can be done by using different dimensions of organizational socialization mediated by different forms of commitment. In this study we have considered only the extra-role behaviors as an

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outcome of socialization tactics while more research can be conducted considering in-role behaviors as an outcome as well.

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Managing Bridging Capital in Post-Disaster Governance Networks in the United States and Indonesia

By Liza Ireni-Saban

Abstract- *Purpose* - This paper aims to explore the strategic use of bridging capital by brokers to facilitate coordination among civil society and state actor engaged in disaster response and relief efforts. Researching the dynamic of governance networks provides insights into the process of coordination and information and resource exchange to better utilize disaster management. Bridging capital used by brokers in disaster governance network allows mediating the flow of information among disconnected actors. The paper compares governance networks patterns and brokerage roles using evidence from the Gulf Coast Hurricanes (United States) and the West Sumatra Earthquakes (Indonesia).

Design/Methodology - The methodological approach used to explore brokerage roles is among interacting network members – ego-network. In an ego-network each actor is connected to every other actor in the network. However, there could be members of the network who are not connected directly to one another. Formalization of brokerage roles in a disaster setting assigns each actor in the network a numerical score that sums the different occasions of brokerage activity in which that specific actor is involved. The numerical score (brokerage score) is calculated by counting the number of times each actor plays the role specified in each brokerage category. Using techniques of social network analysis (SNA) can identify which organizations played brokers within governance networks during the phase of disaster response and relief efforts in United States (The Gulf Coast Hurricanes, 2005) and in Indonesia (the 2004 Indian Ocean tsunami).

Keywords: *disaster management, governance networks, brokerage role, coordination, bridging capital, gulf coast hurricanes (unitedstates), west sumatra earthquakes (indonesia).*

GJMBR-A Classification: *JEL Code: Q54*



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Findings - SNA analysis of the disaster governance network indicates greater effectiveness in terms of achieving coordination in the Indonesian case than in the US case. The findings of the research show that in the Indonesian case, the strategic use of domestic and international agencies as brokers is critical to build the bridging capital for successful coordination. In Indonesia response and relief efforts relied largely on local community capacities and partnerships with domestic public organizations, NGOs, and International agencies. Such partnerships were crucial not only for the effectiveness of the relief efforts but also to mobilize a relatively independent civil society. With the application of brokerage role analysis to the 2005 Katrina hurricane, U.S. state organizations were found to have relatively fewer ties in the network, with less potential to bridge other actors. A possible explanation of the differences between the U.S. and the Indonesian case based on network analysis and the findings from previous studies, could be that government committees such as the CBNO and civil society organizations had a built-in coordination structure that enabled them to frequently communicate with advocacy organizations that engaged in the recovery efforts. These committees became significant brokers on the basis of an expert authority that can be used by government to legitimize the subsequent regulatory outputs.

Research limitations - The present brokerage roles analysis suffers from several shortcomings. The data collected might be biased as most interactions are self-reported. In the case of both the Gulf Coast Hurricanes (United States) and the West Sumatra Earthquakes (Indonesia) recorded data collection was complex due to the fact that these countries had to face with massive damage which imposed constraints on access to state and local NGOs' resources and information. In addition, the data used in network analysis concerns ties among organizations rather than data on the attributes of each organization, such as data on members represented in these organizations, which could indicate the extent of an organization's fragmentation, and its functionality. In addition, in the case of Indonesia, recorded data collection was complex due to the different scale of disaster effects in different provinces in Indonesia. Such complexity was also exacerbated given the experience of thirty years of civil war in the region. In addition, the data used in network analysis concerns ties among organizations rather than data on the attributes of each organization such as data on members represented in these organizations, which could indicate the extent of an organization's fragmentation, which can undermine its functionality.

Practical Implications - The Gulf Coast Hurricanes (United States) and the West Sumatra Earthquakes (Indonesia) yielded insights into the importance of investment in bridging capital as a tool for managing the relationships between civil society and state organizations engaged in disaster response efforts to meet the demands of good governance. Based on the research findings, we propose enhancing collaborations between public officials and civil society organizations to build bridging capital in the disaster recovery by identify brokers that facilitate the flow of resources and information in the network that has already achieved credibility and reputation within communities at risk, strengthening the capacities of those possible brokers to avoid overload on formally designed brokering agencies and developing an entrepreneurial network in which a great number of entrepreneurs who fill the structural holes of the network can assist affected communities to articulate their needs in a way that enables the government to act on them.

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I. Introduction

In recent years, governance networks theorists have explored the importance of interactions and collaborative frameworks in disaster emergency management. (Comfort and Haase 2006; Comfort, Ko, and Zagorecki 2006; Drabek 2003; Kapucu et al. 2010; Kapucu 2006; Kapucu et al. 2009; Kobila, Meek, and Zia 2010; McEntire 2002; Mitchell 2006; Moynihan 2012) Governance networks in non-routine situations, such as natural disaster, have linked horizontal relationships with cooperative behaviors and norms of trust and reciprocity. (deLeon and Varda 2009; Börzel 1998; Reimann 2006; Stoker 2006) While most studies have demonstrated the possibility that norms of trust and reciprocity can enhance coordination (Lassa 2012; Magsino 2009; Varda, Forgette, Banks, and Contractor 2009; Wise 2006), less is known about how such capacity is actually managed strategically to facilitate coordination efforts. The capacity to mediate the flow of information among disconnected actors to minimize uncertainty and transaction costs associated with choosing coordination partners to address disaster response efforts is defined here as 'bridging capital'. (Mueller et al. 2013; Rodan and Hughes 2012; Singh 2013)

By drawing insights from governance networks studies we may be able to identify patterns of interactions between members in a network of embedded ties to increase successful disaster response management. The methodological approach used to assess the structural relationships among interacting members within the governance network and how those relationships yield varying effects is social network analysis (SNA). SNA is employed to assess how bridging capital is translated into a mediator within network governance to complement the scarcity of information and resources. More specifically, it is suggested that by using their capacity to make connections between collaboration opportunities, entrepreneurial brokers mobilize an effective, more accountable response system. (Mashaw 2006) For that, this paper applies the G&F brokerage roles framework to identify categories in which we might study the strategic use of brokers to facilitate an inclusive institutional structure that can enhance coordination among various members engaged in disaster relief efforts.

Using evidence from recent disaster events such as the Gulf Coast Hurricanes (United States) and the West Sumatra Earthquakes (Indonesia), it is argued that the comparison between these cases provides a setting by which we can further explore the strategic use of brokers to mobilize an effective response system in different governance networks. In this paper we focus on how institutional differences between the two countries, created by a diverse web of relationships between civil society and state organizations engaged in disaster response efforts may yield varying effects on disaster management performance. The American context represents old and mature civil society, while the Indonesian case represents young civil society, which until 1998 experienced dependence on an authoritarian regime. (Antlöv, Brinkerhoff, and Rapp 2010)

This article is organized in three sections. The first section presents the relevance of governance network research regarding how bridging capital benefits coordination in disaster response and relief phase. The methodological section introduces social network analysis (SNA) to identify the structural relationships among interacting members and brokerage roles within the governance network and how those relationships yield varying effects. The third section presents empirical evidence from the selected case studies to assess the role of brokerage in increasing bridging capital for effective coordination in disaster relief efforts in the United States and Indonesia. This paper concludes with some practical implications for applying brokerage role analysis to underscore the value of state–civil society patterns of interactions to better target relief efforts and by extension, proactive disaster resilience building efforts.

II. Bridging Capital and Governance Networks

Within the framework of social capital, structural characteristics of networks, i.e., an actor's position in a social network as determinant of its opportunity constraints is in relation to social capital associated with norms of reciprocity and trust. Thus, social network theorists have linked horizontal relationships with cooperative behaviors and norms of trust and reciprocity. (Thompson 2003) According to Thompson, trust is conceived as a fundamental norm of social networks; it is "established to precisely economize on transactions costs." (2003, 32) Norms of trust and reciprocity are expected to increase the level of coordination by reducing uncertainty surrounding a partner's behavior and predict his future actions; "trust implies an expected action . . . which we cannot monitor in advance, or the circumstances associated with which we cannot directly control. It is a kind of device for coping with freedoms of others. It minimizes the temptation to indulge in purely opportunistic behavior." (2003, 46)

From a strategic point of view, the "bridging capital" of network actors is a form of intangible asset that is closely related to the bonds of connectedness formed across diverse actors engaged in a network that

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allow access to resources and opportunities formed across diverse social groups. (Putnam, 2000) Thus, bridging capital qualifies as a unique core competency with a long-term dimension to mitigate behavioral uncertainty when selecting collaborative partners. (Gulati and Gargiulo 1999; Meuleman et al. 2009; Uzzi 1997) Embeddedness is claimed to create information-sharing routines and joint problem solving between actors. (Uzzi 1997) Thus, it is suggested that developing a network of embedded ties may increase successful policy performance. Thus, bridging capital may act as a partial substitute for relational embeddedness because of knowledge complementarities that mitigate the risk of opportunism. (Meuleman et al. 2009; Robinson and Stuart 2007; Shane and Cable 2002)

The question remains of how bridging capital translates into a mediator within governance networks to complement the scarcity of information and resources. Burt refers to the role of brokers by applying the notion of "structural holes" or "weak spots" in the overall structure or solidarity of the network. (Burt 2000) These holes or unconnected actors should be identified by an entrepreneur actor in a network to create a link between the two for possible collaborative opportunities. (Marsden 1982) Viewed in this way, when such structural holes identified as strategic positions are filled with brokers having bridging capital, the flow of information and resources becomes more efficient and effective. It should be noted that brokers do not necessarily presume to have their own resources and information, but rather they may have access to or control of the flow of resources and information among other actors, and they benefit from their embedded positions in a network.

The next stage is to examine the strategic use of brokers in the emergency response context; that is, how to make those brokers work for the shared goal of the emergency response system. Studies have long stressed the failure of coordination as a central factor in explaining poor performance during recovery phases in disaster management. (Aldrich and Crook 2008; Comfort and Haase 2006; Comfort, Ko, and Zagorecki 2006; Drabek 2003; Kapucu et al. 2010; Kapucu 2006; Kapucu et al. 2009; Kobila, Meek, and Zia 2010; McEntire 2002; Mitchell 2006; Moynihan 2012) This study identifies four main types of structural embeddedness in an emergency response network. Some actors are isolated from others, others take the dominant position in the network and serve as coordinators, some are more peripheral in that their interactions depend mostly on the coordination of brokering agencies, and other agencies take brokerage roles and strategically use their embeddedness in the network to achieve the shared goal of the network, using their reputational capital.

According to Burt (2000), during disaster events, governance networks tend to become less dense and thus likely to provide more strategic opportunities for entrepreneurial agencies. In this less dense network, actors may face severe problems of isolation that may challenge their access to critical information and resources, and only those actors endowed with bridging capital may play a critical role of connecting fragmented clusters. This paper addresses the typology of brokers in a network provided by Gould and Fernandez (1989). Gould and Fernandez categorized five types of brokerage roles: coordinator, consultant, gatekeeper, representative, and liaison. The coordinator is an agency that brokers a relation between two members of the same group; the consultant brokers a relation between two members of the same group, but is not itself a member of that group; the gatekeeper is a member of a subgroup who is at the boundary and controls access of external members to the group, the representative is a member of a subgroup that represents that group in connection with external partners, and liaison is a brokering agency that connects a relation between two groups, but is not part of either group. (Hanneman and Riddle 2005)

The methodological approach used to explore brokerage roles is among interacting network members – ego-network. In ego-network each actor is connected to every other actor in the network. However, there could be members of the network who are not connected directly to one another, and if only ego has connections with other members of the network, ego may serve as a broker. As such; ego falls on the paths between the other actors in the network. (Hanneman and Riddle 2005) Operationalization of brokerage roles in a disaster context should take into account these categorization distinctions using techniques of social network analysis (SNA).

III. Case Studies

The article uses case studies of disaster events that occurred in 2005 in the United States (Gulf Coast Hurricanes) and in 2004 in Indonesia (the West Sumatra Earthquakes). In Indonesia about 800 people were reported dead, with an estimate of more than 2,000 casualties. In addition, it was reported that hundreds of buildings had collapsed, which left thousands of people homeless. On August 29, 2005, the center of Hurricane Katrina passed east of New Orleans; winds downtown were in the Category 3 range with frequent intense gusts and tidal surges. At least 1,836 people lost their lives and eighty percent of New Orleans was flooded, with some parts under 15 feet (4.5 m) of water. The comparison between these cases provides insights into the governance networks involved in the policy domain of vulnerable communities' resilience efforts.

IV. Methodology

This paper explores governance networks and brokerage roles in disaster response and relief efforts in

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the United States and Indonesia based on empirical data collected from 2005 to 2010, using a value matrix in which the intensity of the connections between the actors was valued between 0 (no relationship) and 3 (for a strong relationship). The data was then analyzed by means of social network analysis using UCINET 6 software, as well qualitative analysis, from which the conclusions in this research are derived. There were three phases in this study:

1. Data collection and mapping: the collected data for this study issued from content analysis of SITREPs (situation reports) that referred specifically to disaster response activities targeting vulnerable groups. Data on interactions between organizations was also collected from other sources such as news reports, governmental bills, proposals, statements, press releases, testimonies at government hearings, and websites of organizations engaged in disaster response using Lexis-Nexis program. The top 50 organizations from 2005-2010 were identified. The structured data from content analysis was used to map civil society and government organizations engaged in disaster response efforts.
2. The structured data from content analysis was used as an input to social network analysis (SNA). To run UCINET 6 software (Borgatti, Everett, and Freeman 2002), we produced a mode network (organization × organization matrix) using the coded interactions in which the intensity of the ties between members of the network was valued between 0 (no interaction) and 3 (for a strong interaction). A rating of 0 identifies that two actors have no regular contact or relationship; a rating of 1 indicates a level of weak relationship with low level of information exchange; a rating of 2 indicates more frequent interaction while all response efforts are made independently; a rating of 3 indicates strong ties with frequent interaction and reciprocity in information and resource exchange. (Marsden, P. V., and Campbell, K. E. 1984) Three network centrality measures were calculated as sources of advantage: degree, closeness, and betweenness. Degree measures the instant ties that an actor has, closeness measures the distance of an actor to all others in the network by focusing on the geodesic distances from each actor to all others, and betweenness measures the number of times an actor falls on the geodesic paths between other pairs of actors in the network, which indicates the extent to which such an actor can play the role of a broker. (Hanneman 2001) In addition, we used UCINET 6 software to compute and identify the number of brokerage roles played by different actors based on G & F brokerage roles typology .The frequency distribution of the number of brokerage roles that each ego node played during the response phase was created from ego network analysis and G & F Brokerage roles analysis.

V. Findings and Discussion

a) *United States*

A visual representation of the overall network of organizations' interactions in community resilience efforts in the United States is presented in Figure 1. As indicated, the logic underlying measures of degree centrality is that actors who have more ties have greater opportunities, which makes them less dependent on any specific other actor, and hence more powerful. (Hanneman 2001) Table 1 presents the measures of degree of centrality. According to Table 1, CBNO has the highest level of degree centrality, followed by PNO (which means that other actors in the network seek to have ties to them, and this may indicate their importance). The Committee for a Better New Orleans (CBNO(was involved in the New Orleans Coalition on Open Governance (NOCOG), which consisted of six groups committed to promoting open, responsive, and accountable government and governance in New Orleans. NOCOG provides a broad-based, diverse representation of any organization in the city and a focus on change at systemic levels.[1] Within the NOCOG, CBNO engages in promoting the program of New Orleans Citizen Participation (CPP), which enables citizens to effectively participate in city government's priority-setting and decision making, and to provide an arena for open dialog between communities, neighborhoods, and city administration and government. This initiative is set to include the rights and needs of all communities for building a consensus-based decision-making structure that addresses the interests of the city as a whole. The mission of Puentes New Orleans, a non-profit community development organization, aimed to enhance community inclusion and participation in decision making.[2] Puentes New Orleans, Incorporated, was established in response to the needs of the New Orleans area Latino community in April 2007 in the aftermath of Hurricane Katrina. (Weil 2011)[3]

1http://www.nocog.org/New_Orleans_Coalition_On_Open_Governance/Home.html

2 http://www.puentesno.org/about-us.html

3 It should be noted that Puentes' initial efforts were concentrated in providing education and organizational facilities to challenge anti-immigrant laws in the State of Louisiana Legislature. (Weil 2011) In the winter of 2008, Puentes created a public leadership training course with support from Common Good, in which private citizens began to receive training in public negotiation .(Weil 2011)

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Table 1: Degree of Centrality

	Degree	NrmDegree	Share
Mean	9.333	10.728	0.033
Std Dev	6.920	7.954	0.025
Sum	280.000	321.839	1.000
Variance	47.889	63.270	0.001
SSQ	4050.000	5350.773	0.052
MCSSQ	146.667	1898.093	0.018
Euc Norm	63.640	73.149	0.227
Minimum	3.000	3.448	0.011
Maximum	30.000	34.483	0.107
Network Centralization=25.45%			
Heterogeneity=5.17%			
Normalized=1.90%			
	Degree	NrmDegree	Share
CBNO	30.000	34.483	0.107
PNO	27.000	31.034	0.096
HANO	24.000	27.586	0.086
LENS	17.000	19.540	0.061
MAYDAY	13.000	14.943	0.046
NPM	12.000	13.793	0.043
LRA	12.000	13.793	0.043
PARC	12.000	13.793	0.043
CSC	12.000	13.793	0.043
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SSQ=Sum of Squares; MCSSQ=Mean Centered Sum of Squares; EucNorm=Euclidean Norm

In this case, the network centralization is 25.45, which leads to the conclusion that there is a lower amount of concentration or centralization in this whole network. A lower level of variability indicates that positional advantages are rather equally distributed in this network. However, degree centrality may take into account only the immediate ties of an actor. Thus, we need to add other measures such as closeness centrality to assess the structural advantage exerted by direct bargaining and exchange, such as the geodesic distances for each actor. Table 2 presents the measure of closeness centrality. We can see that CBNO, MQVN, and HANO are the closest or most central actors using this measure, because the sum of these actors'

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geodesic distances to other actors is the minimum possible sum of geodesic distances (the least farness). The post-Katrina recovery policies of the Housing Authority of New Orleans (HANO) followed the "better and stronger" goal, and included wholesale destruction of still-viable public housing units in order to transform public housing residents' behavior. (NESRI. 2010) However, these "policies" were conceived as excluding black residents from articulating their special needs and concerns, making them powerless and unwelcome in their own communities. (Landphair 2007) Despite lack of material competencies, the Vietnamese community, united by the Mary Queen of Vietnam (MQVN) Catholic Church and Community Development Corporation, had already begun planning prior to the storm. The critical role played by the MQVN Catholic Church in community planning and recovery from Katrina fosters social cooperation and community rebound in the wake of disaster. (Weil 2011, 211-13)

Pre-Katrina, MQVN's efforts were concentrated in Vietnamese-language religious services, Vietnamese-language education, and occasional weekend markets for selling Vietnamese produce, arts, and crafts that allowed members to establish a distinguished ethnic-religious-language community.

In the wake of Katrina, MQVN's efforts included building a retirement home in a park-like setting, accompanied by an urban farm and farmers' market. The community even convinced FEMA to build a temporary trailer park on the site, laying all the plumbing and electrical work in such a way that it could then be transformed into the foundation of a retirement center. The coordinating competency of the church was reflected by the high degree of overlap between leadership within the church and formal secular civic activities including The Boards of Directors of the National Alliance of Vietnamese American Service Agency (NAVASA), Vietnamese Initiatives in Economic Training (VIET), the Community Development Corporation (CDC), and the Vietnamese-American Youth Leaders Association (VAYLA) (all housed at the church), which frequently overlap with each other and with the Pastoral Council.[4] Through these collaboration initiatives, the church provided space for after-school tutoring, English-language courses, Vietnamese-language classes, youth leadership development, and business development. Another actor nearly as close, is Mayday, which engaged in the Campaign to Restore National Housing Rights, a coalition of housing rights groups from around the country that have united to force the U.S. federal government to recognize its obligation of adequate housing for all.

Table 2 also points to the ACRON and JFGNO organizations, which scored relatively high in closeness centrality but lower in other dimensions; thus they possess structural advantage exerted by direct bargaining and exchange, such as the geodesic distances for each actor rather than creating immediate ties with other actors in the network. The Jewish Federation of Greater New Orleans (JFGNO) engaged in extensive community recovery planning, building on a long-standing tradition of community competency. (Weil 2011) Due to its economic competency, the Jewish community was able to offer financial and communal incentives with event invitations to attract young people in both the business and the nonprofit realms. The Association of Community Organizations for Reform Now (ACRON) has acted on behalf of the low-income neighborhoods and families in New Orleans to raise their voice in decisions about rebuilding, and also instituted the ACORN Katrina Survivors Association, which became the first nationwide organization of displaced low-income New Orleans residents.[55]

4 http://www.mqvncdc.org/

5 See at http://www.acorn.org/fileadmin/KatrinaRelief/ AKSA_ Platform_PDF.pdf

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Table 2 : Closeness centrality

	In Farness	In Closeness
Mean	89.000	89.000
Std Dev	19.187	19.108
Sum	2670.000	2670.000
Variance	368.133	365.133
SSQ	248674.000	248584.000
MCSSQ	11044.000	10954.000
Euc Norm	498.672	498.582
Minimum	55.000	55.000
Maximum	135.000	135.000
Network Centralization=39.26%		
	In Farness	In Closeness
CBNO	55.000	52.727
MQVN	62.000	46.774
HANO	62.000	46.774
MAYDAY	70.000	41.429
PNO	71.000	40.845
LENS	75.000	38.667
ACRON	75.000	38.667
POLICY	76.000	38.158
JFNGO	77.000	37.662

SSQ=Sum of Squares; MCSSQ=Mean Centered Sum of Squares; EucNorm =Euclidean Norm

Table 3 presents the measure of centrality betweenness, which provides a third aspect of a structurally advantaged position – the being between other actors. First we can see that there is a lot of variation in actor betweenness (from 0 to 414.533) and that there is a relatively high variation (std.dev.=103.035 relative to mean betweenness of 60.00). Despite this, the overall network centralization is high (45.17). In terms of structural constraints, there is high amount of "power" in this network, although we know based on the previous measures that one-fifth of all connections can be made in this network without the aid of any intermediary – which explains why there can be a lot of "betweenness". CBNO, MQVN and HANO appear to be relatively much more powerful than others, as indicated by this measure. Table 3 also shows that CSC and PNO scored the sixth and seventh highest, respectively, in their role as bridge among several organizations in the network. However, in its score of degree centrality, PNO is in a good position to gain information and resources from other actors in the network without the aid of an intermediary (relying on other organizations in reaching other actors in the network) rather than CSC (Table 1). Among efforts to advocate for addressing equity in recovery and rebuilding processes such as the Broadmoor Improvement Association and the Lower 9th Ward Neighborhood Empowerment Network Association, is the Churches Supporting Churches (CSC). The Churches Supporting Churches is a coalition of national and local churches aimed at increasing the engagement of community low income residents in policy advocacy by using participatory and formative evaluation and feeding back the results to the city recovery management officials and community members to incorporate the results into post-hurricane rebuilding programs.

Table 3 : Betweenness centrality

	Betweenness	nBetweenness
Mean	60.000	7.389
Std Dev	103.035	12.689
Sum	1800.000	221.675
Variance	10616.162	161.011
SSQ	426484.844	6468.321
MCSSQ	318484.844	4830.329
Euc Norm	653.058	80.426
Minimum	0.000	0.000
Maximum	414.533	51.051

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Network Centralization=45.17%	Betweenness	nBetweenness
CBNO	414.533	51.051
MQVN	319.333	39.327
HANO	244.067	30.057
CDC	156.000	19.212
PNO	151.067	18.604
CSC	123.333	15.189
NAVASA	108.000	13.300
POLICY	88.667	10.920
MAYDAY	79.133	9.745

SSQ=Sum of Squares; MCSSQ=Mean Centered Sum of Squares; EucNorm =Euclidean Norm

In order to corroborate these findings, we created an ego network of the top 30 organizations and calculated the number of brokerage roles played by them. From G & F brokerage role analysis, not even one organization served in a brokerage role. Thus, the G & F brokerage analysis results are compatible with the previous network analysis. It seems that if the recovery efforts for vulnerable communities were coordinated, G & F brokerage analysis would show a significant number of administrative or civil society organizations that took coordinator, liaison, and representative roles in connecting to other actors within the network. According to the ego network map and G&F brokerage roles analysis, we found that both state and civil society organizations did not take a leading role in a network to initiate or guide coordinated and collaborative efforts in response to vulnerable communities' resilience. (Kobila, Meek, and Zia 2010)

b) Indonesia

The map of the overall network of organizations' interactions in communities' resilience efforts in Indonesia is presented in Figure 2. Table 4 presents the measures of degree of centrality. According to Table 4, BRR has the highest level of degree centrality, followed by POSKO. On 13 January 2004, the village leaders established a posko (community command post) to represent the people in daily coordination meetings with aid workers. The posko entailed collection of accurate information on surviving families and needs, and coordinated the search and rescue (burials) along with coordinated emergency efforts and food distribution. During February 2005, schools were opened in tents. (Scheper 2006)

The aftermath of the tsunami in Aceh province and Nias Island in Indonesia on December 26, 2004, destroyed hundreds of thousands of buildings leaving approximately 190,000 homeless, and 67,000 people including children living in barracks or tents. (BRR 2005) The 2004 disaster provided the government an opportunity to involve community stakeholders in post-disaster settlement and shelter decision making. Affected communities in Aceh became actively involved in the reconstruction process, putting pressures on the government by the Badan Rehabilitasi dan Rekonstruksi (the institution in charge of coordinating Aceh's reconstruction) to use Western-modern style rather than timber dwellings as they symbolized a more developed and progressive image even at the cost of safety and security. (BRR 2006a, 2006b) Despite commitment to provide large compensation grants and support by international NGOs, Aceh suffered from a lack of professional or experienced construction staff, which did not match the international guidelines for transitional settlement and shelter to ensure sound technical advice for safer rebuilding. (UNHCR 2007) This problem was further intensified by the fact that many government offices were destroyed in the disaster, which resulted in poor coordination among organizations, and lack of coherent and consistent reconstruction policies.

In the Indonesian disaster setting, network centralization is 26.51, which leads to the conclusion that there is a lower amount of concentration or centralization in this whole network, similar to the level of centralization found in the U.S. case. A lower level of variability indicates that positional advantages are rather equally distributed in this network. Table 5 presents the measure of closeness centrality. The table shows that UNICEF, OXFAM, and MUS AID are the closest or most central actors using this measure, because the sum of these actors' geodesic distances to other actors is the minimum possible sum of geodesic distances (the least farness). International NGOs such UNICEF, OXFAM, and MUS AID were effectively coordinated with Indonesian domestic agencies. (Lassa 2012; Pandya 2006)

Table 6 presents the measure of centrality betweenness. We can see that there is a lot of variation in actor betweenness (from zero to 100.363) and that there is a relative high variation (std.dev.=27.668 relative to mean betweenness of 21.200). The overall network centralization is low in comparison to the U.S. case (24.37). In terms of structural constraints, there a considerably low amount of "power" in this network, which denotes a low level of "betweenness". UNICEF,

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BRR, and APIK appear to be relatively much more powerful than others, as indicated by this measure. Table 6 also shows that ISLAM R and MUS AID are scored fifth and fourth while MMAF and OXFAM are scored the eighth and ninth highest, respectively, in their role as bridges among several organizations in the network. However, in its score of degree centrality, OXFAM is in a good position to gain information and resources from other actors in the network without the aid of an intermediary rather than MUS AID (Table 4).

Table 4 : Degree of centrality

	Degree	NrmDegree	Share
Mean	13.400	23.509	0.050
Std Dev	6.240	10.948	0.023
Sum	268.000	470.175	1.000
Variance	38.940	119.852	0.001
SSQ	4370.000	13450.292	0.061
MCSSQ	778.800	2397.045	0.011
Euc Norm	66.106	115.975	0.247
Minimum	6.000	10.526	0.022
Maximum	27.000	47.368	0.101
Network Centralization=26.51%			
Heterogeneity=6.08%			
Normalized=1.14%			
	Degree	NrmDegree	Share
BRR	27.000	47.368	0.101
POSKO	23.000	40.651	0.086
UNICEF	19.000	33.333	0.071
OXFAM	18.000	31.579	0.067
MUS AID	18.000	31.579	0.067
MAH	18.000	31.579	0.067
ISLAM R	18.000	31.579	0.067
CMPW	17.000	29.825	0.063
LPAM N	16.000	28.070	0.060

Notes: SSQ=Sum of Squares; MCSSQ=Mean Centered Sum of Squares; EucNorm=Euclidean Norm

In order to corroborate these findings, we issued an ego network of the top 21 organizations and calculated the number of brokerage roles played by them. Table 7 presents the frequency distribution from ego network analysis and G & F Brokerage roles analysis. From G & F brokerage role analysis, major public agencies such as MHA, MMAF, and international organizations such as UNICEF, OXFAM, MUA AID, and ISLAM were major brokering agencies in this network. By following G & F typology of brokerage roles, MHA played brokerage roles most frequently. Especially during the recovery phase, MHA's brokerage roles were coordinator, gatekeeper, and representative. It created connections for active interactions with other domestic agencies and served as a major collaboration facilitator among domestic and international agencies to deal with vulnerable communities during the recovery phase. The consultant role played by the MMAF provides empirical evidence of the possible use of competent domestic agencies as brokers in disaster management systems. Similarly, UNICEF served as a significant broker for types of coordinator, gatekeeper, and representative roles; thus it maintained close collaboration with other international agencies. It is suggested that joint operations from international organizations needed to pass the gate of both public and international organizations. At the same time, collaborations from all different levels of jurisdictions in the public sector were played within MMAF, ISLAM R, and MUS AID (consultant role) where coordination among different groups of agencies were played by OXFAM (liaison role). As shown in Table 7, the major brokerage roles in this network were played by both domestic public (administrative) and international agencies. Thus, the G & F brokerage analysis results are compatible with the previous network analysis and the network map.

VI. Summing up

By identifying the major structural features in network analysis we are able to address the barriers to building coordination among state and civil society organizations. SNA analysis of the disaster response phase network indicates greater effectiveness in terms of achieving coordination in the Indonesian case than in the United States case. The findings of the research show that in the Indonesian case, the strategic use of domestic and international agencies as brokers is critical to build the bridging capital of a successful coordination system to address the needs of affected communities. In Indonesia relief efforts relied largely on

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partnerships between civil society and state agencies. Such partnerships were crucial not only for the effectiveness of the relief efforts but also to mobilize a relatively independent civil society. Government, NGOs, and INGOs support for and further development of local communities' capacities in the disaster recovery process is essential for proactive resilience building an development of civil society based on Asian solidarity and cultural norms of mutual assistance. (Seybolt 2009)

With the application of brokerage role analysis to the 2005 Katrina hurricane, state organizations were found to have relatively fewer ties in the network, with less potential to bridge other actors. Civil society organizations took the lead and allowed for open dialogue with effected communities to enable a shared understanding of needs and priorities in the face of adversity. (Ruscher 2006) However, this goes against the suggestion that civil society organizations have maintained consistent visibility to mobilize a relatively independent civil society in times of disaster. A possible explanation of the differences between the U.S. and the Indonesian case based on network analysis and the findings from previous studies, could be that government committees such as the CBNO and civil society organizations had a built-in coordination structure that enabled them to frequently communicate with advocacy organizations that engaged in disaster response efforts. (Yee 2004) These committees became an increasingly became significant brokers on the basis of an expert authority that can be used by government to legitimize the subsequent regulatory outputs.

VII. Conclusion

Natural disasters impose constraints in enhancing coordination more than in "good times". In terms of the *bridging capital* (BC) framework introduced in this paper, state and civil society organizations must manage their bridging capital strategically in response and relief efforts to reduce disaster vulnerabilities.

The Gulf Coast Hurricanes (United States) and the West Sumatra Earthquakes (Indonesia) yielded insights into the importance of investment in bridging capital as a basis for good governance. In the case of Katrina in 2005, civil society organizations and groups developed joint projects and networking with government actors by encouraging marginalized communities to participate in disaster recovery and assessment of risks. Collaborations with government actors relied heavily on civil initiatives rather than on state initiatives. Thus, civil society organizations' performance in the wake of Katrina symbolizes a proactive stance in building a cooperative sphere within civil society organizations and with state agencies, although they did not take brokerage roles to share their valuable resource with state agencies in the network to pursue collective goals. In the case of the West Sumatra Earthquakes, admirable spontaneous and voluntary cooperation in the disaster-affected areas in Indonesia were facilitated by coordination between government and civil society underlying the long tradition of solidarity and cultural norms of mutual assistance. State and civil partnership were especially essential in empowering post-tsunami vulnerable groups such as women, children, refugees, and the elderly. These partnerships are also crucial in terms of bridging capital, in the broader social, political, and economic context by opening up possibilities of providing an associational sphere, which enables reduction of the long-term government suspicion of NGOs. (Brass 2012; Reimann 2006) Both domestic and international organizations filled the structural holes of the network to maintain the capacities and involvement in the government disaster management system of communities at risk. Thus, by studying the role of brokers in times of disaster, scholars may better address the way bridging capital impacts the quality of democratic anchorage in the long run.

Based on the research findings, we propose to build bridging capital in disaster management through the strategic use of brokers by identify brokers that facilitate the flow of resources and information in the network that has already achieved credibility and reputation within communities at risk; strengthen the capacities of those possible brokers to avoid overload on formally designed brokering agencies and develop an entrepreneurial network in which a great number of entrepreneurs who fill the structural holes of the network can assist affected communities to articulate their needs in a way that enables the government to act on them.

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Table 5 : Closeness centrality

	inFarness	inCloseness
Mean	40.200	40.200
Std Dev	8.936	10.303
Sum	804.000	804.000
Variance	79.860	106.160
SSQ	33918.000	34444.000
MCSSQ	1597.200	2123.200
Euc Norm	184.168	185.591
Minimum	28.000	29.000

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Maximum	59.000	66.000
Network Centralization=39.75%		
	inFarness	inCloseness
UNICEF	28.000	67.857
OXFAM	31.000	61.290
MUS AID	31.000	61.290
ISLAM R	31.000	61.290
MMAF	32.000	59.375
BRR	33.000	57.576
MHA	34.000	55.882
CMPW	34.000	55.882
POSKO	35.000	63.333

SSQ=Sum of Squares; MCSSQ=Mean Centered Sum of Squares; Euc Norm=Euclidean Norm

Table 6 : Betweenness centrality

	Betweenness	nBetweenness
Mean	21.200	6.199
Std Dev	27.668	8.090
Sum	424.000	123.977
Variance	765.532	65.450
SSQ	24299.438	2077.514
MCSSQ	15310.638	1309.004
Euc Norm	155.883	45.580
Minimum	0.000	0.000
Maximum	100.363	29.346
Network Centralization=24.37%		
	Betweenness	nBetweenness
UNICEF	100.363	29.346
BRR	71.903	21.024
APIK	68.000	19.883
MHA	35.307	10.324
ISLAM R	26.678	7.801
MUS AID	26.351	7.801
POSKO	20.380	7.705
MMAF	17.720	5.959
OXFAM	16.526	5.181

SSQ=Sum of Squares; MCSSQ=Mean Centered Sum of Squares; Euc Norm=Euclidean Norm

Table 7 : Top 5 Brokering Organizations in 2005 Indonesia Disaster Relief Efforts

Name	Coordinator	Gatekeeper	Representative	Consultant	Liaison	Total
MHA	2	4	4	0	0	10
UNICEF	4	2	2	0	0	8
ISLAM R	0	1	2	2	0	5
MUS AID	0	1	2	2	0	5
MMAF	0	0	0	2	0	2

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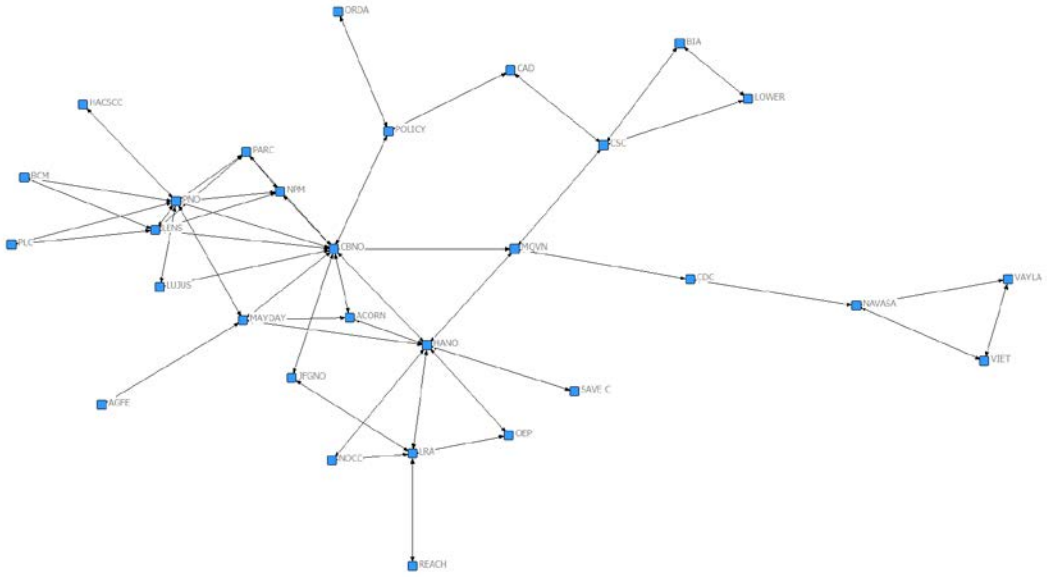


Figure 1 : Map of Actors' Interactions in Disaster Governance Network in the United States.

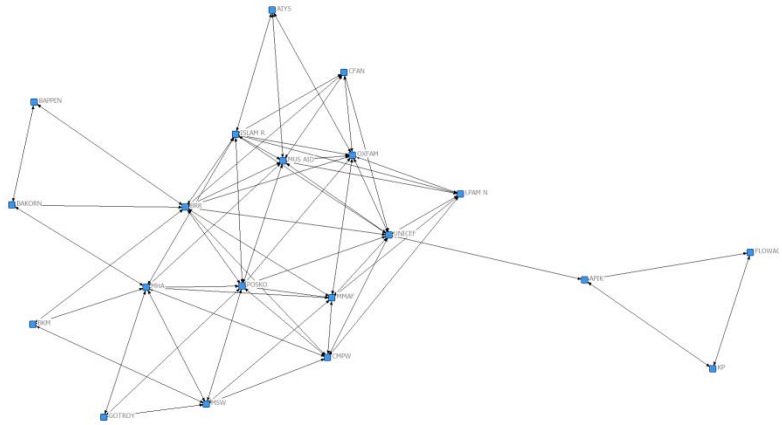


Figure 2 : Map of Actors' Interactions in Disaster Governance Network in Indonesia.

Appendix A : Top 30 Organizations in the U.S. disaster recovery network

Number	Abbreviation	Organization
1	ACORN	Association of Community Organizations for Reform Now
2	AGFE	Advisory Group on Forced Evictions
3	BCM	Baptist Community Ministries
4	BIA	Broadmoor Improvement Association
5	CBNO	Committee for a Better New Orleans
6	CDG	Community Discussion Groups
7	CSC	Churches Supporting Churches
8	CDC	Community Development Corporation
9	HACSCC	Hispanic Apostolate Community Services Catholic Charities
10	HANO	Housing Authority of New Orleans
11	JFGNO	Jewish Federation of Greater New Orleans
12	LENS	The Lens
13	LRA	Louisiana Recovery Authority
14	LOWER	Lower 9th Ward Neighborhood Empowerment Network Association
15	LUJUS	Louisiana Justice Institute
16	MAYDAY	Mayday New Orleans
17	MQVN	Mary Queen of Vietnam

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18	NAVASA	National Alliance of Vietnamese American Service Agency
19	NPN	Neighborhood Partnerships Network
20	NOCC	New Orleans City Council
21	OEP	Office of Emergency Responders
22	ORDA	Office of Recovery Development Administration
23	PARC	Public Affairs Research Council
24	PLC	The Public Law Center
25	PNO	Puentes New Orleans Inc.
26	POLICY	PolicyLink
27	REACH	Rapid Evaluation and Action for Community Health in Luisiana
28	SAVE C	Save the Children
29	VAYLA	Vietnamese-American Youth Leaders Association
30	VIET	Vietnamese Initiatives in Economic Training

Appendix B : Top 21 Organizations in the Indonesian disaster recovery network

Number	Abbreviation	Organization
1	AIYS	Aiysiyah Organization
2	APIK	Indonesian Women's Association for Justice
3	BAKORN	National Coordinating Body for Disaster Management
4	BAPPEN	National Development Planning Agency
5	BRR	Badan Rehabilitasi dan Rekonstruksi
6	BKM	Badan Keswadayaan Masyarakat
7	CFAN	Coordinating Forum for Aceh and Nias
8	CMPW	Coordinating Ministry for People's Welfare
9	FLOWAC	Flower Aceh
10	GOTROY	*gotong royong*
11	ISLAM R	Islam Relief
12	KP	Komnas Perempuan
13	LPAM N	Pelayanan Advokasi untuk Keadilan dan Perdamaian Indonesia/Advocacy Services for Justice and Reconciliation
14	MMAF	Ministry of Marine Affairs and Fishers
15	MSW	Ministry of Social Welfare
16	MHA	Ministry of Home Affairs
17	MUS AID	Muslim Aid Indonesia
18	OXFAM	Oxfam
19	POSKO	Community command post
20	UNICEF	Unicef
21	USAID	USAID

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Workplace Bullying; Boundary for Employees and Organizational Development

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Abstract- This paper is proposed to deliver an overview of literature concerning with workplace bullying and to which extend it affects the victims and the organization development. Organization has to endure the cost pertaining to act of bullying. This paper also covers the health issues faced by the workers and the legal cost to compensate is what might increase the company's liability. There is an extensive variety of behaviors that could be related with bullying at work, and some of these zones are highlighted. This study shows how the dominant perpetrator takes control of the victims and why it occurs. This research also shows that the number of women being sexually bullied in the workforce is very much higher than men.

Keywords: bullying, discrimination, health issue, legal cost, productivity.

GJMBR-A Classification: JEL Code: L20, L29



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Workplace Bullying; Boundary for Employees and Organizational Development

Rupini Uthaya Shangar [α] & Dr. Rashad Yazdanifard [σ]

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I. Introduction

According to Workplace Bullying Institute (WBI), the expression "workplace bullying" envelops a really extensive variety of circumstances, yet as a rule, it alludes to rehashed, wellbeing hurting abuse of one or more individuals that can include verbal misuse, hostile nonverbal practices, or meddling with somebody's capacity to accomplish work. Most likely the dominant becomes the perpetrators while the weaker employee becomes the victim.

According to (Gordon, 2013), the victims of this kind of bullying are in fear and pain. They have to begin every week with a pit of nervousness in their stomachs and check during the time until the weekend or their next holiday. In reality, nerve-wracking working atmosphere can leave the employee so traumatized that they feel frail, confused, and befuddled. They even feel numb and helpless to take care of the circumstances. Victims of bullying usually encounter some difficulty deciding, an inadequacy to work or concentrate, a hardship of respect toward oneself and become less effective with the lack of inspiration and with the developing of health issues as an effect from bullying. As mentioned by, (Lebowitz. S, 2008), when the workers are not excited to work and they care more getting out of the job and not on increasing companies productivity. The employers have to manage the cost of replacing a new worker and it consumes time as well. The victims that voices out their problem to the media will leave a greater impact on the corporate are prestige and future development of the organization.

Anni (2008), stated that the organizations have to face with many impacts when the victim apply for leave due to health related issues inflicted by the bully, facing significant turnover due to bullying impact hampers the company's growth on the long run.

II. Behaviors of Workplace Bullies

Bullying can also be taken into considerations as from the behaviors of the bullies. Even though, the act of bullying is not direct by the bully but the behavior of the person which has different methods which are indirect are also considered as bullying. As mentioned by Harvey et al. (2006), cited in "Workplace bullying: consequences, causes and controls (part one)", Journal of Industrial and Commercial Training [Appelbaum, Gary, Mohan, 2012], workplace bullying falls into five gatherings of practices of indirect bullying which are destabilization through helping the exploited person to remember their failures, this means repeatedly reminding the victim of the weaknesses which eventually will result in low self-esteem. Besides that, invading access to circumstances or withholding essential data. This is done by perpetrator when he knows the personal dilemma of the victim, thus taking advantage of their unstable emotion as an advantage to bully. Exhaust or work weight through an expand of workload to focused on people, when the bully feels superior from the victim, maybe by having one step higher rank in job, for an instance, supervisor for food and beverage restaurant orders the "bottom line" staff to get do extreme workload than what they were supposed to do. Dangers to individual remaining by offending or teasing the victimized person, very emotional type of workers that are easily attacked by bullies are vulnerable of doing something even to the extreme level and some may end up in committing suicide lastly is the dangers to expertise by open humiliation, this behavior is an act of condemning and showing disrespect towards a well-known figure in the public, for example, spreading faulty news, or making fun of an act through social media where the news are easily spread.

According to Mary (2005), most part-time workers were pushed with extreme workload by the full-timers. The bullies "dump" their work onto the support staffs, leaving them feeling powerless to handle the circumstances.

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According to Matilda, (2014), even ignorance is a type of bullying, people might think ignoring someone rather than saying something mean is better, but studies show that ignorance makes the employee feel worthless and not being cared by the employer.

According to Baruch (2005), more recent types of bullying can be found in email correspondence and from other media sources.

III. Inequality and Discrimination

Bullying is not only about verbal or non-verbal abuse, an act of inequality and discrimination is also categorized as workplace bullying. The feel comes about when the big boss only favors specific groups without considering the welfare of common workers, which is known as favoritism. From favoritism leads to inequality; means is not having the same benefits. For instance, a company with two workers doing the same job but one worker is paid higher compared to the other. Meanwhile, discrimination is handling someone poorly because of some features that is beyond their control. For example, an employer that is reluctant to hire a person because of his skin color or his personality that is not attractive as the employer expected. According to (Kapadia. S, 2013) “ability, knowledge and skills should be considered when making decisions that impact prospective and current federal employees, rather than basing such decisions on personal favoritism”."The act of inequality can additionally undermine interpersonal progress inside the association. When workers are certain that they will be assessed and remunerated focused around their benefits, they are more prone to believe their directors and their associates. However, about 80 percent of workers reported decreased admiration for their administrators as an aftereffect of bias, also diminished work fulfillment, (Kapadia. S, 2013).In another hand, discrimination is rising due to narrowed mentality employers that care less about the success for organization and be “picky” hiring employees based on how they look and who they are but not based on their abilities to perform. Even if they have been hired, mostly are bullied because they are “different compared to the existing workers”.

According to Eley & Nield (2000) cited in “Two dilemmas in dealing with workplace bullies – false positives and deliberate deceit”, International Journal of Workplace Health Management [Axel 2011; Suzanne, 2011], an end product of administration industry expansion has been the feminization of the workforce and the development of associates of female specialists into positions of power. The reversal of traditional sex roles can prompt forceful responses in subordinate males as prove by the disproportionately high number of female directors reporting the rate of such harassing. It has been proposed that "resistance to ladies administrators may be a possible explanation" According to Vickers, (2008), cited in "Bullying, disability and work: a case study of workplace bullying", Qualitative Research in Organizations and Management: An International Journal [Margaret H 2009; Vickers 2009], defective generalizations predominate: individuals with inability are not beneficial; they don't" "fit in" with alternate specialists; they cost more than different laborers, particularly on the off chance that they require lodging; they require more supervision; they take more leave; and, they are not prone to be particularly helpful to the association that is striving to accomplish more with less. Regardless of such suspicions being possibly wrong, and having little confirmation to help them, they keep on influencing the treatment of individuals with incapacity at work.

According to Dinham and Scott (2000), employees that are older deals with; set of expectations being always showed signs of change without their approval,and being overlooked or avoided. This behavior shows that the organization has low level of appreciation towards their senior staffs.

IV. Sexual Harassment by Dominant Perpetrator's

According to Mc Laughlin, Uggen & Blackstone, (2012), sexual harassment is a type of segregation on grounds of sex in connection to states of business. In other words, it could also be said as the unwelcome or wrong guarantee of prizes in return for sexual favors. This type of bullying commonly takes place in most of the workplaces. As per discussed by McLaughlin et al (2012), male colleagues, customers, and managers use sexual harassment as an "even up" against ladies in force, steady with examination demonstrating that sexual badgering is less about sexual yearning than about control and mastery. According to (De Souza & Solberg, 2004; Waldo, Berdahl, and Fitzgerald, 1998), men may be defenseless against badgering in the event that they are seen as ladylike in as much as ladies may be focused on the off chance that they challenge their subordinate position in the sexual orientation framework. Other than that, according to (Willer, 2005), men respond to dangers to their masculinity by instituting a great type of manliness when there is a manly overcompensation. According to (De Coster and colleagues, 1999), females with more prominent residency, autonomous of age, were more inclined to view sexual provocation as an issue for them at work, reasoning that the practice is utilized instrumentally against effective females who infringe on male region. Sexual harassment seems to be very high in hospitals, Hoel (2002) mentioned that 24% of hospital staff's experienced undesirable sexual consideration at work, the most highest figure compared to other sectors.

According to Quaye, (2010), as cited in Workplace Bullying and Its Impact on Productivity

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[Claudia, 2010],In Ghana, there is tenable confirmation that numerous specialists in both government and private areas, particularly ladies, regularly confront arrangement of badgering in the process of satisfying their obligations at the hands of their bosses.

According to Hershcovis and Barling, (2010) as per cited in "Sex and position status differences in workplace aggression", Journal of Managerial Psychology [Lee 2011; Brotheridge 2011], Conversely, comparative status aggressors were more prone to fall back on immediate structures, for example, belittlement and verbal showdown either in light of the fact that they had less to lose if tested or because of the nonattendance of common admiration among associates.

V. Working Environment

Every workforce has its own organizational culture, some workforce provide friendly environment and some may not. Friendly working environment should be like an organism, which grows naturally. But workplace bullying is not heavily relying on the environment, and it is strongly affected by the relationship between employees and employers. According to Bradley et al, (2006) a manifestation of minor animosity, incorporates discourteous and rude conduct and is more unsafe to the representatives and associations than pioneers. Employees who experience verbal ill-use are considerably more inclined to participate and involve in turnover.

In spite of the uncommon example of overcoming adversity in coworkers joined the bullied individual to face the bully and mutually vouched for the superintendent about what was carried out to their harmed partner, most colleagues are famous for not helping harassed targets. It is harmful to expect that level of backing. From a 2008 Workplace Bullying Institute (WBI) study, we realize that that uncommon coordinated effort happens in less than 1% of cases.

From the WBI 2014 U.S. Workplace Bullying Survey, mentioned that 21% of grown-up Americans have been roundabout, or vicarious, casualties of harassing. In the same way that families are influenced without being the immediate focuses of tormenting, so are associates. The reasons are changed for not interceding, of not helping more than is carried out. The reasons are all identified with fear. Subsequently, for coworkers and targets themselves, the working environment turns into an apprehension nature's domain. Executives ought to detest this on the grounds that it solidifies everybody. At the point when excessively hesitant to act, specialists are likewise rendered less fit for being beneficial.

According to Carey (2008), in the event that the bullied target is mistreated yet no move is ever made to stop the bully and the target is doubtlessly vanished, then seeing co-workers see that their employer is not legitimate. Deceptive and dishonest managers don't try to give safe work environments. Colleagues begin to fear for their own particular wellbeing if such horrific treatment of the target was conceivable.

According to (Alsever, 2008), bullying is also encouraged by a few ways in working environment which are, by pitting the specialists against one another or accentuate a focused work style, having a careless administration style, so that representatives must fill in the spaces themselves in regards to what is adequate and what is definitely not, making preposterous requests and objectives of representatives and directors, neglecting to give directors the power to condemn issue specialists, setting incomprehensible due dates or giving excessively little financing to fulfill an objective.

As mentioned by Linda and Michael (2012), a toxic working place can have numerous, interrelated measurements to it and consequently, it can have an effect on the mental (e.g. anxiety and uneasiness), sociological (e.g. negative effect on gathering association) and also the physical prosperity (e.g. asthma) of the workers. The sources of poisonous quality can fluctuate from the physical measurements of the building, the hindrances to free stream of workers, impediments to up close and personal interchanges and also electronic contact, and the absence of particular protection. Each of these measurements of danger can have an effect however consolidated they can have an incapacitating set of strengths on the well-being of workers.

VI. Bullying Affects Productivity

According to Spector and Fox (2002)cited in “Workplace bullying, employee performance and behaviors: The mediating role of psychological well-being”, Journal of Employee Relations [Dwayne Devonish,2013], who had introduced an emotion centered model of employee behavior, workplace bullying is a form of social stressor that influences the psychosocial work environment in ways that can be as harmful and devastating for both employees and the organization itself as any other form of job stressor (Hauge et al., 2010). Thus, by monitoring the emotion centered model consistently, workplace bullying as a stressor is likely to have indirect effects on employee performance via affective based variables, but it is possible for its effects to be direct on performance behaviors as well.

According to (Pearson, 2000; Sandvik, 2003; Delbel, 2003), as cited in "Managing aggression in organizations: what leaders must know", from the Journal of Leadership & Organization Development Journal [Bradley, Debra, Nelson, & Satyanarayanam 2006], leaders must comprehend that numerous types of forceful conduct have negative repercussions in

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associations. Incivility, a type of minor animosity, incorporates impolite and inconsiderate conduct and is more unsafe to the representatives and associations than pioneers inside these associations may think. Verbal misuse is normal in numerous commercial ventures. In the social insurance industry, 97 percent of attendants said they had as of late accomplished verbal ill-use. An aggregate of 60 percent of retail specialists reported being the casualty of verbal misuse, while the rate among college workforce and staff was 23 percent. Representatives who experience verbal misuse are substantially more inclined to participate in truancy and turnover (Delbel, 2003).

According to Loh, (2010) as cited in "Witnessing workplace bullying and the Chinese manufacturing employee", Journal of Managerial Psychology [Randi L. Sims & Peng Sun, 2012], there likewise is some confirmation that bullied individuals have some difficulty deciding, an insufficiency to work or concentrate, a misfortune of respect toward oneself and get less productive. This affects in the loss of productivity due to the loss of motivation, stress and health complaints. The individual's time is used attempting to protect them, keeping away from the bully, organizing for help, ruminating about the circumstances and arranging how to manage circumstance.

Another study called CareerBuilder discovers the amount of workers experiencing bullies at the workplace is on the ascent. Thirty-five percent of specialists said they have felt tormented at work, up from 27 percent a year ago. Sixteen percent of these specialists reported they endured health related issues as an aftereffect of bullying and 17 percent chose to discontinue their employments to escape the circumstances.

Based on a study of relationship between workplace bullying and effective commitment towards the organization, the result shows that the victims show a lower level of interest towards the organization development, (Mccomack et al, 2006).

From the study of Direct Health Solutions Absence Management & Wellbeing Report, (2013), found that absenteeism was higher with manual employees, and additionally in associations that cultivate "sickie" practice. Of course, a relationship was found with high turn-over and truancy, recommending an example of workers taking more prominent wiped out leave before quitting the job.

VII. Health Issues

According to Kivimäki (2000); Quine, (1999); Einarsen (2003); Hoel & Cooper (2000); (Leymann, (1989); Sterud (2008) cited in "Understanding the context of workplace health management as it relates to workpl-ace bullying", International Journal of Workplace Health Management by [Michael Sheehan 2011; John Griffiths 2011] , it has been demonstrated through an examination that working environment bullying has outcomes towards representatives particularly for people, including higher body mass, endless malady and ailment, ensured and uncertified deficiency, work disappointment mental/mental health issues, for example, uneasiness and sorrow, and even suicide. Gloom starts in bullied workers who never achieved it beforehand. For the person who was at one time disheartened and adequately managing it, bullying worsens the condition. Bullying reasons wounds, yet mental in nature and unseen, as most likely one could be hurt from physically unsafe conditions at work. As a less than dependable rule, the violence is turned inward. Right when the "way out" seems unattainable and no choices may be imagined, a few people consider suicide.

In the Work place Bullying Institute 2012-D Study shows that 29% of tormented targets considered suicide and 16% had an arrangement. Targets will endure wildly under trauma. Trauma's onset is commonly deferred and it keeps up long after expulsion from traumatizing conditions. Individuals throughout their life can't comprehend why or how the ache keeps ticking so long. As it were, an individual may dependably be a "recouping" casualty of trauma. The vicarious knowledge of harassing, as existed by seeing colleagues, has been demonstrated to trigger the same passionate damages as accomplished by people specifically harassed. Witnesses endure uneasiness, sorrow and, in most pessimistic scenarios, Post-traumatic stress disorder (PTSD), which is an indications of trauma. About whether, with delayed introduction to stretch, anybody's capability to retain new things or to recover realities might be disabled. Consequently, the anxiety reaction that goes hand in hand with despondency has a tendency to make the bullies untruth seem genuine to the gullible eyewitness or specialist.

VIII. Legal Cost to Compensate

Working environment bullying likewise can have inconvenient impacts and expenses for the head honcho. Aside from displeasing the working environment and affecting laborer assurance it additionally can diminish profit, make a threatening nature, push non-appearance and effect laborers compensation claims. Some of the time bullying can even bring about lawful issues for the organization. In fact, the effect of bullying is not restricted to the spook and the target. It likewise influences collaborators, customers, clients, business partners, family and companions.

Case in point, Canadian analysts found that workers who witness tormenting are more inclined to leave their employments than the individuals who are no doubt exploited. Work place bullying also gives effects to the company, which are expanded utilization of wiped

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out leave, social insurance claims and staff turnover, disintegration of representative reliability and responsibility, extra expenses to select and prepare new representatives, poor open picture and negative reputetion, expanded danger of legitimate movement. According to, (Bryant & Buttigieg, 2009), bullying hampers the profit of association by creating broken work environment conduct which is immoderate both in money related and human terms.

IX. Dealing With Bullies

The victims of bully should speak out or confront but "less than one in 10 victims of workplace harassment let the offending person know they don't like it", (Kane, 2014).Act of bullying can only be stopped if the victim confronts the bully or report it to the higher authority, unless the higher authority is the bully, there are laws prohibited to protect the employees.

According to Anna (2004), as a victim of workplace bullying, employees need to recover from stress-related problems, therefore, Health and Safety Executive's (HSE) had helped in reducing the level of stress in employees through their stress management program.

According to (Lublin, 2012), the victim should document all the incidents specifying the dates, times and spots of, and the particular proclamations, remarks or direct that constitutes the cruel conduct, this ensures the victim to have proof for what he is claiming. Besides that, if the employees are working for a large corporation, they can address the issue to human resource department. If the HR department fails to respond promptly to the circumstances, then the victim can lead to filing a legal action against the corporation that lead to risk against the manager and the organization. Lublin, (2012), mentioned if the victim is seriously ill due to an act of the abuser, they are allowed to apply for disability compensation from the corporate. In addition to that, managers can take few steps to overcome or reduce the rate of bullying which is by lighting up the problematic of creating, actualizing and managing a hostile to bullying project.

Beirne and Hunter, (2013), also discussed on the approaches that managers or head of department should do to handle workplace bullying which is by clarifying how the subjective implications and understandings connected to such projects are socially developed. Value can be added by showing how these implications reflect sub-social qualities and introductions. As equal to that, securing the business development against an act of bullying is crucial to be attained.

X. Laws to Manage Workplace Bullying

According to Breden (2013), under new work environment tormenting laws that go live on 1 January 2014, laborers will be given the right to review work environment harassing straightforwardly through the Fair Work Commission. Under the new laws a specialist (which incorporates workers, builders, subcontractors, outworkers, understudies, trainees and people picking up work encounter and additionally volunteers) can apply to the Fair Work Commission for a request to stop the tormenting which is characterized as rehashed and preposterous conduct guided towards a laborer or gathering of specialists that makes a danger to wellbeing and security.

According to MacIntosh (2006), found that managers with policies that tended to and implemented against bullying were best in lowering bullying rate at the organization. With the presence of policies, perpetrator will think twice to carry out unlawful act.

XI. Discussion

According to Workplace Bullying Institute, the idea of bullying may be utilized as a part of numerous circumstances portraying a mixture of practices. Unfriendly and forceful practices are controlled deliberately at one or more partners or subordinates prompting a derision and exploitation of the beneficiary. Bullying has been characterized as every one of those rehashed activities and practices that are coordinated to one or more laborers, which are unwanted by exploited person, which may be carried out deliberately or unintentionally; yet unmistakably cause embarrassment, offense and misery, and that will interfere with occupational execution or disagreeable situation.

According to Exel & Suzanne (2011), females have higher chances to face sexual harassment when a workplace power position is held by them compared to the one who don't hold such positions, gender nonconformity, and finally when there are a higher proportion of male workers in industries and occupations.

Besides that, older staffs are being ignored and their opinion does not seem to matter to the organization, this leads to an increase in job dissatisfaction. This paper also reflects that personal favoritism should not be taken into account in decision making because it impacts the prospective and current employees rather than focusing on the individual potential, knowledge and skills, (Kapadia. S, 2013).

According to Alsever, (2008), working environment also plays a major role in workplace bullying with a sloppy administration style so that the representatives must fill in the spaces themselves regardless to what is adequate, pitting the specialist against one another or accentuate a focused work style, little amount of financials to fulfill an objective and by setting an inconceivable due dates, making preposterous requests and objectives of representatives and directors and also by not giving the directors the power to condemn

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workers. These issues cause fear to their colleagues upon their own wellbeing. Other than that, the productivity of the workplace is also affected by bullying. The bullied individuals will face on difficulties upon deciding an issue and insufficient concentration on work. They use up the time to think on how to overcome themselves from bullies and how to protect themselves from them. This in a way decreases the productivity of the workplace as the individual does not perform as required. Bullying also affects the health of an individual as when the individual is being bullied he or she endures wildly under trauma. Once the individual had encountered trauma, they cannot comprehend on why or how the ache keeps on ticking so long even though they had gone through medication as trauma cannot be cured, thus, the individual becomes a recovering casualty of trauma.

According to, Bryant & Buttigieg, (2009), it is also mentioned that, workplace bullying affects the income of the workplace as the number of workers who leave their employments are the one who witness the bullying not the one who are being bullied. In fact, this also influences the collaborators, customers, clients, business partners, family and companions as lawful issues are brought up against the organization. An individual can overcome bullying by confronting the bully or by reporting about the incident to the higher authority. There are even laws prohibited to protect the employees.

Trevino and Brown (2004) argued that ethical leadership is an authority approach that includes heading in a way that regards the rights, needs and nobility of others and pushes group or hierarchical enthusiasm over serving toward oneself hobbies. Every organization should appoint leaders that are sensitive towards employees' well-being and willing to take control in case undesirable circumstances appear.

Bullying becomes easy to handle if the organizations build a stronger communication ground among workers, power distance should not be the reason for misunderstanding. Employers should engage with employers, take responsible on the complaints received. Moreover, there are overgeneralizations by many, interpreting that women work lesser than men, and the need for safety measures are low, however one should keep in mind that both men and women are equally deserve the rights to attain sufficient safety measures.

XII. Conclusion

Workplace bullying has become a wild issue in many organizations whereby this issue can leave a scar on the victim and gives out a bad impression upon the organizations. The victims who are affected by bullying will tend to lose their affection and concentration upon their work as they will start thinking on how to overcome their bullies or even leave their workplace permanently. This will cause a decrease in the productivity of the organization as the workers will start to utilize their medical leaves; social insurance claims and also when they leave their current workplace and join into another. These bullying issues can be reduced by legalizing the law of anti-bullying and also by implementing the laws in all countries which includes the third world countries which are currently in an unstable politics as they are left far behind in legal matters compared to the rest of the countries. Not just by implementing the laws, the person in charge especially those working under Human Resource Department should take action upon the complaints that they receive from the victim rather than taking bribe from the bullies. With this the victims will feel satisfied and also will lessen their fear in their workplace thus, creating a secured environment to work. Now, employees will not hesitate on how to strike back the bullies. With less problems employee can fully contribute in increasing the productivity level. Meanwhile, higher authorities should implement an award by giving extra benefits or incentives for the employees that are performing outstandingly. With these in mind, employees will work hard and willingly in order to redeem their award, in a way; this will be a motivation for employees to strive and compete with their coworkers in a healthy manner and eventually this will be a stepping stone for employees and organizations upcoming development.

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Strategic Human Resource Management in Health Sector in Kenya

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Abstract- The scope of the research study includes an overview of human resource management at the national, county and institutional levels. The research methodology consists of a literature review of journals on human resource management, annual reports from health facilities, and government documents. This research consists of an empirical and conceptual analysis on the relationship between human resource management and performance. The research study examines theories on human resource management practices in an attempt to develop an understanding of theoretical and rational ways in which human resource management practices affect the performance of the health facilities. Aligning people management with the business strategy and integrating high performance work systems into the strategic management process is crucial for improving performance of health facilities and delivery of quality services. This paper provides a framework for guiding development of Human Resourcepolicies and practices within the health sector in Kenya.

Keywords: human resource management, financial perf-ormance, competitive advantage, turnover.

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Strategic Human Resource Management in Health Sector in Kenya

Susan Mugo [α], Lydiah Nyandika [σ] & Dr. Bichanga Walter Okibo [ρ]

Abstract - The scope of the research study includes an overview of human resource management at the national, county and institutional levels. The research methodology consists of a literature review of journals on human resource management, annual reports from health facilities, and government documents. This research consists of an empirical and conceptual analysis on the relationship between human resource management and performance. The research study examines theories on human resource management practices in an attempt to develop an understanding of theoretical and rational ways in which human resource management practices affect the performance of the health facilities. Aligning people management with the business strategy and integrating high performance work systems into the strategic management process is crucial for improving performance of health facilities and delivery of quality services. This paper provides a framework for guiding development of Human Resourcepolicies and practices within the health sector in Kenya.

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I. Introduction

The role of the Human Resource Management function in many health care facilities in Kenya is in disarray. The shortage of health workers reveals challenges with recruitment, training and workforce planning. Workforce imbalances is attributed to lack of human resource planning, poor deployment practices, lack of human resource development strategy and attrition due to retirement, migration and turnover. Poor performance is a result of health staff not being sufficient in numbers, not providing care according to standards, not being responsive to the needs of the community and patients, absenteeism, motivation, jobdissatisfaction, lack of professional development, poor attitudes, and working conditions. Health-system related factors such as human resources policy influence staff retention and mobility. Poor performance of health facilities leads to inaccessibility of care and contributes to reduced health outcomes as people are not using services or they are mistreated due to harmful practices.

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II. Background of Study

a) Staffing and Retention Strategies

As of 2006, the existing health network in Kenya had over 5170 health facilities countrywide (Economic Survey, 2007). The health sector has public and private sub-sectors (Rakuom, 2010). The private sub –sector comprises of for-profit health care institutions and the not-profit health care institutions such as faith-based health institutions and non-governmental organizations (NGO). Health care governance at the national, provincial and district levels are under the central government, local government, and private owners (Rakuom, 2010). The national hospitals comprise of national referral centers for advanced health care. The district level supervises district health services within the district and this includes sub-district hospitals, health centers, dispensaries, and community-based health care services. There is a provincial referral hospital in each province except Nairobi province that serves the district hospitals (Rakuom, 2010).

According to Rakuom (2010) 62.8% of the health workers are public health workers. However the public sector is still understaffed. Reports indicate that health facilities are understaffed and that over 500 dispensaries do not have a nurse (Rakuom, 2010). Previous research reveals that between 2004 and 2005, provincial hospitals lost 4% of their health workers compared to 3% in district hospitals and 5% in health centers (Chankova, Muchiri & Kombe, 2009). The Human Resource for health crisis is attributed to attrition due to retirement, death, dismissal, resignation, or migration (Chankova et al., 2009). Health workers are migrating because of opportunities to receive higher income and benefits, career development, more satisfying and attractive clinical work circumstances, or as a result of medical recruitment drives by Organization for Economic Co-operation and Development (OECD) countries (World Bank, 2005).

The Commission on Macroeconomics and Health requires a ratio of 70 to 95 nurses and midwives per 100,000 populations. Kenya like other countries within the Sub Sahara region falls below this range. The workforce density is currently 109 health workers per 100,000 people compared to the international standard of 235 nurses per 100,000 people (Kilonzo, 2014). Underserved regions such as Turkana, has 1 nurse per

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8,000 people while Wajir has 1 nurse for every 5,500 people (Kilonzo, 2014).

The Government of Kenya initiated the Emergency Hire Program in 2005 in order to alleviate the nursing shortage in remote and underserved areas (Vindigni, Rley, Kimani, Willy, Warutere, Sabatier, Kiriinya, Friedman, Osumba, Waudo, Rakuom, & Rogers, 2014). Nurses were hired on one-to-three year contract (Vindigni et al., 2014). Between 2009 and 2012, 10,000 health workers were hired through the Rapid Hiring Plan initiated by the Ministry of Health and Capacity Kenya (USAID/Capacity Kenya, 2013).

In 2009, there were 43, 970 nurses in Kenya's national registry, 75% of which were female nurses and 23% of which were male nurses (Kenya Health Workforce Project). As of 2010, there were 47,865 registered nurses working in private and public hospitals (GOK, 2010). The nursing distribution per facility type indicates that 71.6% of the nurses work in hospitals, 13.2% in health centers, while 15.2% of health workers work in dispensaries (Rakuom, 2010).

The staffing needs are based on workload which is the volume of work involved in delivering health services within a year by a competent and motivated health worker (MoH Kenya, 2006). Staffing in in-patient areas is based on available bed space at a ratio of one nurse to 6 in-patient beds per shift (Rakuom, 2010). However, hospital wards in hospitals such as Kenyatta National Hospital are normally congested beyond the official bed capacity because of increase in population, increasing disease burden and low cost health financing opportunities. This has reduced nursing time per patient. Staffing norm for health centers has been 12 nurses and 1 clinical officer, in the sub-health centers it has been 8 nurses to one clinical officer and in the dispensaries it has been 2 nurses and one clinical officer (Rakuom, 2010). Staffing in district hospitals is constrained by the number of available nurses who can match the existing workload (Rakuom, 2010).

A study on retention of health workers in Kenya identified workplace climate among the nonfinancial factors affecting morale and motivation (Capacity Project, 2009). A Work Climate Improvement Initiative was implemented in ten rural facilities where facility-based teams assessed their work climates and generated activity plans to test low-cost approaches for improvement (Capacity Project, 2009).

A national health services census determined that absenteeism is rampant among health workers in Kenya. Nyeri County, Elgeyo Marakwet and Kericho County recorded the highest rate of absenteeism. In Mombasa County, 1253 health workers were absent during the survey period, while 600 workers in Kiambu County were absent from duty (Standard Media, 2014). These statistics on absenteeism reveal that there is a lack of motivation of health workers and this contributes to shortages of health workers. The Kenya National Human Resources for Health Strategic Plan 2009 to 2012 identified five critical outcomes which aim at improving the retention of health workers at all levels (Ojakaa, Olango & Jarvis, 2014). The initiatives include making health sector jobs more attractive, making remote areas more attractive to work in, improving compensation for health workers and reducing attrition (Ojakaa et al., 2014).

b) Training and Development Strategies

There are 70 institutions accredited by the Nursing Council of Kenya (NCK) to train nurses (KHWP). About 12 counties do not have nursing training institutions. Training is conducted in three levels namely certificate, diploma and degree in Bachelor of Science in Nursing (Kilonzo, 2014). 39.2% of nurses hold a certificate and they are classified as enrolled nurses (Kilonzo, 2014). Over 1300 new nurses graduate annually however, over 7000 nurses in Kenya are unemployed (Rakuom, 2010).

Financial performance of private hospitals such as Nairobi Hospital reveals increase in revenues by 14% in 2012 (Nairobi Hospital Annual Report, 2012). In 2013 revenues increased by 2% to Kshs. 6.9 billion from Kshs. 6.7 billion in 2012 (Nairobi Hospital Annual Report, 2013). Along with business strategy that facilitates growth and expansion in health services such as inpatient clinical services, accident and emergency services, pharmacy services, laboratory medicine, radiology and imaging, effective human resource practices enhance the financial performance and quality of service provision. Training and Development strategies help improve patient outcomes. Mentorship and training of nurses enhances clinical knowledge. Changes in clinical behavior such as improvements in environmental hygiene, timely patient reviews, and use of patient protocols are some of the behavioral and organizational outcomes that lead to improvements in quality of health services. (Nairobi Hospital Annual Report, 2013).

III. Literature Review

HRM can be regarded as a set of interrelated policies with an ideological and philosophical underpinning (Storey, 1989). Human Resource Management practices enable an organization to develop its core competencies and achieve organizational effectiveness (Armstrong, 2006).

HRM aims at informing and facilitating decision making on people management and it relies on a set of levers to shape the employment relationship (Armstrong, 2006). There are two approaches to management of Human Resources. The Michigan Approach is also referred to as the Matching model of HRM and it suggests that HR systems and the organization structures should be managed in a way that is congruent with organizational strategy (Frombrun

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et al, 1984; Armstrong, 2006). Organizations may also adopt the Harvard Approach which was formulated by the Harvard school of Beer et al., (1984). The Harvard framework posits that General Managers need a central philosophy or a strategic vision in order to achieve goals of the policies and practices of HRM. Based on the Harvard Approach managers should integrate the situational factors that affect HR policy choices into the objectives and strategic plan of action. The situational factors may include Work force characteristics, Business strategy and conditions, Management philosophy, Labor market unions, Task technology and Laws and social values (Armstrong, 2006).

There are five approaches in which organizations may achieve Strategic Human Resource Management. This includes the resource-based strategy, achieving strategic fit, high-performance management, high-commitment management and high-involvement management.

A resource-based approach aims at increasing the firm's strategic capability by developing managers and other staff who can think and plan strategically and who understand the key strategic issues. High performance management practices include rigorous recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems and performance management processes. The high performance management aims at making an impact on the performance of the firm through its people in such areas as productivity, quality, levels of customer service, growth, and profits (Armstrong, 2006).

The High-commitment management approach emphasizes on the importance of enhancing commitment (Walton, 1985). In order to achieve high commitment, Wood and Albanese (1995) propose that job design should have a considerable level of intrinsic satisfaction. New forms of assessment and payment systems such as merit pay and profit sharing are also effective at achieving high –commitment. High involvement of staff in management of quality helps to achieve high commitment. High-involvement management aims at creating a climate in which a continuing dialogue between managers and the members of their teams can define expectations and share information on the organization's mission, values and objectives.

IV. Theoretical Review

Human Resource Management has been defined as the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals (Wright & McMahan, 1992). The main purpose of HRM practices is to attract, retain, and motivate employees (Schuler & Mac Millan, 1984). The HRM practices include HR planning, staffing, appraising, compensations, training and development and union-management relationships (Schuler & MacMillan, 1984). The HRM sub-system should be aligned and supportive of each other in order to achieve superior performance (Guest, 1997). HRM practices and systems such as extensive employee training and performance contingent incentive compensation systems improve the performance of organizations (Pfeffer, 1994; Delaney & Huselid, 1996).

The role of HRM systems in an organization is to achieve strategic objectives and improve competitive position (Lengnick-Hall & Lengnick-Hall, 1988). Jackson & Schuler (1995) contend that in order to understand the role of HRM systems in an organization it is important to understand how internal and external environments shape:

1. The human resource philosophies, policies, and practices
2. The employee behaviors and attitudes
3. Employee effectiveness
4. Organizational effectiveness

It is important to know how complex HRM systems influence the attitudes and behaviors of current and potential organizational members. There is need to determine how various combinations of human resource policies and practices are interpreted by employees. HR practices motivate employees to exhibit the needed role behaviors associated with various strategies (Lengnick-Hall & Lengnick-Hall, 1988).

Firm performance is the most important outcome of good HR practices (Walker & Bechet, 1991). Other outcomes include employee attitudes, attendance rates, productivity, and labor costs (Lengnick- Hall, 1988). Jackson, Schuler & Rivero (1989) found that different organizational characteristics (including strategy) affect some HRM practices (Lengnick- Hall, 1988; Jackson, Schuler & Rivero 1989). Research indicates that there is statistical significant relationship between HR practices and firm profitability (Deler & Doty, 1996; Guthrie, 2001; Huselid, 1995; Wright, Gardner, Moynihan, 2003). Huselid (1995) provides a theoretical rational approach to addressing the consequences of HR practices on turnover, productivity and corporate financial performance. Guest (1997) discusses the importance of linkages in performance data in demonstrating the association between HRM practices and company profit.

HR practices enhance the internal capabilities of an organization to deal with current and future challenges faced by an organization (Lamba & Choudhary, 2013). Synergies between HR practices can further enhance organizational performance (Baird & Neshoulam, 1988; Jackson &Schuler, 1995; Lado& Wilson, 1994; Milgrom & Roberts, 1995; Wright & McMahan, 1992). Lack of integration across various HR activities may require broadening the perspective of HRM by recognizing the need for each individual

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function to be aligned with organizational goals (Lengnick- Hall & Lengnick-Hall, 1988; Wright & Snell, 1991, Wright & McMahan, 1992). When the various sub-systems in HRM are aligned and are supportive of each other, the organization is likely to achieve superior performance (Guest, 1997). HRM practices can help create competitive advantage when aligned with firm's competitive strategy (Huselid, 1995; Schuler & Mac-Millan, 1984; Wright & McMahan, 1992).

SHRM plays key role in firms' responses to a strategic change in the environment (Ellis, 1982; Fombrun, 1982; Lindroth, 1982; Maier, 1982; Warner, 1984). SHRM is also crucial when matching Human Resources to strategic or organizational conditions. Developments in theory of strategy include adoption of the resource-based model of strategic human resource management (Boxall, 1996). The resource-based theory attempts to determine whether HR policies and practices are competitively valuable. HR policies and practices are influenced by critical success factors such as commitment, financial resources, positive workforce among others, thus the impact of HR outcomes varies depending on the context (Boxall, 1996). HRM practices tap the motivation and commitment of employees (Guest, 1992). Organizational commitment refers to the individual's psychological attachment to the organiz-ation (Lamba & Choudhary, 2013). Organiz-ational commitment is determined by personal variables such as age and tenure in the organization. Organiza-tional variables such as job design and leadership style of the supervisor also determine organizational commit-ment (Lamba & Choudhary, 2013).

HR policies and practices need to incorporate employee interests (Boxall, 1996). Firms that fail to accommodate for employee relations tend to underp-erform and this may also threaten their survival (Hyman, 1987; Boxal, 1996). Thus it is important to understand and analyze the styles of labor management in the firm.

Another dimension of the resource based view is the focus on competitive advantage. Competitive advantage refers to the capabilities, resources, relation-ships, and decisions that permit a firm to capitalize on opportunities and avoid threats within its industry (Hofer & Schendel, 1978). Competitive advantage is critical to the growth and prosperity of an organization (Schuler & MacMillan, 1984). In order for a firm to develop competitive advantage in the long run, Prahald & Hamal (1990) contend that the core competencies in a firm should be superior to those of rivals. The human resources need to meet the criteria of value, rarity, imperfect imitability and non – substitutability (Boxall, 1996). A sustained competitive advantage exists only after efforts to replicate the advantage have ceased (Barney, 1991; Wright & McMahan, 1992). Wright & McMahan (1992) outline the conditions that are essential in ensuring that HR is a source of competitive advantage. These conditions include:

1. HR must provide value to a firm
2. HR needs to be rare and this is achieved by ensuring that the organization hires only the highest ability individuals. In order to obtain employees of superior ability, there is need for a combination of valid selection programs and attractive reward systems.
3. The HR has be inimitable
4. HR should not have substitutes if it is to be considered a sustained competitive advantage

Human Resource Management is primarily concerned with how people are managed within an organization and it focuses on policies and systems. The HRM function is designed to maximize employee performance. Studies have shown a positive association between effective HRM practices and organizational performance (Becker & Huselid, 1998; Huselid 1995). Well-formulated HRM programmes reduce employee turnover and it also makes substantial contributions to financial performance and productivity (Huselid, 1994; Delaney & Huselid, 1996). The human resource practices of a firm relate to the organization's outcome of turnover, productivity and financial performance (Ulrich, 1999). HR practices emanate certain intrinsic motivational effects such as organizational commitment and this leads to high performance (Bhatnagar 2007; Bhatnager 2009).

There are 6 theoretical models that have been used to describe the determinants of HR practices. The theoretical models attempt to predict and understand how HR practices can be developed so as to maximally support organizational performance (Wright & McMahan, 1992). These include:

a) Resource-Based View of the Firm

The Resource-based view of the firm is based on organizational economics and strategic management literature (Barney 1991; Conner, 1991; Penrose, 1959; Wernerfelt, 1984). The resource-based view of competitive advantage focuses on the link between strategy and the internal resources of the firm (Wright & McMahan, 1992).

b) The Behavioral Perspective

The behavioral perspective is one of the strategic theories of HRM and it is based on the Contingency theory (Wright & McMahan; Fisher, 1992). The behavioral perspective is effective at analyzing how effective HR practices are in eliciting behaviors of employees. The behavioral perspective theory focuses on employee behavior as the mediator between strategy and firm performance (Wright & McMahan, 1992). This theory posits that the purpose of various employment practices is to elicit and control employee attitudes and behaviors (Wright &McMahan, 1992). These specific attitudes and behaviors that are most effective for the organizations differ depending on the characteristics of

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organizations and the organization strategy (Wright & McMahan, 1992).

c) Cybernetic Systems

This model has been applied to HRM practices so as to generate alternative programs that can manage and reduce turnover in organizations. The Cybernetic system has two general responsibilities namely competence management and behavior management (Wright & McMahan, 1992). Competence management strategies ensure that the organization has the required competencies through training and selection and that the organization utilizes skills that are essential to the business strategy. A competency retention strategy aims at retaining various competencies through training and reducing turnover. Competency displacement ensures that competencies that are not needed in the organizational strategy are eliminated. On the other hand behavioral management is concerned with achieving Behavioral Control and Behavioral Coordination so that individuals in the organizations act in ways are supportive of the organizational strategy (Wright & McMahan, 1992).

d) Agency/Transaction Cost Theory

The underlying theoretical rationale for the Agency/Transaction Cost Theory is that the aggregate performance of groups or organizations is contingent upon the control systems used to monitor employee behavior (Wright & McMahan, 1992). According to Jones & Wright (1992), organizations incur bureaucratic costs in hiring personnel with the required skills, monitoring and evaluating employee performance. The HRM practices should thus aim at identifying unique contributions of employees and providing adequate rewards for individual employee performance. This HRM practice enables firms to align employee behavior with the strategic goals of the organization (Wright & McMahan, 1992).

e) Resource Dependence/Power Models

Power relationships such as unionization affect the development of firm's internal labor markets (Wright & McMahan, 1992). Power and politics perspective of HRM changes the focus from viewing SHRM in mechanistic terms where all HRM practices are rationally determined. A power perspective to scarcity of human resources encompasses organizational processes such as power, influence, institutionalization, conflict and competition for control (Wright & McMahan, 1992).

f) Institutional theory

According to Meyer & Rowan (1977), "Institutionalism involves the processes by which social processes, obligations, or actualities come to take on a rule like status in social thought and action"(Wright & McMahan, 1992, p.66). Some of the institutional processes that influence HR practices include Equal Employment Opportunity employment practices or minimum wage legislation that influences the pay practices of firms. Organization practices that are embedded in the organization's history are unlikely to change or can change under certain compelling circumstances and thus the practices can create organizational inertia (Wright & McMahan, 1992). Implications of the institutional perspective on SHRM is that not all HRM practices are as a result of rational decision making but most of the HRM practices are influenced by social construction processes. The implementation of these HR practices aim at attaining mythical sense of legitimacy (Wright & McMahan, 1992).

V. Conclusions and Recommendations

Transforming the human resource for health crisis into an opportunity requires a new organizational perspective of the HRM system. In order to resolve problems that are likely to impede growth, and lower profitability, the HRM system needs to be internally coherent and aligned to external challenges and opportunities.

The HRM system needs to be properly designed and deployed in order to achieve sustained competitive advantage. The HRM systems need mechanisms that take into consideration behavioral outcomes of health workers, staff conflict, competency and behavior control of health workers.

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Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
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- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or in manuscript form.

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- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
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- Do not present the similar data more than once.
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Approach

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Approach:

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