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Administration and Management



Control of Administrative Staff

Goal Commitment of Hotel Employees

Highlights

Democratic Republic of Congo

Strategic Human Resource Management

Discovering Thoughts, Inventing Future

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Understanding Organizational Remote Engagement and Employee Social Transformation in Post-Covid Times with Special Reference to Startups in India

By Aman Maheshwari

Abstract- The world has been struck by the ultimate calamity of the COVID-19 pandemic, which has wreaked havoc on organisations, in particular because employees working in these organisations have been affected in terms of their emotional, cognitive, and psychological aspects, resulting in inefficiency in both their professional and personal lives, and ultimately acting as a disarray for the organization's culture. In this rising economy with intense market pressures and stakeholders rising expectations, satrtups have been striving hard to ensure long term-viability with respect to new adaptations. The pandemic's impact on these startups have highlighted the importance of adaptability and resilience in their workforce, expedited the transition to a new digital chevalier and emphasised the prominence of human resources in these historic times, predicting HR's future significance and function following COVID-19. The study's goal is to highlight the characteristics that can help these startups modify their systems before and after the epidemic, deploy remote engagement strategies while minimising risks, and increase productivity while refining their culture.

Keywords: *culture refinement, remote engagement, new normal, startups.*

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Aman Maheshwari

Abstract- The world has been struck by the ultimate calamity of the COVID-19 pandemic, which has wreaked havoc on organisations, in particular because employees working in these organisations have been affected in terms of their emotional, cognitive, and psychological aspects, resulting in inefficiency in both their professional and personal lives, and ultimately acting as a disarray for the organization's culture. In this rising economy with intense market pressures and stakeholders rising expectations, satrtups have been striving hard to ensure long term-viability with respect to new adaptations. The pandemic's impact on these startups have highlighted the importance of adaptability and resilience in their workforce, expedited the transition to a new digital chevalier and emphasised the prominence of human resources in these historic times, predicting HR's future significance and function following COVID-19. The study's goal is to highlight the characteristics that can help these startups modify their systems before and after the epidemic, deploy remote engagement strategies while minimising risks, and increase productivity while refining their culture. This research paper analyzes recent startup changes that are necessary for the professionals in these startups to redefine remote engagement techniques, which functions as a driving force in employee transformation, resulting in an enabling change in their startup culture, which is inescapable in the future. This research paper analyzes recent startup changes that are necessary for HR professionals to redefine remote engagement techniques, which functions as a driving force in employee transformation, resulting in an enabling change in their startup culture, which is inescapable in the future.

In order to conduct this study, a convenience based sampling was conducted on 25 HR professionals working in different startups in India.

Keywords: culture refinement, remote engagement, new normal, startups.

I. Introduction

The COVID-19 crisis is still unfolding and has impacted every aspect of society which resembles a once-in-a-lifetime event with devastating economic implications along with unawareness of its persistence and possibility of a 'New Normal'. The sudden spread of this contagion led to massive destruction of lives which has made organisations retransform their organisational policies and procedures. Since the beginning of the year 2020, the world has witnessed a series of incredible paradigm upheavals in almost every area of business, ranging from massive increases in demand in certain industries to complete lack of demand in others. Organisations are looking into whether the methods of operation that have served them well in the past will continue to serve them well in the future. Simultaneously, this epidemic ushers in a new reality of sustaining a high demand for virtual working, characterised by simple, intuitive, and "waterproof" technologies that can be accessed at any time and from any location. The current circumstances have provided HR professionals with a once-in-a-lifetime opportunity to help their companies become more robust and resilient in the face of COVID–19's economic and cultural repercussions. HR holds a very unique position to help businesses recover and prosper in the new world of work, playing a key part in determining how businesses recruit and develop individuals, manage experiences, and break free from traditional operating patterns in order to accomplish desired results.

Human Resource Management has a critical role to play in designing organisational structure and also in shaping a great culture as well as in alignment of employees goals and objectives with that of organisational strategic intent. This crisis is acting as an unanticipated opportunity for HR professionals in exposing previously identified deficiencies and allowing for the implementation of new creative solutions to handle the future contingencies. HR plays a significant role in handling the COVID-19 reaction at the organisational level in the beginning which has been focused towards maintaining the staff and the company engaged, productive, and resilient. The situation provides HR professionals an immense opportunity to rebuild and lead the charge toward organisational stability and strength. The HR professionals can act as a strong aid by emphasising identity, agility and scalability by applying a more dynamic work structure model in the organisation through demonstrating the true worth of human resources and the need of investing in flexible and reliable HR processes and systems. With

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businesses on the verge of recovery, HR's function is becoming even more critical in serving a pillar of strength by aligning the organisational strategic intent with the present circumstances by navigativing into its vague present and unforeseen future by critically examining on certain crucial variables like remote engagement for employees, remote working affecting day to day operations and social implications of employee centric culture in the organisations. This research is aimed at the effects of the recent unpredicted crisis on startups and the entire business community.

II. Review of Literature

Kiconco Yvonne (2021) stated that the COVID-19 pandemic has thrown people's lives into turmoil, affecting not just their finances but also their health and well-being. Both the employer and the employee are stressed as a result of psychological and bodily discomfort, as well as on and off work schedules. Competition-driven pressures to live in a failing economy have paved the way for the 'New Normal,' in which the existing condition is accepted as normal with new adjustments. Employees have had to risk their lives by leaving the so-called comfort of their homes to join the office, while others have converted their homes into offices in order to work from home. They are at increased risk of infection and are agitated as a result of the new working environment. The most difficult step for businesses is ensuring the well-being of their staff in order to maintain consistent and timely work development. During this pandemic, HR has become the most important factor. The most difficult task in a crisis is dealing with people and getting work done with minimal resources. The current article examines the three phrases 'New Normal,' 'Employee Wellbeing,' and 'Role of HR' in relation to one another and offers insight based on many studies in this sector. Employee well-being has been shown to be a widely discussed topic that has long been a source of concern for all HR professionals. Employee well-being ensures reciprocal benefit for both the employee and the company.

Dhrupa Bhatia (2021) studied the pros and cons of WFH initiatives. The pros of WFH have been identified as less wastage of time, support in cost cutting initiatives, updated digital workplace, help in busting hierarchy and enable effective and quick decision making. The cons of WFH initiatives are the varied sentiments of the employees, limitations for economically backward countries to implement WFH initiative, and data security threats. The concept of ROTA system, which facilitates different teams alternating between home and office, can be an initial step towards WFH. The driving forces for WFH to be part of HR policy are the updating of risk management plans, advances changes and innovations will form the worldwide economy, and easy availability of new talent due to less locational issues.

Iza Gigauri (2020) highlighted that COVID-19's extraordinary improvements have compelled businesses all around the world to speed their transition to digital business operations. Human resource management (HRM) is at the centre of these changes, assisting organisations in navigating the uncertain present and future. In order to preserve company continuity and work-life balance, HRM must manage people in firms during a crisis. Changes in rules, processes, workspaces, collaboration systems, and employee wellness are becoming increasingly important as the future brings more flexible, remote-friendly, digital working standards.

Max Reinwald (2021) found that many parts of our society and work life have been severely altered as a result of the COVID-19 epidemic. He examined how daily fluctuations in infection rates in employees' neighbourhoods affect daily variations in employee work engagement. The suggestions highlighted that rising COVID-19 cases have an impact on employee engagement, depending on the individual sensemaking processes of the workers, using the conceptual framework of event system theory. The certain variables like employee age and received leader support are important context factors for these sensemaking processes, and that, in particular, older employees and employees who receive little leader consideration react to rising local COVID-19 infections in their vicinity with lower work engagement levels.

Christina Shaji (2020) coined that the Coronavirus has provided leaders with a once-in-a-lifetime opportunity to ponder and introspect, something that would have been difficult to do in the normal course of business. The pandemic crisis may compel many businesses to reinvent work techniques in order to stay in business and to better adapt to technology. This strategy will be employed not only during the lockdown period, but also during normal times in the future. Technology is at the heart of the new workplace reality, which also benefits from decentralisation. Digital champions have a higher chance of surviving and adapting. While this has the potential for cost savings, team diversification, and quick iterations of the organisation's progress, a strong culture is required for success. In reaction to the spread of the Covid-19 virus, many companies have decided to undertake all work remotely. The importance of business resilience and the agility to embrace virtual collaboration tools and processes has been highlighted as a result of this. HR should change to a more human-centric approach in a post-Covid-19 environment, where employees must adjust how they operate. Human Resource managers bear a significant amount of responsibility for keeping all staff motivated and making them more productive and efficient. They must learn new skills, create new

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expertise, and disrupt certain old processes as part of the demand to be more agile. HR experts must reaffirm employees' faith in the company and improve their perceptions of it.

Wasim Al Mala (2020) laid emphasis on the relevance of HRM in organisations and businesses, particularly in light of the new problems posed by Coronavirus. Employees require more help than ever before, especially in light of the uncertain future and the significant risk of job loss or income reduction. As a result, businesses begin to rely more on their HR departments to develop the appropriate HR strategy, which may encounter new obstacles. As a result, this article sheds light on the various issues created by COVID-19 pandemics, such as rising unemployment, wage deductions, the psychological impact of COVID-19 on employees, managing remote work, working hours, employee conflicts, and social distance.

The new normal established by the global pandemic of COVID-19 is transforming the economic landscape today. Working from home during the lockdown was difficult for most workers (Bhumika, 2020). Employers found it difficult to manage personnel remotely as well. During this difficult time, human resource managers are working tirelessly to find new, inventive, and effective ways to engage people more healthily (Chanana and Sangeeta, 2020). Employees must be engaged with their existing job and company during remote work since they are afraid of losing their jobs. As a result, managers should take proactive steps to meet their employees' expectations, which can affect individual performance and, ultimately, organisational performance (Patro, 2013; Chanana and Sangeeta, 2020).

The term engagement has gained a lot of traction in the IT sector in the last decade. It has become a vital component in developing corporate strategy in today's competitive market and has emerged as a success factor for firms. Not only does employee engagement have the potential to significantly influence employee dedication, productivity, loyalty, and retention, but it is also a critical component in increasing customer happiness, corporate repute, and, to a considerable extent, stakeholder value (Andrew and Sofian, 2012). Human resource managers are specifically involved in firms to build a plan for engaging employees and gaining a competitive advantage.

Kahn's work in 1990 was essential in the development of the idea of engagement. Personal engagement, according to Kahn (1990), is the psychological state in which each employee devotes their entire individual self to their work by committing their physical, cognitive, and emotional efforts. Employees excel their roles due to the overall synergy of cognitive, emotional, and physical aspects of involvement. Kahn also mentions the psychological circumstances of purpose, safety, and availability as jointly with which employees perform their various job tasks in his study.

The concept of work engagement was added by Schaufeli et al. (2002), who defined it as "a pleasant, rewarding, work-related frame of mind marked by energy, devotion, and immersion." Engagement, according to Schaufeli and Bakker (2002), is a positive, satisfying work-oriented mindset marked by energy, dedication, and absorption. High levels of energy and mental effort put in by employees to complete a task in an organisation are typically termed as vigour (Schaufeli et al., 2002). Dedication refers to being completely absorbed and dedicated to one's task, with a high level of interest and satisfaction (Schaufeli et al., 2002).

III. Research Objectives & Questions

a) Research Objectives

- To study the impact of organisation culture refinement towards employee centric workplace
- To examine the measures of maximising remote engagement on physical and mental well being of employees
- To identify the organisational social transformation that promote workforce flexibility and productivity.

b) Research Questions

- What impact will COVID-19 have on the future of remote work culture in the startups?
- What impact will culture refinement have on the remote work engagement of the startups and day-to-day operations?
- What are the social ramifications of such a turnaround in employee centric culture?

IV. Methodology

The aim of this research is to gauge out the certain modifications that are imperative as a response to the pandemic in understanding the impact of COVID-19 pandemic on organisational culture and its refinement leading to certain impact on its remote work culture and employee wellbeing. The research includes an amalgamation of both qualitative and quantitative research methods. The semi-structured interview with experts allows an expert to disclose his or her opinions, thoughts and insights that was deemed appropriate for this study. The data used for this study were obtained through primary and secondary data sources. The first section includes direct information that is obtained through the administration of questionnaires in order to acquire insight into the research issue that is included in it. The secondary data sources include some selected journals and publications which have highlighted certain aspects of the new normal in the workplaces in the organisations. The primary data were gathered through the usage of questionnaires for 25 HR professionals

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working across different startups in India. The questionnaire for this study is divided into two sections: the first section comprises nominal scale questions about respondents demographics information which were later converted into percentage form for a better understanding and analysis. The second section comprises 5 point Likert scale questions with options ranging from 1 to 5. The options are given to the respondents on the degree at which they agree or disagree with the questions. The options provided with these questions starts from 1- which stands for "Strongly Disagree" , followed by 2-which represents "Disagree", the next is 3-which stands for "Neutral", followed by 4-which represents "Agree", and lastly ends with 5-which stands for "Strongly Agree". The hypothesis analysis has been done by simple factor regression analysis, factor analysis and reliability tests.

The below is the illustrative for the same involving questions asked on demographic profile and certain technical aspects with dimensions pertaining to Organisational Culture Refinement, Work Engagement Organisational Structure Refinement, Roles & Work Design, Process Redesign, Change Management and Remote Employee Engagement.

S. NO.	NUMBER OF FACTORS	NUMBER OF RESPONDENTS	PERCENTAGE
1	GENDER a) MALE b) FEMALE	 16 9	 64% 36%
2	AGE a) 25-30 b) 30-35 c) 40-50 d) 50-60	 3 11 8 3	 12% 44% 32% 12%
3	LOCATION a) DELHI b) MUMBAI c) BANGALORE d) CHENNAI e) KOLKATA	 4 4 7 4 6	 16% 16% 28% 16% 24%

S. No	Dimensions	Questions on A 5 Point Likert Scale	Percentage
1	Organisational Culture Refinement	A.) Designed standardised set of values and norms post covid era	Strongly Disagree- 4% Disagree- 12% Neutral- 20% Agree- 44% Strongly Agree- 20%
		B.) Culture Refinement is aligned with strategy and processes.	Strongly Disagree- 8% Disagree- 8% Neutral- 24% Agree- 48% Strongly Agree- 12%
		C.) Culture Refinement leads to accountability.	Strongly Disagree- 4% Disagree- 8% Neutral- 28% Agree- 40% Strongly Agree- 20%
		D.) Culture refinement changes are being communicated strategically to employees.	Strongly Disagree- 4% Disagree- 4% Neutral- 28% Agree- 36% Strongly Agree- 28%
		E.) Effectiveness of changes in the culture post covid times is being measured.	Strongly Disagree- 8% Disagree- 16% Neutral- 32% Agree- 24 % Strongly Agree- 20%

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2	Occupational Work Engagement	A.) Followed a set of guidelines to measure remote work productivity.	Strongly Disagree- 4% Disagree- 12% Neutral- 36% Agree- 40% Strongly Agree- 8%
		B.) Putting in place a support system for employees as they return to work and adjust to the new realities and emotional hurdles that the COVID-19 outbreak has posed.	Strongly Disagree- 12% Disagree- 20% Neutral- 24% Agree- 28% Strongly Agree- 16%
		C.) Employees not just focused on their routine tasks but always focus on some extra.	Strongly Disagree- Disagree- Neutral- 12% Agree- 52% Strongly Agree- 36%
		D.) Employees are emotionally attached with their tasks.	Strongly Disagree- 8% Disagree- 8% Neutral- 24% Agree- 40% Strongly Agree- 20%
		E.) Remote working brings better work ethos.	Strongly Disagree- 8% Disagree- Neutral- 28% Agree- 40% Strongly Agree- 24%
3	Refinement in Organisational Structures	A.) Remote working has emerged to be a new revolution which has enhanced employee productivity.	Strongly Disagree- Disagree- 4% Neutral- 8% Agree- 48% Strongly Agree- 40%
		B.) Organisational structure is aligned with remote work processes.	Strongly Disagree-4% Disagree-8% Neutral-28% Agree-40% Strongly Agree-20%
		C.) Simplification of organisational structure is needed to speed up the decision processes in remote working.	Strongly Disagree-4% Disagree-4% Neutral-28% Agree-52% Strongly Agree-12%
		D.) Realisation of strategic goals with respect to departmental goals can be achieved in the context of remote working.	Strongly Disagree-8% Disagree-16% Neutral-32% Agree-36% Strongly Agree-8%
		E.) Remote working brings more flexibility and agility in the working environment.	Strongly Disagree-4% Disagree-12% Neutral-16% Agree-52% Strongly Agree-16%
		F.) Better financial performance, employee happiness, and staff satisfaction result from optimising organisational design.	Strongly Disagree- Disagree- Neutral-24% Agree-48% Strongly Agree-28%
		G.) Sustainable competitive advantage can be obtained by optimising organisational structure.	Strongly Disagree- Disagree-8% Neutral-16% Agree-52% Strongly Agree-24%

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S. No.	Dimensions	Dichotomous Questions	Percentage
1	Roles & Work Design	A.) Are key organisational roles and work designed appropriately post covid era ?	Yes-72% No-28%
		B.) In the remote working scenario, do the team members understand their respective roles?	Yes-70% No-30%
		C.) Do leaders have a clear grasp of which jobs and functions are most important in achieving their objectives?	Yes-75% No-25%
		D.) Are there structures and processes in place to handle individual and institutional accountability effectively?	Yes-80% No-20%
2	Process Redesign	A.) Is it possible for the company to identify the important processes post covid era,that it must effectively manage in order to satisfy its employees and build long-term value?	Yes-68% No-32%
		B.) Is the organisation's fundamental processes reviewed for effectiveness and potential for improvement on a regular basis during the post covid era?	Yes-71% No-29%
		C.) Is technology being used to effectively restructure important processes, starting from the ground up if necessary?	Yes-76% No-24%
		D.) Have you identified the organisation's significant process "bottlenecks" and capacity constraints at the time of post covid era?	Yes-68% No-32%
3	Change Management	A.) Are all employees aware of the business difficulties and necessary modifications to the current model of remote working?	Yes-65% No-35%
		B.) Is the organisation successful in instilling the required enthusiasm, energy, and feeling of urgency for implementing critical change programmes?	Yes-64% No-36%
		C.) Is the organisation effective at learning from its failures and applying these "lessons learned" to new situations?	Yes-68% No-32%
		D.) Is the organisation successful in implementing improvement/change programmes?	Yes-66% No-34%
4	Remote Employee Engagement	A.) Does remote working provide better employee engagement?	Yes-40% No-60%
		B.) Innovation is highly encouraged at the organisation	Yes-80% No-20%
		C) Do employees feel valued, heard and engaged at the times of remote working ?	Yes-76% No-24%
		D) Does your organisation have an inspiring remote culture that engages all employees ?	Yes-68% No-32%
		E.) Do the employees feel motivated while shifted to an effective remote working environment?	Yes-56% No-44%
		F.) Do you master communication in order to ensure clarity and trust among employees at the remote working times?	Yes-64% No-36%
		G.) Does your organisation have employee listening practices followed for a better change?	Yes-60% No-40%

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Theory and Hypothesis

Hypothesis Model Relating Organizational Cultural Refinement

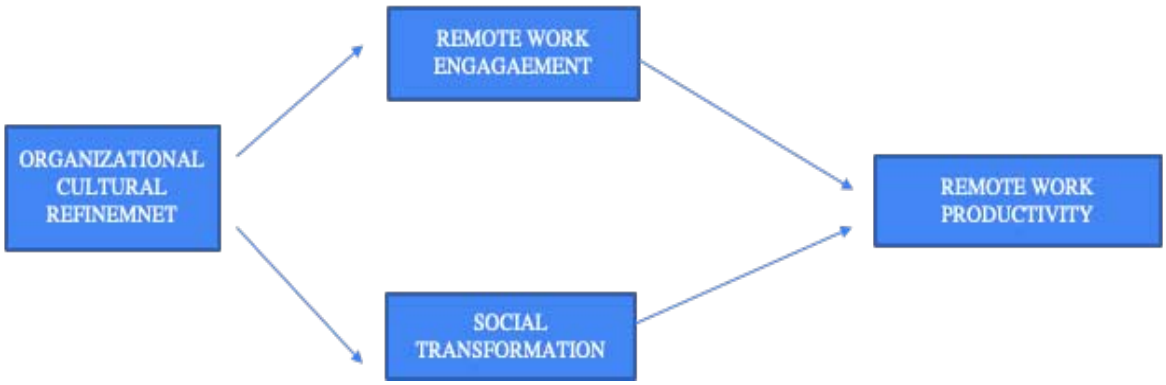

Figure 1: Hypothesized Research Model

1. There is no impact of Organizational cultural refinement on employees cultural accountability.

For Hypothesis (I)	Value of R-34% Value of R-square-27.6%	Significance value of 0.02, rejecting null hypothesis	Regression equation Y=4.246+2.44x	There is 27.6% variation of organisational culture alignment on employees cultural accountability.

2. There is no impact of Organizational cultural refinement on remote work engagement.

For Hypothesis (II)	Value of R-43% Value of R-square-33.4%	Significance value of 0.03, rejecting null hypothesis	Regression equation Y=5.425+1.56 x	There is 33.4% variation of organizational cultural refinement on remote work engagement.

3. There is no impact of Organizational cultural refinement on social transformation.

For Hypothesis (III)	Value of R-27% Value of R-square-18.4%	Significance value of 0.01, rejecting null hypothesis	Regression equation Y=3.515+2.34 x	There is 18.4% variation of organizational cultural refinement on social transformation.

4. There is no impact of Organizational cultural refinement on employee productivity.

For Hypothesis (IV)	Value of R-23% Value of R-square-11.4%	Significance value of 0.03, rejecting null hypothesis	Regression equation Y=3.436+1.78 x	There is 11.4% variation of organizational cultural refinement on employee productivity.

Analysis for Reliability Test

- The value of Cronbach's Alpha is 0.803 which indicates a high level of internal consistency and hence the questions are really good for the analysis.

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Analysis-For Factor Analysis

Correlation of Factors	Determinant value comes out to be 0.568 which is >0.00001 and hence data is correlated and can be used for further analysis.
KMO's & Bartlett's Test	KMO is 0.83 which indicates data has sufficient variance & Bartlett's test value is <0.05 which is rejecting our null hypothesis.
Communalities	Looking for items which has > value of 0.3and rest all dimensions will not not be used.
Component Matrix	Looking for Initial Eigen values with 52 % variation in cluster 3 which is good for further analysis.
Component Correlation	Cluster 3 has been the most appropriate because of correlation value of 0.71 and most variated cluster values involved which is Organisational culture refinement, remote engagement and social transformation.

V. Discussion and Findings

1. 44% of HR professionals perceive that for the purpose of building organisational refinement focused on building an inclusive culture, there is a need to design a certain standardised set of values and norms since it is the employee values which determine what they think significant and worthwhile. Each value is linked to a set of ideas and attitudes about the world. This could have a direct impact on one's well-being. Bringing standardisation in values can have an indirect impact on well-being by influencing the activities that people with different values choose in the organisation. The covid era will surely bring a significant change to channelise the workforce energy and abilities in a prominent direction to effectively cope with forthcoming difficulties and normative forces in which values are likely to alter in reaction to external circumstances.
2. 48% HR professionals discern about the fact that refinement of culture in post covid should be aligned with the organisational as well as inter departmental processes which portrays the organisation's culture as the result of interactions among personnel who have been working together for a long period. The culture refinement can be done by bringing a positive change in ideologies, principles, policies and beliefs of the organisation.The management style of dealing with personnel, in its own unique way, also contributes to the organisation's culture. Employees who have spent a significant period of time in a company prefer to establish specific norms and procedures for their own convenience and mutual understanding. The world of mobility has been going through some rapid shifts and the pandemic has also gained significant momentum which brings transformation in terms of automation which requires constant focus on the model of sustainability and hence organisation should bring in the policies and procedures of connectivity and sustainability in order to make the workplace a happier place, and should be a part of cultural transfiguration whereby organisation brings greater employee centricity and innovation on the board and that will embarked upon renewed journey for culture rejuvenation to prepare ourselves for future uncertainties.
3. 40% of HR professionals believe that the refinement in organisational culture brings accountability in the behaviour of employees. It is extremely important in these times of pandemic that in spite of remote working, the employees should bring in similar productivity in their work as earlier and hence, focus should be on bringing a culture which ensures more adaptability and reactive processes across the board so that the productivity of employee does not get hampered even if the workforce is not working from offices, and hence culture that is bringing similar accountability in the heart and soul of employees is highly desirable.
4. 36% HR professionals think that the most dominant factor is that these cultural refinement changes should be communicated strategically to employees, as organisations should communicate each and every change to their employees since it will be a time taking process to adapt such a new change. A healthy and timely communication from Top leadership will not only improve the long term sustainable relationships with the employees but will also enhance productivity of the workforce since this will focus on trust and empathy in the minds of the workforce that why this change is actually imminent and is crucial for their success. It is equally important to clarify the motives behind any organisational change to the employees which will bring mutual understanding and allow everyone to work efficiently and effectively under a shared vision. In addition to conveying the initial change endeavour, it's critical to let your employees know that there are resources available to assist them in the transition.
5. 24% HR professionals find that effectiveness of any change in the culture refinement post covid times should be measured using right metrics which will measure the three best possible impacts on individual employee performance, organisational

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performance and performance measures. Finding out whether the culture refinement change management actions implemented yielded favourable outcomes is what measuring effectiveness of cultural change entails. Quantifying the right set of needed skills and capabilities with new ideas and strategies will also result in behavioural and performance changes which can lead to new ways of thinking and culture shifts.

6. When it comes to developing a system that is measuring remote work enagegment, 40 % HR professionals strongly felt that to build a system of measuring the employees work engagement as when employees ollowed a set of guidelines to measure remote work productivity. This involves an emphasis on continuous measurement of their daily standardised tasks by their respective departmental managers. The process acts as an controlling factor to measure their performance to make sure that the work engagement increases even it is a remote working scenario.
7. 28% HR professionals feel that there should be a support system designed in the organisation for the employees which will help them in handling their emotional hurdles and also useful in adjusting to the new realities when they return to work. This pandemic leads not only to physical harm to employees but also emotional breakdown. In these unprecedented times, there is a need for a system which gives emotional support to the employees handling their psychological stability.
8. 52% of HR professionals believe in employees not just focused on their routine tasks but always focus on some extra. This extra apart from their daily standarised tasks will ensure the psychological alignment of employes for their respective jobs and act as a keen factor to decide upon that your employees are your real assets adn is sustained in your organization for a long term period of time.
9. 40% of HR professionals focused on mental health for supportive environments leading to increased psychological demands which also includes our social well being and affects how employees think, feel and act. Organisations that are able to care for their employees' mental health and well-being will cultivate motivated and enthusiastic employees. These mindful and responsible businesses will eventually develop, based on a strong culture that brings all stakeholders together in times of crisis. This mental stigma promotes the culture of emotional stability and resembles that employees are emotionally attached with their tasks.
10. 24% of HR professionals have found that remote working brings better work ethos which implies that menial work and dedication have a moral advantage and an intrinsic ability, virtue, or value to enhance character and individual abilities. It is a set of ideals centred on the significance of work and shown through the will to work hard.
11. 48% HR professionals believe that remote working has emerged to be a new revolution which has enhanced employee productivity. The ability to work from home is determined by the mix of activities performed in each occupation, as well as the physical, geographical, and interpersonal setting. Employers also discovered during the pandemic that, while some tasks can be completed remotely in a crisis, they are significantly more productive when completed in person. Coaching, counselling, and providing advice and feedback are examples of these activities, as are building customer and colleague relationships, hiring new employees, negotiating and making critical decisions, teaching and training, and work that benefits from collaboration, such as innovation, problem-solving, and creativity. If onboarding were to be done remotely, for example, it would necessitate a considerable rethinking of the process in order to attain results comparable to those obtained in person. Over time, remote work and its associated technology will be a revolutionary force for businesses. The general consensus appears to be that firms' employee productivity has increased as a result of the new remote work model.
12. 40% HR professionals have the opinion that organisational structure should be aligned with the remote work processes, this is extremely crucial to make sure that remote working follows the same organisational rules, norms, and work ethics behaviour so that there is no deviation when it comes to working from office or remote working in terms of productivity and efficiency.
13. 52% HR professionals perceive that a simplification of organisational structure is needed to speed up the decision processes in remote working. Organisation Simplification aims to de-clutter the workplace by empowering employees and establishing a flat, efficient, and straightforward structure. Even in the scenario of remote working ,where there could be high probability of several uncertainties, a simplified organisational structure will bring in prolificity in the complete system.
14. 36% HR professionals figured out that realisation of strategic goals with respect to departmental goals can be achieved in the context of remote working. The managers need to be extremely particular that the goal setting needs to be done keeping in mind the remote working scenario whereby the organisational goals and objectives should be linked with the departmental goals and also individual targets and key performance indicators. Effective remote managers have learned to adapt to changing times and alter their procedures in order for their workers to be even more productive than

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they were in the office, shattering business goals while maintaining a flexible lifestyle. They've realised that communication must be deliberate, and that they can no longer rely on a "check-in" at an employee's actual workspace. Setting explicit goals with specific indicators, sticking to established check-in and evaluation schedules, and establishing expectations and cultural norms ahead of time can help managers of remote teams envisage and accomplish success.

15. 52% of HR professionals have the opinion that remote working brings more flexibility and agility in the working environment. This ability to operate rapidly, seamlessly, and cohesively in the workplace leads to workplace agility. The productivity of the organisation should not decrease when more employees work from home or on the road. Employees should be allowed to work from anywhere, at any time, and in whatever way they want. From collaboration suites to virtualized desktop environments, provide employees with the tools they require. Creating a flexible workplace that is enabled and supported by technology and information technology will help in achieving organisational efficiency. Organisational transformation, such as modifications to the current procedures, department structures, and culture, will be required to facilitate an agile and flexible workplace.
16. 48% HR professionals highlighted creating a better organisational design will bring in better financial performance, employee happiness, and staff satisfaction. Managers need to make sure that establishing effective structures, governance, and roles that are guided by a set of design principles that are linked with the company's strategic intent. Also supporting informal networks and cultivating a culture of continuous improvement to ensure that the necessary talent and skills flourish in a future-ready workforce. Managers should also focus on establishing rigour in performance management goals and encourage efficient decision-making, as well as ensuring that processes and technology support their teams rather than hinder achievement.
17. 52% HR professionals have the opinion that sustainable competitive advantage can be obtained by optimising organisational structure and the complete focus should be on ensuring that corporate strategy and organisational design are firmly aligned is one of the most difficult tasks facing modern organisations. According to conventional thinking, deciding the enterprise strategy first and then re-aligning the organisation to deliver on it is vital. Organisations that arrange themselves around functions are more likely to create fixed and functional strategies. Similarly, businesses that organise themselves around geographies are more likely to create fixed geographic strategies. Aside from the lack of flexibility, both are easy to duplicate by competitors and will likely limit the long-term execution of unique strategies and performance. Hence, optimisation of organisational structure becomes really prominent to sustain a competitive advantage in the long run.
18. When it comes to roles and work design, 72% HR professionals strongly think that organisational roles and work have been designed in an apt and appropriate manner because they feel that in order get the most out of such advancements, managers need to make sure that the structure of jobs or roles, as well as the demands they place on job or role holders, boost motivation, engagement, and dedication. Job or position contents, procedures, and relationships must fit technological and organisational criteria, but they must also meet the human needs of the employees involved. These two objectives may not always be simple to reconcile, but they must be attempted if the greatest possible gains from technological and organisational transformation are to be realised.
19. 70 % HR professionals feel that in case of remote working also, if the structure is well organised, then also team members will be able understand their respective roles in the remote working scenarios. Looking ahead to the future of work, on the other hand, necessitates more than a quick response. A big-picture approach is also required for a prosperous post-pandemic future. Business standards must be optimised to assist team members succeed no matter where they work in the next evolution of leading remote teams and hybrid workforces.
20. 75% HR professionals believe that leaders have a clear grasp of which jobs and functions are most important in achieving their objectives. According to the competencies of the employees and analysing the remote working uncertainties, leaders know very well about the job evaluation and its functions and segregating the key performance indicators to their team members.
21. 80% HR professionals highlighted that there are structures and processes in place to handle individual and institutional accountability effectively. Managers need to maintain the balance between achieving the accountability levels of the employees as well as the for the organisation, which will ensure long run productivity even at the most uncertain zone.
22. 68% of HR professionals feel that there is a possibility for the company to identify the important processes post covid era, that it must effectively manage in order to satisfy its employees and build long-term value. It becomes vital for the organisation to make certain processes for a long

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term aspect which is also helpful in fostering growth and development for the employees as well as organisation.

23. 71% of HR professionals believe that organisation's fundamental processes should be reviewed for effectiveness and potential for improvement on a regular basis and must be checked during the post covid era. Constant efforts should be made and reviewed by the managers to measure the effectiveness of the change.
24. 76% of HR professionals state that technology is being used to effectively restructure important processes, starting from the ground up if necessary. In this revolutionised world, where organisations have been highly capital intensive it comes important post covid times to indulge every single processes down the line equipped with technology.
25. 68% HR professionals feel that they have identified the organisation's significant process "bottlenecks" and capacity constraints at the time of post covid era, improving the efficiency of any process, whether for production, distribution, or another commercial goal, is a critical step in increasing a company's bottom line. Improvements in efficiency also allow organisations to consistently offer high-quality items to their customers.
26. 65% of HR professionals highlighted that employees are aware of the business difficulties and necessary modifications to the current model of remote working and also have prepared for a transformational change from physical working to remote working.
27. 64% HR professionals feel that the organisations have been successful in instilling the required enthusiasm, energy, and feeling of urgency for implementing critical change programmes. They have been constantly looking for workers with zeal and a strong sense of belonging to their firm and who inspire innovation and propel the organisation ahead.
28. 68% HR professionals believed that the organisation is being effective at learning from its failures and applying these "lessons learned" to new situations. The near future will be highly uncertain and hence learning from present failures and adopting the ways to tackle these uncertainties in the future is highly recommended.
29. 66% of HR professionals sense that the organisation is successful in implementing improvement/change programmes because these changes and transformations must be introduced deliberately, cooperatively, and respectfully within businesses. It gives the managers and leaders the critical skills to create change inside an organisation if you manage people through effective change training courses for their constant training and development.
30. 40% of HR professionals highlighted that remote working provides employee engagement to the employees and hence it becomes very important for the managers to make sure that even at the time of remote working employees should be emotionally, cognitively and psychologically involved with their respective tasks.
31. 80% of HR professionals perceive that innovation is highly encouraged at times of remote working.
32. 76% of HR professionals feel that employees are valued and heard at the remote working scenario which is helping them in building up long term relationships with their colleagues and supervisors and also enhancing their work productivity.
33. 68% of HR professionals believe that organisations have created a remote culture that engages all employees and coworkers who share comparable priorities, interests, and attitudes, they enjoy an unconditional sensation of connection. When employees don't see each other on a regular basis, they still feel connected. Employees with strong work cultures have an unshakeable sense of belonging.
34. 56% of HR professionals stated that the employees feel motivated while shifted to an effective remote working environment.
35. 64% of HR professionals have the perception that there is a significant and continuous master communication in order to ensure clarity and trust among employees at the remote working times.
36. 60% of HR professionals believed that organisations have employee listening practices followed for a better change.

VI. Recommendations

1. The Indian startup sector had gone through a period of fast growth, with large increases in workforce both organically and through acquisitions. Previously, startups had made employment selections based on current business needs of switching from physical working mode to remote working mode which has impacted the overall work culture, priorities have been switched towards employees mental and physical wellness and also on remote work engagement with individual managers and departments making their own decisions. This study will help the startup sector companies to refine their organisational structure and culture with reference to transformation in remote working environments surmounted by unforeseen uncertainties in the post covid era. However, with this study HR professionals would be able to make certain key strategic decisions, which would increasingly result in individual and organisational underperformance.

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2. This study will also help the employees in understanding the new strategic intent of the organisations engrossed with their vision, mission goals and objectives and meeting their expectations without hampering the individual productivity in remote work and maintaining a perfect blend of their work life balance.

VII. Limitations and Future Scope of Study

a) Limitations of Study

The study conducted has certain limitations involved in it. The first limitation is choosing a very small sample size which is caused because of limited time. The study could have improved by choosing a large sample size of different HR professionals as well as other stakeholders which has much scope in analysing from the holistic perspective. Second limitation could be of convergent scope of choosing only startups industries of India and not international startups. The involvement of startups in this study will bring a different perspective altogether with better understanding and results. A superior statistical analysis in comparison to the study conducted from a holistic perception and comparative standpoint of analysis could be the third constraint which requires capacious research in order to gain more detailed insights in order to bridle the problems and the challenges faced by HR professionals working in the startups.

b) Future Scope of Study

1. This research will act as a base in transforming organisations in setting a remote work culture.
2. This research will help in establishing the significance of remote engagement.
3. This research will help the organisations in understanding the prominence of social transformation in increasing productivity.
4. This will act as a catalyst for sustaining organizations in the world of uncertainties through its culture and structure.

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Appropriation and Control of Administrative Staff: Elements of Strategic Human Resource Management of Teachers Control and Pay Service in the Democratic Republic of Congo

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Abstract- Having always occupied a place of choice in any organization in the world, the human is the key to all its steps, it determines the direction it takes; both success and failure are intrinsic to it. Thus, it is necessary to develop and mobilize the required skills that each individual a bounds, in order to make them available to the structure in order to achieve the expected results. To achieve this, it is therefore up to the organization to appropriate and control its workforce.

It is in this context that this study, which contributes to the appropriation and control of SECOPE's workforce, has been carried out, it demonstrates how this specialized Service can take on the Forecast Management of Workforce, Jobs and Skills (GPEEC) as a management strategy for maximum performance of its units and achievement of its objectives.

Keywords: appropriation, control, workforce, human resources management and strategic human resources management.

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APPROPRIATIONANDCONTROLOFADMINISTRATIVESTAFFELEMENTSOFSTRATEGICHUMANRESOURCEMANAGEMENTOFTEACHERSCONTROLANDPAYSERVICEINTHEDEMOCRATICREPUBLICOFCONGO

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Appropriation and Control of Administrative Staff: Elements of Strategic Human Resource Management of Teachers Control and Pay Service in the Democratic Republic of Congo

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Abstract- Having always occupied a place of choice in any organization in the world, the human is the key to all its steps, it determines the direction it takes; both success and failure are intrinsic to it. Thus, it is necessary to develop and mobilize the required skills that each individual a bounds, in order to make them available to the structure in order to achieve the expected results. To achieve this, it is therefore up to the organization to appropriate and control its workforce.

It is in this context that this study, which contributes to the appropriation and control of SECOPE's workforce, has been carried out, it demonstrates how this specialized Service can take on the Forecast Management of Workforce, Jobs and Skills (GPEEC) as a management strategy for maximum performance of its units and achievement of its objectives.

It also demonstrates the importance of putting each agent in an administrative position allowing him to put all his skills at the disposal of the service; because after going into the field, with the survey method by questionnaire, well supported by the documentation and the interview, the main results recorded are such as: (i) the appropriation and control of the workforce are practices to be assigned to the SECOPE; (ii) the SECOPE branches are faced with several difficulties and problems related to the lack of a real policy of ownership and control of staff; (ii) this Specialized Service does not practice strategic management of its administrative staff.

In view of these results and the observations made on the ground, the study leads to the conclusion that there is a need to set up a Human Resources Department in the Teachers' Control and Payroll Service which must have as a strategy first the GPEEC.

Keywords: appropriation, control, workforce, human resources management and strategic human resources management.

Résumé- Ayant toujours occupé une place de choix dans une quelconque organisation au monde, l'humain est la clé de toutes ses démarches, il détermine la direction qu'elle emprunte; le succès comme l'échec lui sont intrinsèques.Ainsi, convient-il de développer et mobiliser les compétences requises que regorgent chaque individu, afin de les mettre à la disposition de structure afin d'atteindre des résultats escomptés. Pour y parvenir, il sied donc à l'organisation, de s'approprier et de maîtriser ses effectifs.

C'est dans ce cadre que cette étude qui apporte une contribution sur l'appropriation et la maîtrise des effectifs du SECOPE a été menée, elle démontre comment ce Service spécialisé peut prendre la Gestion Prévisionnelle des Effectifs, des Emplois et des Compétences (GPEEC) comme une stratégie de gestion pour un rendement maximal de ses unités et l'atteinte de ses objectifs.

Elle démontre également, l'importance de mettre chaque agent dans une position administrative lui permettant de mettre toutes ses compétences à la disposition du service; car après descente sur terrain, avec la méthode d'enquête par questionnaire, bien appuyée par la documentation et l'interview, les principaux résultats enregistrés sont tels que: (i) l'appropriation et la maîtrise des effectifs sont des pratiques à assigner au SECOPE; (ii) les antennes SECOPE sont confrontées à plusieurs difficultés et problèmes liés au manque d'une vraie politique d'appropriation et de maîtrise des effectifs; (ii) ce Service Spécialisé ne pratique pas la gestion stratégique de son personnel administratif.

Au regard de ces résultats et des constats fait sur terrain, l'étude débouche à la conclusion sur laquelle, il y'a nécessité de mettre en place une Direction de Ressources Humaines au Service de Contrôle et de Paie des Enseignants qui devra avoir comme stratégie première la GPEEC.

Mots clés: appropriation, maîtrise, effectif, gestion de ressources humaines et gestion stratégique de ressources humaines.

I. Introduction

Dans toutes les organisations, l'être humain a toujours occupé une place de choix, il est la base de tout. C'est lui qui détermine la direction à suivre, il se rassure de sa bonne marche, il définit sa taille ainsi que son ampleur et il exécute les différentes tâches pour atteindre des résultats escomptés; ce qui se définit en un mot par « travail ».

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Le travail représente une activité sociale aux dimensions complexes et contradictoires, à la fois source d'épanouissement, source de revenu, à l'origine d'un statut social et activité contraignante, il convient donc de prendre toutes ces dimensions en considérations pour que la personne exerçant un métier quelconque au sein d'une organisation puisse répondre efficacement aux ententes de cette dernière.

Voilà pourquoi, il est d'une importance capitale de considérer l'humain, non pas comme un simple exécutant des tâches, mais plutôt un atout majeur de l'organisation. Ce dans ce sens que la Direction des Ressources Humaines, dans son volet Gestion des Effectifs, se fait incontournable dans toutes les organisations moderne.

En effet, chaque salarié doit avoir des compétences qu'il doit nécessairement mettre à la disposition de l'entreprise (service), pour l'atteinte des résultats escomptés. Autrement, c'est une perte au niveau de l'organisation.

Cependant en Afrique et particulièrement en République Démocratique du Congo(RDC) dans l'administration publique, bien que la Gestion des Ressources Humaines soit régie par la loi portant statut des agents de carrière des services publics de l'Etat qui fixe les conditions d'admission, de carrière et de retraite dans les services publics, il n'y a cependant pas une coupure nette entre les relations sociales et les relations du travail qui sont peu, ou pas standardisées, les obligations et les droits des agents ne sont pas clairs, et l'emploi est caractérisé par l'absence de relations contractuelles.

Si l'agent recruté ne vient pas tout apprendre dans son lieu de travail, il est soit occupé par ses études soit par d'autres labeurs entrepris avant son recrutement. Encouragé par des discours tel que: dans l'administration publique on ne se présente pas chaque jour au travail; lorsqu'on a déjà son numéro matricule s'est fini; il suffit de venir une fois par semaine et signé…

C'est dans cette optique que nous avons voulu nous faire une idée sur la manière dont les choses sont organisées au niveau du Ministère de l'Enseignement Primaire, Secondaire et Technique qui regorgent plusieurs Services avec un nombre important des Effectifs à gérer, comme précisent bien Ekwa (2001) cité par Fuku (2017) qui considèrent qu'en République Démocratique Congo, le secteur de l'éducation demeure l'un des domaines qui emploie un grand effectif d'agents de l'Etat.

Voilà pourquoi le Service de Contrôle et de Paie des Enseignants, SECOPE en sigle, nous a paru un carde idéal pour voir dans quelle mesure ce service spécialisé s'Approprie et Maîtrise ses Effectifs en vue d'atteindre les résultats escomptés qui constituent sa raison d'être.

Le secteur de l'enseignement en RDC fait face à un paradoxe: d'une part, l'on déplore les agents fictifs, les écoles fictives, la non prise en charge du personnel enseignant et administratif des écoles publiques communément appelés « NU et NP » par l'Etat et d'autre part, le nombre croissant, sinon exagéré, des Directions Provinciales et des antennes SECOPE avec une quantité importante de personnel à leurs seins dont la prise en charge est quasiment automatique par le trésor public.

Tout en gardant à l'esprit que le SECOPE comme service spécialisé doit accroitre (s'étendre) au même rythme que les Provinces et sous Provinces Educationnelles. Chose qui entraine logiquement l'augmentation de ses Effectifs; or avoir un Effectif (costaud soit-il) est une chose, mais s'en approprier et le maîtriser en est une autre (Laroche, 1989).

Pour mieux comprendre et fournir des explications plausibles sur l'applicabilité de l'appropriation et la maîtrise des effectifs au SECOPE, la documentation, l'observation et l'enquête sur terrain reste des opérations laborieuses, très délicates et déterminantes que nous avons menées délicatement à l'aide du questionnement suivant: (i) que fait le SECOPE pour l'appropriation et la maîtrise de ses effectifs ? (ii) Quels sont les différents types d'effectifs et leurs caractéristiques? (iii) Comment se fait le calcul des effectifs au SECOPE ?

II. Cadre Conceptuel et Théorique de L'étude

Dans ce point, nous étalons les différents concepts et théoriques utilisées dans le cadre de cette étude.

a) Définition des concepts clés

i. *Appropriation*

Selon le dictionnaire Larouse (2011), le terme appropriation évoque l'action de s'approprier. Etymologiquement le terme approprié vient du latin « appropriare » qui veut dire rendre propre à une destination, adapter, conformer. Dans un service nous parlerons de l'appropriation lorsque les agents qui y sont affectés répondent aux profils définis par les tâches à exécuter, autrement dit lorsqu'il y'a adaptation des individus affectés par rapport à leurs postes de travail.

ii. *Maîtrise*

Le mot maîtrise vient du verbe maîtriser qui se définie selon le dictionnaire Larousse Illustré (2011) comme le fait de se rendre maître de forces difficilement contrôlable; ou encore la capacité d'avoir une bonne connaissance, une pratique sûre de quelque chose. C'est exactement dans cette optique que nous définissons le terme maîtrise dans cette étude.

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iii. *Effectif*

L'effectif est une mesure utilisée pour les déclarations sociales. Il représente le nombre de salariés travaillant au sein d'une entreprise sous contrats de travail. Il est évalué au 31 décembre de l'année précédente, il prend en compte les personnes sous contrat à durée déterminée et indéterminée ainsi que les intermittents et les travailleurs temporaires ».

b) Cadre théorique

i. *Appropriation et Maîtrise des effectifs*

La réussite de la gestion des effectifs passe premièrement par l'adaptation (la concordance) de différentes unités aux tâches à exécuter dans l'organisation, ensuite par la connaissance de son effectif et la capacité d'en contrôler sa structure ainsi que son évolution dans le temps. Il n'en reste pas moins que la concordance et la connaissance des effectifs sont essentielle pour les services (entreprises), car elles permettent la canalisation de toutes les compétences dans un seul souci de performance globale d'une part, et vis à vis des obligations légales qui y sont attachées d'autre part.

S'approprier et maîtriser les effectifs veut donc dire pour nous, la capacité d'une organisation à acquérir les unités (agents) selon les exigences des postes et ensuite les utiliser rationnellement, en vue non seulement, d'un rendement maximal de l'entreprise mais aussi de l'épanouissement intégral de ces acteurs.

ii. *Gestion des Effectifs du Personnel*

La notion d'effectif est un thème clé et essentiel de la gestion des ressources humaines. Elle constitue ainsi le cœur de nombreuses problématiques des services R.H au sein des organisations et par extension, beaucoup « d'entreprises ne connaissent pas, à quelques unités près, leurs effectifs » à un moment donné possédaient en leur sein. Ce constat a une double origine: (i) La grande diversité des types de mesure conduit à la variété des chiffres révélés. En effet toutes les entreprises n'ont pas encore, loin de là, formalisé tous les processus de calcul ce qui explique la variabilité des résultats. (ii) L'importance des mouvements, la variété croissante des statuts individuels et des modalités d'emploi font que la saisie d'un état d'effectif à un moment donné peut être très délicate. La diversité des modes d'observation ne facilitant en aucun cas l'unicité de la mesure.

iii. *Différents types d'effectifs selon MARTORY (2009)*

Nous pouvons distinguer 7 grandes notions d'effectif. Toutes trouvent leurs origines dans le Registre unique du personnel et dans l'ensemble des logiciels de calcul de paye et de gestion des Ressources Humaines.

Tableau 4: Type d'effectifs et leurs méthodologies de calcul

Type D'effectif	Definition	Methodologie De Calcul
Effectif théorique ou habituel	Ce sont les salariés permanents sous contrat à durée indéterminée travaillant à temps plein, y compris les salariés en période d'essai ou de préavis, les travailleurs à domicile, les salariés dont le contrat est suspendu, les salariés sous contrat intermittent, les travailleurs intérimaires, les stagiaires étrangers qui sont pris en compte au prorata de leur temps de présence comme les travailleurs à temps partiel.	
Effectif inscrit	C'est l'ensemble des travailleurs figurant (et non sortis) sur le registre unique du personnel. Pratiquement toutes les catégories de salariés que l'on est susceptible de rencontrer dans l'entreprise se trouvent dans ce registre. Les seules catégories laissées en dehors sont celles des travailleurs à domicile et des contrats suspendus.	*Effectif inscrit = effectif théorique – contrats suspendue pour absences de longs durée –travailleurs à domicile.*
Effectif permanant	Il se compose des salariés titulaires d'un contrat de travail à durée indéterminée inscrits à l'effectif pendant toute l'année considérée.	*Effectif permanant = effectifs initiale-départs –CDD- temps partiel*
Effectif initiale	Celui inscrit au 1er janvier de chaque année	
Effectif fiscal	Il regroupe tous ceux qui ont figuré peu ou prou dans l'effectif et qui, de ce fait, ont perçu de l'entreprise une rémunération au titre de l'exercice.	*Effectif fiscal= effectif initiale +entrée*

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Effectif présent	C'est l'ensemble des personnes considérées comme présentes à un instant noté T, qu'elles travaillent ou non pour leurs activités principales.	*Effectif présent= effectif payé-absents rémunéré*
Effectif au travail	Effectif au travail: C'est l'ensemble des personnes travaillant pour leur activité principale. Sont exclus donc, les personnes en formation, en délégation, infirmerie, etc.	*Effectif au travail= effectif présent – personnes ne travaillent pas réellement pour l'activité constituent leur occupation habituelle.*

iv. *Gestion Prévisionnelle des Effectifs, des Emplois et des Compétences (GPEEC)*

La gestion prévisionnelle des effectifs, des emplois et compétences (GPEEC), aussi dénommée gestion prévisionnelle et préventive des emplois et compétences (GPPEC, avec deux " P " pour mieux se prémunir contre les risques), " c'est la conception, la mise en œuvre et le suivi de politiques et de plans d'actions cohérents visant à réduire de façon anticipée les écarts entre les besoins et les ressources humaines d'une organisation (en terme d'effectifs et de compétences), en fonction de son plan stratégique (ou au moins d'objectifs à moyen terme bien identifiés), en impliquant les Hommes dans le cadre d'un projet d'évolution professionnelle "(Joëlle Pelosse & Benoît Saïdi 2014).

D'après "Développement et Emploi", cité par les mêmes auteurs, Il s'agit en d'autres termes, d'assurer la continuité des missions d'une organisation grâce aux compétences que mettent en œuvre les personnels qui la composent, en prenant en compte autant que possible les évolutions qui peuvent avoir un impact sur le contenu des activités, l'organisation qui les structure, la quantité de travail qu'elles représentent.

Pour produire toute son utilité, une démarche de GPEEC doit être orientée avant tout vers l'encadrement et les services opérationnels; c'est en effet grâce aux emplois que les agents exercent et aux compétences qu'ils mettent en œuvre que les missions des services sont réalisées.

La GPEEC fonctionne aussi bien au niveau d'une unité opérationnelle, d'un service, d'une direction, que d'une structure dans son ensemble, mais suppose nécessairement l'implication des différents acteurs de l'organisation depuis les élus et la direction générale, jusqu'aux agents, en passant par les partenaires sociaux.

a. *Principes de la GPEEC*

La GPEEC obéit aux principes suivants: (1) On projette des postes, et non des individus nommément désignés, on réfléchit sur les évolutions de métiers. L'étude reste anonyme; (2) L'horizon des projections est variable: de 6 mois à 3 ou à 5 ans pour les études prospectives de métier.: (3) La démarche s'opère toujours en trois phases:(i) Une phase de diagnostic de la situation, des structures, des métiers et des effectifs; c'est un moyen de dresser un bilan organisé des RH. (état des ressources); (ii) Une phase de pronostic correspondant à la présentation des besoins en RH. (état des besoins); (iii) Une Phase de prescription ou l'on envisage les moyens de combler les écarts entre ressources et besoins à l'horizon donné (régulation / ajustement (interne et externe). (4) la démarche s'opère dans le cadre de simulation: Autrement dit il ne s'agit pas de projeter une seule situation des effectifs, mais il s'agit bien de simuler plusieurs états des structures et des effectifs en tenant compte notamment de plusieurs situations de l'environnement.

b. *Démarche de gestion prévisionnelle des effectifs*

La démarche de GPEEC est présente dans le schéma du système cybernétique d'adaptation des RH qui envisage comment s'opère dans le temps l'adéquation des ressources et des emplois.

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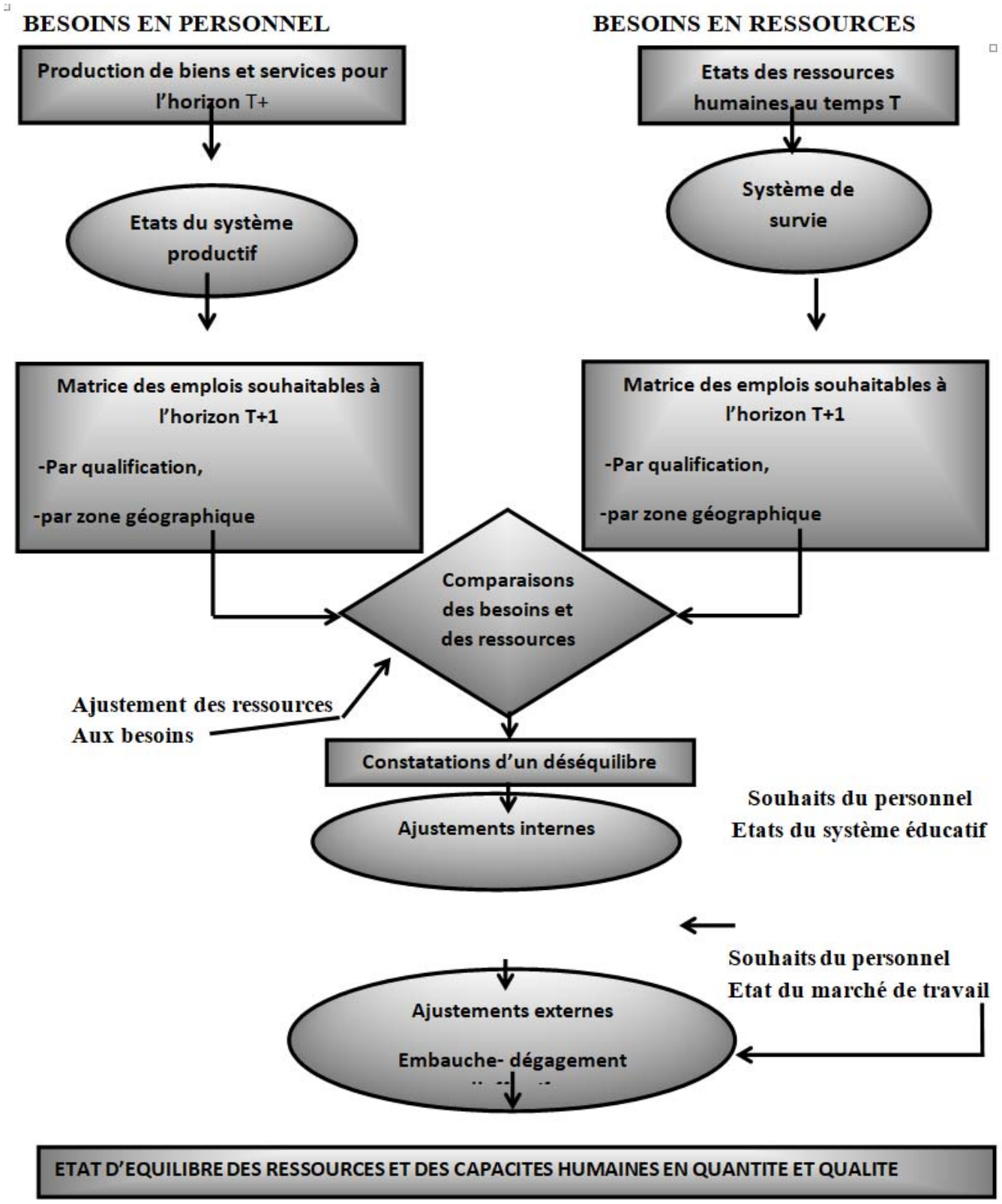

Figure 2.1: Système cybernétique d'analyse prévisionnelle des Ressources Humaines.

De cette figure ressorte le constat selon lequel, les besoins en personnel à l'horizon T+1 dépendent de deux éléments: (i) Les projections de production pour l'horizon donnée qui elles-mêmes, sont conditionnées par les plans de la firme ou de la sous-unité; (ii) L'état du système productif au sens large qui détermine les RH nécessaires pour mettre en œuvre la production souhaitée, l'état de structure de X°, et notamment le

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niveau du capital technique et le degré d'automatisation, conditionnent évidemment la qualité et la quantité des personnels à sa mise en œuvre.

Cependant, en ce qui concerne les ressources en personnel à l'horizon T+1, on reparte des ressources actuellement disponibles, on projette ce qu'elles seront à l'horizon choisi. Tout en prenant en compte les évolutions naturelles des effectifs, il agit de simuler un vieillissement progressif de la population salariée en projetant l'état du système à un horizon donné. Les régulations possibles ne sont pas prises en compte à ce niveau, elles relèvent des ajustements besoins - ressources. Les évolutions trouvent leurs sources dans les trois types de facteurs suivants: (ii) Les départs en retraite qui sont aisés à programmer en fonction de la pyramide des âges. Seuls sont retenus à ce niveau les départs considérés comme normaux. Les décalages de départs en retraite (anticipée ou prolongée) font partie des régulations possibles; (ii) Les départs dus au turn-over habituel qui peuvent être déterminés en reproduisant le taux moyen de turn-over par catégorie, observé au cours des périodes précédentes; (iii) Les promotions, changements de qualifications liés au fonctionnement normal du Système de promotions et indépendamment de politiques spécifiques d'ajustement des besoins et des ressources.

v. *Parallélisme entre GPEC et GPEEC*

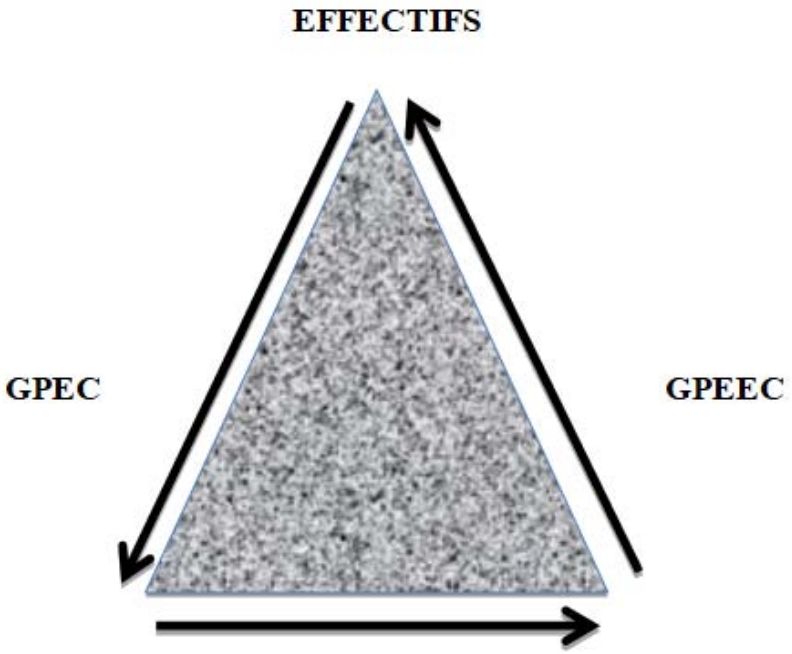

Figure 2.2: De la GPEC à la GPEEC

Ici nous ne venons pas donner des définitions savantes de la GPEEC et de la GPEC mais plutôt épinglé la différence existante entre ces deux concepts pour justifier la théorie de base qui nous canalise dans cette étude.

En effet, en parlant de la GPEC, qui veut dire Gestion Prévisionnelle des Emplois et des Compétences, l'accent est mis sur le poste de travail et le savoir-faire qu'une organisation possède, ce qui peut sous-entendre que tout individu enregistré au sein de cette dernière a automatiquement les compétences requises par elle, or en approfondissant notre réflexion nous estimons qu'il est préférable d'analyser d'une manière isolée les effectifs car, selon l'esprit de notre étude, nous estimons que posséder un effectif est une chose, mais que cet effectif soit porteur des compétences exigées par l'organisation, en est une autre. C'est pourquoi, nous préférons plutôt de parler de la Gestion Prévisionnelle des Effectifs, des Emplois et des Compétences (GPEEC).

III. Approche Methodologique

Pour la réalisation de cette étude nous faisons appel à la compensation comme approche méthodologique. Celle-ci consiste à combiner les méthodes quantitatives et qualitatives. Le choix de cette approche mixte se justifie par la nécessité de mieux comprendre le phénomène de notre étude.

En effet, citant Creswel et Clark (2011), dans une typologie des raisons qui guident au recours d'une telle approche, Abdullatif (2016) en énumère les six suivantes: la triangulation, la compensation, l'explication, la crédibilité, l'illustration et l'amélioration ou structuration des résultats. La triangulation ou une plus grande validité qui se réfère à la traditionnelle vue indiquant que le quantitatif et le qualitatif pourraient être corroborés mutuellement et augmenter ainsi la validité des résultats. La compensation qui suggère que les méthodes qualitatives et quantitatives ont leurs propres forces et faiblesses, la combinaison permet au

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chercheur de s'appuyer sur les forces de l'une pour compenser les faiblesses de l'autre. L'explication propose que l'une serve à expliquer les résultats de l'autre. La crédibilité correspond aux suggestions qui indiquent que l'utilisation de deux approches renforce l'intégrité des résultats. L'illustration se réfère à l'utilisation des données qualitatives pour illustrer les résultats quantitatifs. L'amélioration ou la structuration implique la collecte des données et l'amélioration des résultats de la recherche sous une approche qualitative et quantitative.

Ainsi, concrètement, une enquête a été menée sur un échantillon représentatif de 146 chefs de division (chefs d'antennes et chefs d'antennes adjoints) dont 62 femmes répartis dans 73 antennes. Les enquêtes ont été menées sur base d'un questionnaire d'enquête soutenue par des entretiens en face à face avec les gestionnaires des antennes, la documentation ainsi que l'observation.

IV. Résultats

Dans ce point nous allons présenter les résultats de notre étude. les résultats selon présentés dans les tableaux et chaque tableau sera suivi d'un commentaire.

a) Identification

Tableau 4.1: Variable sexe

Sexe	Nombre	%
Masculin	084	57,53
Féminin	062	42,47
Total	146	100

Le tableau ci-haut nous indique que sur 146 sujets de notre échantillon, 84 soit 57,53% sont de sexe masculin contre 62 sujets soit 42,47% qui sont de sexe féminin.

Tableau 4.2: Ancienneté dans la fonction

Nombre d'années	Masculin	%	Féminin	%	Total	%
1 à 5	059	40,41	040	27,40	099	67,81
6-10	012	08,22	010	06,85	022	15,07
11-15	013	08,90	012	08,22	025	17,12
Total	084	57,53	062	42,47	146	100

Concernant les informations relatives à l'ancienneté des Chefs d'Antennes de la Ville province de Kinshasa nous retenons que 99 assument cette fonction depuis une fourchette de temps compris entre 1 et 5 ans, viennent ensuite ceux dont la durée de prestation remonte à plus d'une décennie, c'est-à-dire de 11 à 15 ans, ils sont au nombre de 25 au total, et enfin 22 qui sont en fonction il y'a de cela 6 à 10 années.

Tableau 4.3: Variable âge

Nombre d'années	Masculin	%	Féminin	%	Total	%
20 à 24	-	-	-	-	-	-
25 à 29	001	00,68	004	02,74	005	03,42
30 à 34	008	05,48	012	08,22	020	13,70
35 à 39	030	20,55	020	13,70	050	34,25
40 et plus	045	30,82	026	17,81	071	48,63
Total	084	57,53	062	42,47	146	100

Réagissant sur la question évoquant leur âge, 71 sujets (48,63%) dont 26 femmes affirment avoir 40 années de naissance révolue ou plus, suivie de 50 sujets, soit 34,25%, dont l'âge varient entre 35 et 39 années; 12 femmes et 8 hommes, soit un total de 20 sujets, ont au moins 30 années et au plus 34 années de vie sur terre; la série est clôturée par les plus jeunes de nos enquêtés, qui sont au nombre de 5 dont la majorité (4) sont des dames, ils représentent 3,42% de nos sujets.

Tableau 4.4: Niveau d'étude

Nombre d'années	Masculin	%	Féminin	%	Total	%
Diplômé d'état	014	09,59	023	15,75	037	25,34
Gradué	040	27,40	027	18,49	067	45,89
Licencié	030	20,55	012	08,22	042	28,77
Total	084	57,54	062	42,46	146	100

Se référant au tableau 18, nous remarquons que près de la moitié de notre population d'études, 67 soit l'équivalant de 45,89%, sont gradués; 28,77% est constitué des licenciés, catégorie dominée par les hommes qui sont au nombre de 30 contre seulement 12 femmes; 37 sujets sont diplômés d'Etat, un ensemble de 23 dames et 14 messieurs.

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Tableau 4.5: Spécialité de formation (Diplômés d'Etat)

Filière de formation	Masculin	%	Féminin	%	Total	%
Pédagogie générale	006	16,22	005	13,51	011	29,73
Math-physique	004	10,81	001	02,70	005	13,51
Chimie-biologie	002	05,41	003	08,11	005	13,51
Commerciale	002	05,41	006	16,22	008	21,62
Latin-philo	-	-	004	10,81	004	10,81
Sciences Sociales	-	-	002	05,41	002	05,41
Coupe et couture	-	-	002	05,41	002	05,41
Total	014	37,84	023	62,16	037	100

De par leurs filières de formation, 11 de nos sujets diplômés d'Etat ont suivie l'option pédagogie générale; 8 ont fait la section Commerciale; 5 l'option Math-physique, 5 la Chimie-biologie, 4 Latin-philo, 2 sciences sociales et également 2 la coupe et couture.

Tableau 4.6: Spécialité de formation (Gradués)

Filière de formation	Masculin	%	Féminin	%	Total	%
Math- info	007	10,45	002	02,99	009	13,43
Marketing	004	05,97	002	02,99	006	08,96
Géographie	004	05,97	-	-	004	05,97
Anglais	004	05,97	001	01,49	005	07,46
Français	003	04,48	003	04,48	006	08,96
Gestion informatique	003	04,48	006	08,96	009	13,43
Agronomie	003	04,48	-	-	003	04,48
Sciences environnementales	003	04,48	-	-	003	04,48
Physique	002	02,99	-	-	002	02,99
Histoire	002	02,99	001	01,49	003	04,48
Sociologie	002	02,99	001	01,49	003	04,48
GAS	001	01,49	-	-	001	01,49
Comptabilité	001	01,49	001	01,49	002	02,99
Chimie	001	01,49	-	-	001	01,49
Communication	-	-	007	10,45	007	10,45
Sciences commerciales	-	-	002	02,99	002	02,99
Relations Internationales	-	-	001	01,49	001	01,49
Total	040	59,70	027	40,30	067	100

Ci-dessus nous avons les détails concernant les spécialités de formation de nos sujets qui ont des titres de gradué, nous remarquons que 9, soit 13,43%, ont finis le premier cycle de l'université en Mathématique et Informatique, 9 autres en Gestion Informatique, 7 en communication, 6 en Marketing , 6 en français, 5 en Anglais, 4 en Géographie, 3 en Agronomie, 3 en Histoire, 3 en Sciences de l'Environnement, 3 en Sociologie, 2 en Physique, 2 en comptabilité, 2 en Sciences Commerciales, 1 en GAS, 1 en Chimie et 1 en Relations Internationales.

Tableau 4.7: Spécialité de formation (Licenciés)

Filière de formation	Masculin	%	Féminin	%	Total	%
Français	004	09,52	-	-	004	09,52
Relations internationales	004	09,52	002	04,76	006	14,29
Mécanique industriel	003	07,14	-	-	003	07,14
Histoire	003	07,14	001	02,38	004	09,52
Mathématique	003	07,14	-	-	003	07,14
Droit	003	07,14	001	02,38	004	09,52
Géographie	003	07,14	-	-	003	07,14
Economie	002	04,76	-	-	002	04,76
Agronomie	002	04,76	-	-	002	04,76
Biologie	001	02,38	001	02,38	002	04,76

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GAS	001	02,38	-	-	001	02,38
OSP	001	02,38	001	02,38	002	04,76
Hôtellerie	-	-	001	02,38	001	02,38
Psychologie	-	-	002	04,76	002	04,76
Sciences Commerciale	-	-	003	07,14	003	07,14
Total	030	71,43	012	28,57	042	100

Ils sont au total 42 sujets de notre enquête à détenir le titre de licencié, ci-haut nous pouvons voir comment ils sont regroupés en fonction de leurs formations académique, il s'agit notamment de: 6 pour les relations Internationales, 4 pour le français, 4 pour l'Histoire, 4 pour les Droits, 3 pour la Mécanique industriel, 3 pour les Mathématiques, 3 pour la Géographie, 3 pour les Sciences Commerciales, 2 pour l'Economie, 2 pour l'agronomie, 2 pour la Biologie, 2 pour l'OSP, 2 pour Psychologie, 1 pour la GAS et 1 pour l'Hôtellerie.

b) Questions Fondamentales

Question n°1: Que signifie pour vous, la gestion prévisionnelle des effectifs ?

Tableau 4.8: Appréhension de la gestion prévisionnelle des effectifs

Assertions	Nombre des fois cités		
	Hommes	Femmes	Total
Technique de gestion des ressources humaines pour anticiper sur les évolutions des emplois et les adapter aux nouveaux besoins de l'établissement	074	046	120
Une démarche et un outil de cohérence, permettant d'anticiper les évolutions des effectifs du personnel	049	046	095
Conception de la politique d'emploi	027	011	038
Mise en œuvre et suivi de politique d'emploi	018	008	026

L'assertion « c » est la première à être citée plusieurs fois par les Chefs d'antennes qui réagissaient à la question de savoir: que signifie pour eux la Gestion Prévisionnelle des Effectifs, en suite vient l'assertion d avec 95 mentions, suivie de l'assertion a avec 38 mentions et enfin l'assertion b avec 26 mentions.

Question n°2: En tant que chef d'antenne, avez-vous déjà connu une permutation ces cinq dernières années ?

Tableau 4.9: Permutation des chefs d'antennes

Assertion	Masculin	%	Féminin	%	Total	%
Oui	07	04,79	-	-	007	04,79
Non	77	52,74	62	42,47	139	95,21
Total	84	57,53	62	42,47	146	100

Durant les cinq dernières années, 7 seulement, soit l'équivalant de 4,79%, à connaitre une permutation, contre 139, soit 95,21% qui sont restés statiques dans leurs antennes respectives.

Question n°3: Quelle est la nature des effectifs que vous gérez actuellement ?

Tableau 4.10: Nature des effectifs gérés

N°	Assertions	Nombre des fois cités		
		Hommes	Femmes	Total
01	b. Définitif	84	62	146
02	c. Temps plein	84	62	146
03	d. Temps partiel	-	-	-
04	**a. Temporaire**	-	-	-

La réaction des chefs d'antennes est sans appel quant à la nature des Effectifs qu'ils gèrent, ils disent avoir des Effectifs avec des contrats de travail définitif et à temps plein.

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Question n°4: Quel est le nombre réel de vos effectifs ?

Tableau 4.11: Nombre réel des effectifs (nouvelles unités) aux antennes

Nombre d'agents	Nombre d'antennes	%
10 ou moins	35	47,95
11 à 15	15	20,55
16 à 20	13	17,81
21 et plus	10	13,70
Total	73	100

Les Nouvelles Unités sont présentes dans toutes les antennes SECOPE de la Ville de Kinshasa que nous avons menés nos investigations, elles sont au nombre 35 a fonctionnées avec 10 Nouvelles unités ou moins, 15 à avoir entre 11 et 15 N.U, 13 regorgent entre 16 et 20 N.U. tandis que 10 ont plus de 21 Nouvelles Unités.

Tableau 4.12: Nombre réel des effectifs (payés) aux antennes

Nombre d'agents	Nombre d'antennes	%
10 ou moins	04	05,48
11 à15	03	04,11
16 à 20	04	05,48
21 à 25	10	13,70
26 à 30	07	09,59
31 à 35	07	09,59
36 à 40	05	06,85
41 à 50	10	13,70
51 à 60	07	09,59
61 et plus	16	21,92
Total	73	100

Comme nous pouvons bien l'observer dans le tableau ci-haut, les nombre réel des effectifs payés varient d'une antenne à une autre. Nous avons 16 antennes, soit 21,92%, qui fonctionnent avec plus de 61 agents; suivies 10 antennes qui ont 25 agents ou moins, viennent ensuite 7 antennes qui ont plus de 50 agents, 7 autres fonctionnent avec moins 36 agents, encore 7 qui ont entre 26 agents et 30, 5 antennes ont des effectifs compris entre 36 et 40 agents; 4 ont des effectifs allant de 16 à 20; 4 doivent faire avec 10 agents ou moins; et 3 antennes possèdent un effectif allant de 11 à 15.

Question n°5: Quelle catégorie d'effectifs qui vient en premier lieu (en nombre) parmi le trois ci- dessous ?

Tableau 4.13: Catégorie d'effectifs en priorité

Catégories	Nombre d'antennes	%
Payés	69	94,52
Nouvelles unités	04	05,48
Non payés	-	-
Total	73	100

En ce qui concerne la catégorie d'effectifs dominant aux différentes antennes de la Ville de Kinshasa, nous avons 69 antennes qui ont plus de payés que des NU contre 4 qui fonctionnent avec plus de NU que des payés.

Question n°6: Par rapport à l'emploi du temps, dans quelle catégorie classez-vous les payés, les non payés, les nouvelles unités et les stagiaires ?

Tableau 4.14: Catégorie d'effectif aux antennes par rapport à l'emploi du temps

Catégories	Temps plein	Temps partiel
Payés	146	-
Non payés	138	08
Nouvelles unités	078	68
Stagiaires	**-**	**146**

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La totalité de nos enquêtés affirment que les payés sont mis à la disposition du Service à du temps plein; 138 disent la même chose pour les NP; les avis sont partagés concernant les N.U., 78 disent qu'ils sont en temps plein contre 68 qui affirment le contraire; tandis que pour les stagiaires les réactions sont en sens unique: ils prestent à temps partiel.

Tableau 4.15: Catégorie d'effectif aux antennes par rapport à la nature du contrat de travail

Catégories	Contrat à durée indéterminée	Contrat à durée déterminée
Nouvelles unités	146	-
Non payés	146	-
Payés	146	-
Stagiaires	-	**146**

Il sied de noter que hormis les stagiaires qui ont un contrat à durée déterminée, les autres, c'est-à-dire les payés, NP et NU ont des contrats à durée indéterminée selon les nos enquêtés.

Question n°7: Quelles sont les pratiques de gestion des effectifs que vous utilisez habituellement ?

Tableau 4.16: Pratique de gestion des effectifs utilisés

Pratique de gestion des effectifs utilisés	Nombre des fois cités		
	Hommes	Femmes	Total
c. Elaboration des tableaux de bord de suivi adaptés à la structure et aux besoins de l'entreprise (mesure et suivi de l'absentéisme).	074	057	131
b. La classification des effectifs en fonction des métiers.	036	033	069
a. La construction d'un état de lieux des ressources humaines et la cartographie des métiers.	024	022	046
c. Gestion des effectifs avec les logiciels informatiques (Excel).	-	-	-

131 fois citées par les chefs d'antennes, il semble nettement qu'Elaboration des tableaux de bord de suivi adaptés à la structure et aux besoins de l'entreprise (mesure et suivi de l'absentéisme) est la pratique de gestion la plus utilisée. Vient ensuite l'assertion « b » qui est reprise 69; et La construction d'un état de lieux des ressources humaines et la cartographie des métiers correspondant à l'assertion « a » est citée 46 fois. Aucun gestionnaire des Antennes SECOPE n'a cité « Gestion des effectifs avec les logiciels informatiques (Excel) » comme pratique de gestion.

Question n°8: Quels sont les principaux problèmes que vous rencontrez dans la gestion des effectifs de votre antenne ?

Tableau 4.17: Principaux problèmes dans la gestion des effectifs

Différents problèmes	Nombre de fois citées
Manque d'infrastructures pouvant permettre à accueillir tout monde (agents) à la fois.	125
Le cumule des agents.	096
Les irrégularités	091
Les affectations ne tenant pas comptes des besoins réels des antennes.	051
Les absences sans justifications	039
Les taches ne sont pas très bien définies pour chaque poste.	034
Le surnombre d'agents	033
Les recrutements ne tiennent pas compte des besoins réels des antennes	033
L'incompétence des agents.	030

Les antennes SECOPE font face à plusieurs problèmes, notamment: le Manque d'infrastructures pouvant permettre à accueillir tout monde (agents) à la fois épinglé 125 fois; suivi du cumule des agents 96 fois; les irrégularités 91 fois; Les affectations ne tenant pas comptes des besoins réels des antennes 51 fois; Les absences sans justifications 39 fois; Les taches ne sont pas très bien définies pour chaque poste 34 fois; Le surnombre d'agents et Les recrutements ne tenant pas compte des besoins réels des antennes citées 33 fois par affirmation; enfin l'incompétence des agents est signalée à 30 reprises.

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Question n°9: Quels sont les difficultés que vous éprouvez dans l'effectivité de la gestion des effectifs de votre antenne?

Tableau 4.18: Difficultés éprouvées dans la gestion des effectifs des antennes

Difficultés éprouvées	Nombre de fois citées
Manque des fournitures des bureaux	124
Manque d'espaces propres au service (pas d'infrastructure propre au service).	112
Les absences sans justification.	080
Difficulté liée à la modicité de salaire, pas moyen de se rendre régulièrement au travail.	074
La précarité des conditions de travail.	073
Difficultés de sanctionner les agents (positivement ou négativement).	071
Mauvaise affectation des agents.	068
Difficultés d'intégration des agents dans groupes de travail.	063
Ingérences des autorités	060
Manque de ponctualité moins encore la régularité.	046
Défaut de développement des compétences requises pour le service	038

Le Manque des fournitures des bureaux, le Manque d'espaces propres au service (pas d'infrastructure propre au service) semble être les difficultés majeur éprouvées par les chefs d'antennes car d'une manière cumulée elles sont reprisent 236 fois; suivie de la difficulté relative aux absences sans justification des agents 80 fois citées; la Difficulté liée à la modicité de salaire, pas moyen de se rendre régulièrement au travail et La précarité des conditions de travail citées respectivement 74 et 73 fois chacune viennent ensuite la Difficulté de sanctionner les agents (positivement ou négativement) 71 fois citées; Mauvaise affectation des agents 68 fois; la Difficulté d'intégration des agents dans groupes de travail 63 fois; le Manque de ponctualité moins encore la régularité 46 fois; et en 38 reprises les chefs d'antennes disent avoir des difficultés liées au défaut de développement des compétences requises pour le service.

Question n°10: Les difficultés rencontrées dans la gestion de vos effectifs sont de l'ordre

Tableau 4.19: Nature des difficultés rencontrées dans la gestion des effectifs

Assertions	Nombre des fois cités					
	Hommes		Femmes		Total	
	Oui	Non	Oui	Non	Oui	Non
Hiérarchique	061	023	039	023	100	046
Administrative	046	038	046	016	092	054
Ethnique	036	048	039	023	075	071
Politique	035	049	006	056	041	105

Parlant de la nature des difficultés qu'ils rencontrent dans la gestion de leurs effectifs, les chefs d'antennes épinglent 100 fois celles d'ordre hiérarchique, 92 fois celles d'ordre administrative, 75 fois ethnique et 41 fois les difficultés d'ordre politique.

Question n°11: Quelles sont, selon vous, les solutions appropriées pour pallier aux problèmes rencontrés dans la gestion prévisionnelle des effectifs des antennes SECOPE ?

Tableau 4.20: Solutions appropriées aux problèmes rencontrées dans la gestion prévisionnelle des effectifs et des emplois aux antennes SECOPE selon les enquêtés

Solutions Appropriées	Nombre de fois citées
Construire les bureaux appropriés pour le service et les équipés.	123
Réduction du nombre d'agents aux différentes antennes	069
Impliquer les chefs d'antennes aux processus de recrutements des agents.	053
Affectés les agents selon les besoins des antennes.	047
Redéfinir les tâches de chaque agent.	036
Que les autorités hiérarchique et politiques cessent de s'ingérés dans la gestion quotidienne des antennes.	031
Affecter les agents selon les besoins des antennes.	007

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Concernant les solutions appropriées aux problèmes rencontrées dans la gestion prévisionnelle des effectifs et des emplois aux antennes SECOPE, les enquêtés proposent: la Construction des bureaux appropriés pour le service et les équipés (123 fois citées); la Réduction du nombre d'agents aux différentes antennes (69 fois); l'Implication des chefs d'antennes aux processus de recrutements des agents (53 fois); Affecter les agents selon les besoins des antennes (47 fois); la redéfinition des tâches des agents (36 fois); Que les autorités hiérarchique et politiques cessent de s'ingérés dans la gestion quotidienne des antennes (31 fois) et l'affectation des agents selon les besoins des antennes (7 fois citées).

Question n°12: Quelles sont les solutions adéquates pour remédier aux difficultés éprouvées dans la gestion des effectifs de SECOPE ?

Tableau 4.21: Solutions adéquates aux difficultés éprouvées dans la gestion des effectifs, des emplois et des compétences selon les sujets.

Solutions appropriées	Nombre de fois citées
Assurer une formation continue des agents et cadres qui œuvrent aux antennes.	095
Assainissement des cadres de travail.	077
Respect stricte des différentes procédures des recrutements des agents de carrières de l'Etat.	060
Redéfinir les tâches de chaque agent.	045
Redéfinir les profils pour chaque tâche de l'antenne et faire un recrutement en conséquence.	031

Ci-haut nous avons les différentes propositions des solutions adéquates des chefs d'antennes aux difficultés qu'ils éprouvent dans la gestion de leurs effectifs il s'agit notamment de: Assurer une formation continue des agents et cadres qui œuvrent aux antennes (95 fois citées); l'Assainissement des cadres de travail (77 fois cités); le Respect stricte des différentes procédures des recrutements des agents de carrières de l'Etat (60 fois); la redéfinition des tâches de chaque agent (45 fois) ainsi que la redéfinition des profils pour chaque tâche de l'antenne et faire un recrutement en conséquence (31 fois citées).

Question n°13: Que proposez-vous pour améliorer au mieux la gestion des effectifs du personnel administratif du SECOPE ?

Tableau 4.22: Stratégies d'amélioration de la gestion prévisionnelle des effectifs du personnel selon les sujets enquêtés.

Solutions appropriées	Nombre de fois citées
Amélioration des conditions des vies et de travail des agents.	131
Eviter le recrutement des cumulards.	098
Tenir compte des compétences pour engager un agent.	072
Engager les agents qui ont la maîtrise d'un service technique.	029
Etablissement d'un référentiel des compétences et faire le recrutement par rapport à ses indicateurs.	019

Les sujets enquêtés proposent comme stratégies d'amélioration de la gestion prévisionnelle des effectifs du personnel, l'Amélioration des conditions des vies et de travail des agents (131 fois citées); Eviter le recrutement des cumulards (98 fois); Tenir compte des compétences pour engager un agent (72 fois); Engager les agents qui ont la maîtrise d'un service technique (29 fois) et l'Etablissement d'un référentiel des compétences et faire le recrutement par rapport à ses indicateurs.

V. Discussion

Après analyse des résultats de notre étude intitulée « *appropriation et maîtrise des effectifs: éléments de Gestion stratégique du personnel administratif du Service de Contrôle et de la Paie des* Enseignants », il nous est irréversible de confronter les réalités du terrain aux hypothèses émises en aval.

Pour la première hypothèse, les informations fournies par le service du personnel de SECOPE

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révèleraient que l'appropriation et la maîtrise des effectifs ne seraient pas mises en contribution pour une Gestion stratégique des ressources.

Au regard de tous les résultats enregistrés en rapport avec cette supposition, la confirmation de ce qui est avancé comme hypothèse s'observe clairement. Toutes les données recueillies auprès des enquêtés nous renseignent que l'appropriation et la maîtrise des effectifs sont des pratiques purement étrangères dans ce service.

Concernant la deuxième hypothèse, les problèmes de gestion auxquels le SECOPE est confronté seraient consécutifs à la non maîtrise de ses acteurs de cette notion.

N'ayant pas une direction des ressources humaines, les antennes SECOPE sont confrontées à plusieurs difficultés et problèmes liés au manque d'une vraie politique d'appropriation et la maîtrise de ses effectifs confirment ainsi notre deuxième hypothèse.

Enfin la troisième hypothèse montre que le SECOPE n'aurait pas les éléments caractéristiques pour la pratique d'une gestion stratégique de son personnel administratif.

En gardant des responsables chargés du personnel dans chaque province éducationnelle et en asseyant d'organiser un service du personnel, sans aucune coordination, le SECOPE ne pratique pas la gestion stratégique de son personnel administratif; ce qui veut dire que notre troisième et dernière hypothèse est confirmée.

Comme nous l'avons souligné dans le point précèdent, les problèmes et les difficultés du SECOPE se résument à la non application d'une vraie politique de Gestion des Ressources Humaines qu'il faudra intégrer pour la bonne marche de ce service spécialisé. Pour y parvenir nous proposons la démarche suivante:

Les résultats trouvés ont permis de dégager le schéma de la GPEEC au SECOPE, ainsi, la Gestion Prévisionnelle de Ressources Humaines dans son volet GPEEC (gestion prévisionnelle des effectifs, des emplois et des compétences) permettra au SECOPE de: (i) Caractériser les emplois, les effectifs et les compétences actuels du service; (ii) Opérer leur projection à court terme (1 an) et à moyen terme (3 ans) sous forme d'une ou plusieurs hypothèses; (iii) Effectuer l'exploration des besoins futurs en emplois, effectifs et compétences et à identifier une cible stratégique; (iv) Analyser les écarts entre les ressources actuelles et les besoins réels du service pour atteindre les objectifs assignés.

Ceci est donc une démarche d'amélioration continue, construite sur le retour d'expériences, l'évaluation et le parangonnage. Dans un contexte administratif fortement évolutif, marqué par la réorganisation de l'Administration Publique, il est essentiel de donner une nouvelle impulsion à la manière de gérer le personnel administratif.

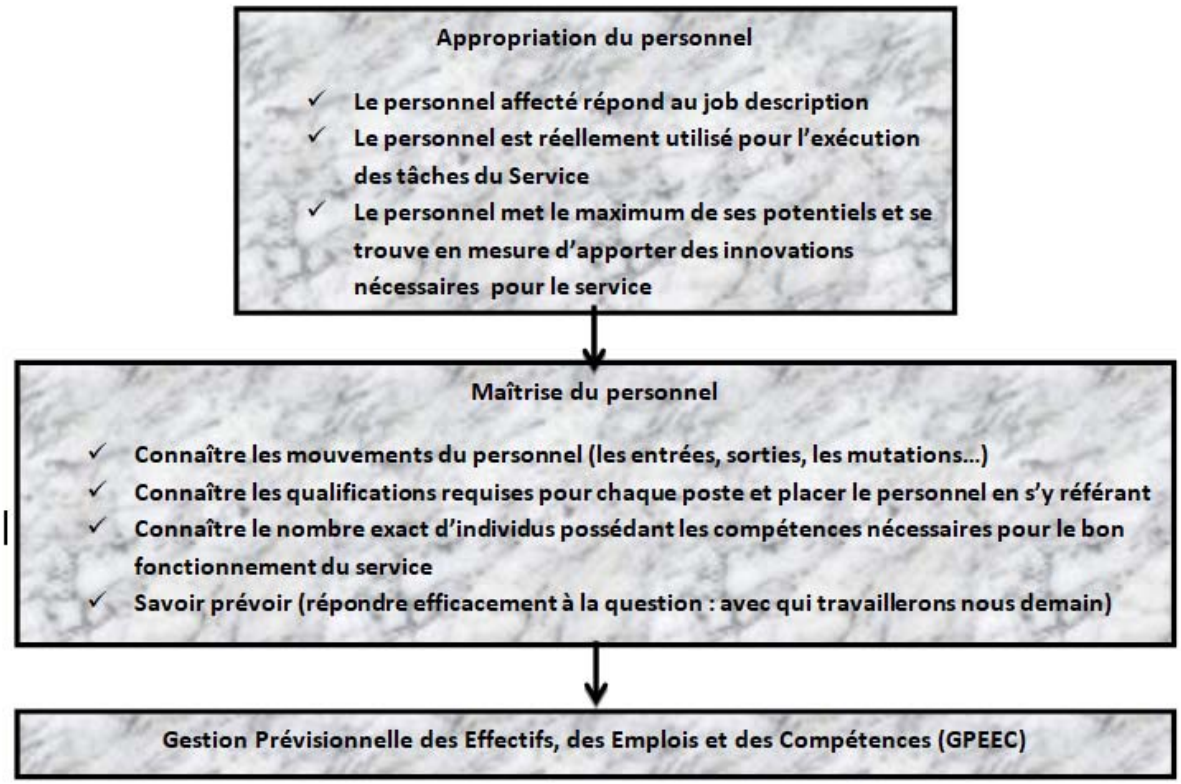

Figure 2.3: Schématisation de la GPEEC au SECOPE

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La Gestion Prévisionnelle des Effectifs, des Emplois et des Compétences au sein d'une organisation est l'une des notions clés du succès, car l'humain y tient une place primordiale. En disposant d'équipes performantes et de collaborateurs épanouis dans leur travail, le service augmente sa capacité d'innovation pour la réalisation de ses objectifs assignés.

Comme dans les entreprises privées, l'intégration de la GPEEC permettra au SECOPE de résoudre ce grand problème de leadership, dans la Gestion de Ressources Humaines, qui se pose dans l'Administration Publique Congolaise, à savoir un nombre important des recrues sans tâches clairement définies au préalable. Elle permettra de développer un véritable vivier de talents pour le service et des leaders potentiels.

La pratique de la GPEEC permettra donc d'avoir les réponses précises aux questions tels que: Quelles sont les entrées et les sorties des salariés, quelles sont leurs évolutions de contrat, quelles sont leurs évolutions de postes et leur mobilité interne, quelles sont les évolutions à la fois personnelles et professionnelles ? La GPEEC permettra de suivre tous ces indicateurs et apportera ainsi un éclairage indispensable à la stratégie de ressources humaines de ce service spécialisé. Il devra être en mesure de faire face aux changements et s'adapter en conséquence.

VI. Conclusion

Au terme de cette étude qui porte sur l'appropriation et la maîtrise des effectifs : éléments de Gestion stratégique du personnel administratif du Service de Contrôle et de la Paie des Enseignants. Laquelle est subdivisée, en dehors de l'introduction et la conclusion, en quatre chapitres dont le premier traite de considérations générales, le deuxième pote sur la présentation du Service de contrôle et de Paie des Enseignants, le troisième concerne le cadre méthodologique, le quatrième chapitre a comme contenue la présentation des résultats et le cinquième chapitre est consacré à la discussion des résultats.

Nous avons poursuivi et atteint, l'importance de l'appropriation et la maîtrise des effectifs dans différentes antennes SECOPE pour une gestion saine et optimale de ce Service en démontrant combien la notion d'effectifs ne peut être réduit simplement au nombre mais bien au contraire elle doit être étudiée minutieusement en tenant compte des toutes les réalités qu'elle referme.

En effet, à l'heure actuelle pour gérer efficacement un service spécialisé comme le SECOPE, il faut tenir compte de la nation du temps, savoir avec exactitude les différentes tâches et leurs exécutions par les agents et tenir compte du délai d'exécution. Pour y arriver l'Appropriation et la Maîtrise des Effectifs est une condition préalable. Car faut-il connaître les compétences et les potentiels de chaque unité (agent) et suivre sa carrière.

Il est désormais établi que, pour des résultats escomptés, le SECOPE doit intégrer une direction des Ressources Humaines en lieu et place d'un service du personnel qui fonctionne actuellement sans une coordination cohérente.

Pour ce faire, nous avons fait appel à la compensation comme approche méthodologique qui consiste à combiner les méthodes quantitatives et qualitatives afin de mieux comprendre le phénomène de notre étude.

Après investigation, nous avons trouvé que l'appropriation et la maîtrise des effectifs ne sont pas appliquées au SECOPE, alors que ces éléments devraient indispensablement faire partie de sa gestion stratégique des ressources Humaines, comme dans toute organisation qui espère obtenir des résultats escomptés.

C'est avec le souci de redynamisation de la qualité du Service de Contrôle et de la Paie des Enseignants que nous suggérons ce qui suit : (i) Que les autorités gouvernementales rendent le SECOPE indépendant, un service autonome qui ne va plus dépendre du Ministère de l'Enseignement Primaire Secondaire et Technique ; (ii) Que les autorités gouvernementales intègrent une Direction des Ressources Humaines au SECOPE, qui dans son volet Gestion des Effectifs, permettra de placer chaque unité dans un poste qui lui permettra de mettre ses compétences en contribution pour la réussite du service tout entier. (iii) Que les chercheurs exploitent les limites de cette étude afin d'approfondir les résultats de la présente recherche.

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Organizational Structure as a Fundamental Function of Effective Management. The Case of Tesla

By Ioanna Dimitrakaki

Abstract- Organizational structure is a construct that has had an important role in terms of the performance of an organization. Therefore, the effective management of an organization has been systematically and consistently linked, with the deep understanding of the importance of the organizational structure and its proper design, or its re-engineering. The external, organizational environment is at the present, so fluid that decisions concerning structure and corporate restructuring have become central.

It has been emphasized that the structural decisions concerning the organizational structure are undoubtedly among the most important decisions undertaken by the leadership. This can be justified, as the organizational structure determines the ways in which overall work and tasks are formally divided, grouped and proper ways of coordinating them, are developed. The structure, therefore, is not something simple. It reflects the theory of each organization, regarding the way it trusts, that the various tasks within, should be separated / grouped, in ways that can efficiency , can be achieved.

Keywords: organizational structure, performance, tesla, performance, productivity, central management.

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It has been emphasized that the structural decisions concerning the organizational structure are undoubtedly among the most important decisions undertaken by the leadership. This can be justified, as the organizational structure determines the ways in which overall work and tasks are formally divided, grouped and proper ways of coordinating them, are developed. The structure, therefore, is not something simple. It reflects the theory of each organization, regarding the way it trusts, that the various tasks within, should be separated / grouped, in ways that can efficiency , can be achieved.

Similarly, it has been argued that the structure of an organization provides the form (or formula), in relation to the success of multiple functions, within the environment (internal and external). The purpose of this paper is twofold:

- on the one hand it is the thorough study of the concept of organizational structure and its impact on management effectiveness and organizational performance
- on the other hand it is, the analysis of a case study (Tesla) and the production of useful conclusions, in relation to the above.

Conclusively, we can tell that the organizations can learn from the study of the specific company, on how the structure can be used in the specific case-where there is a clear vision and an innovative idea. They can also understand how the structure needs to be adapted to produce.

Keywords: organizational structure, performance, tesla, performance, productivity, central management.

I. Introduction

The concept of organizational structure is quite reminiscent of the ongoing debate in relation to Strategic Planning. Programming has been extremely popular in recent decades, where the external environment was significantly less volatile / fluid. In recent years, the most important building blocks of successful Strategic Management are considered to be learning ability, flexibility and adaptability. The initial design, therefore, can serve as a dynamic compass for the development of learning, where the goal is continuous improvement and not the confirmation of initial expectations.

The importance of the corporate structure can be easily understood, as well as the inherent difficulty of its initial design and redesign. An important part of the modern scientific literature of Management, has dealt with the concept of change and the management of internal resistance to it. Clearly, much of the change may have to do with the structure of organizations, in addition to other important concepts such as culture. As already pointed out, the structure concerns extremely important decisions, such as the definition of departments / functions (where various tasks have been grouped) and especially the decisions concerning their communication.

Below, the concept of organizational structure will be thoroughly analyzed and specific types that have been highlighted by a number of researchers / practitioners will be mentioned. Finally, the case of Tesla will be analyzed, which has a special, organizational structure, which is fully harmonized with its organizational goals.

II. Literature Review

a) *Historical background*

Organizational structure is a concept that has played an important role in terms of the performance of an organization (Eze et al., 2017). Therefore, the effective management of an organization has been systematically linked to the above construct, and with the deep understanding of its importance and its proper design, or adaptation. The external, organizational environment is nowadays, so fluid, that decisions regarding structure and corporate restructuring have become of central importance (Ogbo et al., 2015).

Stephen and Timothy (2012) pointed out that operational decisions concerning the organizational structure are undoubtedly among the most important decisions made by the leadership. This can be justified, as the organizational structure determines the ways in which overall work and tasks are formally separated, grouped the and ways of developing coordinating

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schemes. The structure, therefore, is not something unassuming. It can reflect the theory of each organization, regarding the way it trusts, that the various tasks, should be grouped, in ways that can lead to efficiency and effectiveness.

Similarly, Nelson and Quick (2011) argued that the structure of an organization provides the form (or formula) in relation to the combined success of multiple functions within the environment (internal and external). Joris, Brand, Marco and Zoetermeer (2002) concluded that this form of design can be an important factor influencing organizational performance, as there are close links between the structure, the strategy and the performance of organizations.

A first remark may be this - as some tasks can be extremely complex and may affect the whole organization, how these employees can communicate with other departments, can be of great importance. Otherwise there is a risk of unilateral growth of performance, to the detriment of the organization. That is, some tasks that have been integrated into a department may begin to serve the purposes of that department solely, to the detriment of the overall organizational development. This is because currently, job roles are not one-dimensional, and they can affect the whole organization.

A central question, which has engaged the scientific Management, is whether the organizational structure can affect (and to what extent) the effectiveness of management and consequently the performance of organizations.

In fact, this important issue has not been thoroughly studied, according to Ogbo et al., (2015), while it has been studied mainly in relation to large organizations, with a workforce of more than 100 people. McShane and Glinow (2005) argued that organizational structure can affect performance through at least two ways:

- The organizing of the overall effort into distinct tasks
- And the coordination capacity that is developed, so that employees in different departments achieve common, organizational goals and aspirations

The initial grouping of tasks can be a rational process. But afterwards, the ability to monitor/ control the level of coordination between different departments can be one of the most important leadership tasks. In addition to this, culture can affect coordination /communication between various departments, while again leadership must judge whether there is a need for some form of re-engineering.

Child (2005) considered that the fundamental purpose of organizational structure, is to contribute to the fulfillment of organizational goals, through the proper allocation of people and organizational resources to necessary tasks and through the common assumption of design responsibility and authority, over the concepts of control and coordination.

This can be considered as an anachronistic view, where the emphasis is on control and not on the soft leadership skills of an organization. In addition, something very important is: that the need for adaptability, flexibility and continuous development in terms of knowledge, requires the consideration of other factors, which may relate to the concept of structure. Structure is therefore (although extremely important), not a static construct, but should be conceived as having a dynamic character, as part of the process of evolution of knowledge within organizations.

Similarly, the structure of an organization not only affects productivity and economic efficiency, but also the employee morale and the job satisfaction (Eze, O. Bello & Adekola, 2017). This may mean that there should always be a long-term orientation- even if the current structure favors financial results, when it negatively affects job satisfaction / commitment, it should be re-evaluated. It is accepted here that job satisfaction is a central factor influencing long-term, organizational success. It is also worth exploring the indirect role of structure in employee satisfaction. The grouping of tasks and the strict compliance to the structural rules, can lead to the suppressing of important creative forces. For example, a person from one department can think of a customer solution to a problem, which can involve the communicating and exchanging information with people from different departments. If this is not possible (for various reasons), many things can occur:

- Initially the employee can consider that there is no possibility of personal development (as his thoughts, that can benefit both himself and the organization, are not externalized). So he/she may feel that there are objective limitations to his/her personal development, which may affect the levels of motivation and satisfaction.
- The employee can begin to internalize/ perceive the organization, as discrete channels, which can lead to various issues. The organization must have consistent messages, which must not depend on how each employee conceives his department, in relation to the rest

Perhaps the most important element so far is the following - the initial grouping of tasks is not as important as the development of flexibility and tolerance (a matter of leadership and culture) in matters of internal communication. This flexibility can lead in the long run, to structural restructurings, which in the case of external evaluations and consulting companies, can lead to internal resistance.

Wolf (2002) emphasized something very important - that structure not only shapes the capacity of the organization, but also the processes that affect

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performance. The important thing here is that the design of the structure can relate with a plethora of scientific schools of thought, which give primary attention to the processes, to the performance of systems, etc. It can be argued that at a deeper level, these schools of thought have adopted the positivist model of research philosophy, where social reality is considered largely measurable and, above all, modellable. It may seem obvious to the average reader that organizational structure and the division of tasks are obviously important (which they are), but what is missing is the understanding of the static nature of these structural decisions.

In addition, as the environment evolves so rapidly, questions arise, such as the following:

- How often should the organizational structure be reviewed?
- What constitutes a successful structure?
- Is it a matter of linking the construct, with performance?
- And if so, with what aspects of performance?
- External (profitability, efficiency, market shares, etc.)
- Internal (satisfaction of core interest groups (customers, employees, suppliers, etc.)
- Or a combination of the above?
- How is the structure related to the core capabilities / aspirations of an organization? For example, if an organization seeks to achieve innovation, how is the structure dynamically evaluated in relation to the achievement of innovation (which is a completely dynamic concept)

There are many studies that have measured the effect of the organizational structure on organizational performance, and have highlighted the role of establishing authority and building trust. And these are very important elements, as in an organization, the vision may not be understood at once, and those structures are needed in the sense that they can instill confidence, so that there is a uniform direction, until there is a deeper change of thought. The complexity of the concept of organizational structure is already apparent. The structure can be a barrier in regards to positive change (if it is too strict and creative communication is not favored), but it can also be the means of safeguarding a long-term vision, which can have long-term positive results for everyone within the organization.

But even here, the frame of reference/ context must be considered -Tesla is not the same case (which will be analyzed below) as a Greek, small and medium enterprise, where its strict structure does not allow the release of creative forces.

Chegini, Yousefi & Rastad (2013) agreed that productivity is a very important variable for an organization and that the main goal of any organization is to do what is required to ensure the highest level of productivity. According to Chegini, et al (2013), performance is one of the most essential and crucial issues for all organizations, and that through achieving productivity, all organizations can benefit from the resources and facilities, in order to achieve advantages.

It is considered as important, to address the development, of the two main, views of contemporary management. The first has been named RBV (Resource based view-) and the other KBV (Knowledge based view) (Barney, 1991). Both views have as their primary concern the acquisition of a sustainable, competitive advantage.

The first school of thought, essentially states that every organization should focus on resources that will lead to the development of rare organizational capabilities (difficult to imitate), such as structure, workforce capabilities , etc.

The second view, refers to knowledge as the rarest, free of imitation resource, and therefore considers all the above to be means of developing an organization's ability to develop its knowledge, which ca be the ultimate way of achieving a sustainable, competitive advantage. In addition, it emphasizes the need for coordination between the departments (important dimension of the organizational structure), the development of strategic alliances outside the organization, etc. (Grant, 2015).

Lately, organizations in an effort to adopt the best type of structure in order to achieve maximum performance have encountered many problems. Also many organizational weaknesses may be related to an inappropriate structure, chosen to achieve a specific goal. An appropriate structure depends on both the type of tasks to be performed and on the environment in which the organization operates (Bolman & Deal, 1997). Different structures can provide heterogeneous consistencies and weaknesses, and it is therefore important to find a structure suitable for achieving the desired result on the basis of attaining stability and predictability (Mintzberg, 1983).

The problems faced by organizations in choosing the appropriate forms of structure are related to the recent shift from authoritarian to decentralized structures, which emphasize job empowerment, the inherent inability of managers to identify the best form of structure, the difficulties of adapting employees to existing and changing structures and the difficulty of maintaining a stable structure in the midst of an ever-changing, working environment.

Therefore, as human resources have been considered the most important organizational resource (something related to the dominant RBV-KBV views) and the environment has become extremely fluid, the design of the organizational structure has become more complex. Modern decentralization needs must now be taken into account. Empowerment, as well as the dynamics of both the external and the internal

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environment, must be considered, in order to design new" internal realities". As the customers satisfaction has been consistently linked to employee satisfaction, all the above must be seriously considered.

A number of researchers have identified significant and positive relationship between organizational structure and performance (Chegini, et al, 2013; Rajaeepour, Azizollah, Mahmoud & Shokouhi, 2012; Teixeira, Koufteros, & Peng, 2012; Csaszar, Stephen , Arbor & Michigan 2012).

In the scientific literature, researchers have agreed that performance is a major issue in most organizations and have utilized a number of organizational structures, such as the flat structure, the tall structure, the Matrix structure, the geographical, the bureaucratic etc.

These structures are expected to lead to different results, depending on resource utilization capabilities. However, there have been no consistent results, which may mean that the concept of the organizational structure of an organization needs further understanding. In addition, it may mean that the concept of organizational structure should not be approached statically (as something that will de facto lead to positive results), but dynamically(as something very important that requires constant revision, by the core groups of the organization (leadership, employees, etc.).

b) Definitions of the concept under study

The structure of an organization can be defined simply as the set of ways in which tasks (total work) can be divided into separate groups / units and then both coordinated and aligned / integrated (Bernd &Venohr, 2007). It is therefore the map of relationships, based on which an organization can coordinate the actions/ thoughts of experts with the rest of the staff (like a "maestro") (Thompson, 1967), while providing the basis of the organizational functioning(Mohammed& Saleh, 2013). From the above definition, it can be said, that the structure does not simply affect the functions, but also the relationships that develop within the organization, something that can have a huge impact on its performance.

Organizational structure institutionalizes how people interact with each other and how communication flows are regulated and power relations are defined (Hall, 1987). It also reflects the organization's choices regarding the value of various choices (Quinn, 1988) and provides an invisible link between social and psychological needs (Rezayian, 2007). Essentially, structure reflects the theory of management, in relation to the combination of a series of psychological and social, deeper needs.

March and Simon (1958) argued that structure is concerned with behavioral patterns that change slowly, thus offering high levels of clarity and stability. This is a very important point of view, as it essentially states that the most consistent elements of human behavior must be taken into account when designing organizational structures (these can relate to the deeper management theory of things).

According to Owolabi and Kingsley, (2007) an organization is a social entity, which separates from its environment, and pursues its own goals, trying to control its own performance.

For managers and management, the term organization implies and presupposes a formal intention, that has to do with building job roles, based on each position. It is therefore implied that from its inception, an organization is concerned with trying to control the distribution of the various roles (Blessing, 2008) (although this may not take into account the dynamic nature of the evolution of the roles, organizations and audiences).

Akande and Ojokuku, (2008) described organizational structure as the result of the effort of a group of people who took a formal position to achieve a specific goal. Also that it is an institution (or tool), which allows society to draw from the achievement of goals that could not be achieved, solely through individual action. The structure is therefore a necessary by-product of the effort to achieve common goals, that cannot be achieved individually.

Nwugballa, (2011) has long been opposed to proprietorship. He spoke about the coordinated effort of many people, to achieve something common, leaving aside the definition of tasks, the establishment of evaluation standards, the various lines / levels of power, etc. He stressed that the absence of all this can lead to a reduction of conflict and internal "confusion".

Therefore, the author who goes totally against the trend of control, of the a priori distribution, the development of power grids, etc. This view may be rare, as no similar views have been heard between the old / traditional view (of control) and the modern one (empowerment of employees, provision of autonomy, etc.).

Ranson (1980) argued that structure is a complex mean of gaining control, through the application of a framework of rules, roles and power relations, which seeks to empower predetermined goals, allowing specific types of behavior, enhancing commitment between different groups and emphasizing the element of obligation, where necessary.

(forthose who reject the claims implied by the framework). In the same context, Underdown, (2003), talked about controlling, coordinating and mobilizing existing subordinates, in terms of organizational goals.

III. Types of Organizational Structure

For each organization there are structures of different forms, and each collective form of design and

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implementation of specific types can lead to different results, in terms of organizational performance.

Each administration must create its own organizational structure for the effective management of business activities. The term "organizational structure" has become very important in the business world today, and something that should not be overlooked, is that the word organization primarily refers to a physical structure (organism), which is divided into different functions, and where there is something that unites the various parts. It can be about defining the relationships between them, the existence of a common, underlying vision (which is not always conscious), the existence of responsibilities, etc.

Organizational structure can be considered as the rules that govern the relationships between individuals or groups trying to achieve the goals of an organization. In a business / organization of any size or complexity, employees' responsibilities are often determined by what they do, who they are accountable to, and who their supervisors refer to. Thus, according to Kuye, (2004) (in Jones, 1995), structure is the formal system of work and the definition of reference interactions / relationships that determines how employees use resources to achieve the goals of the organization. .

The above definition shows that the structure is a necessary element for conducting business activities, as there must be ways of arranging the utilization of organizational resources, to fulfill the desired goals. From this arrangement, different sequences of relationships between individuals or groups of individuals can emerge, depending on the importance attached to each task in relation to achieving the goals.

Drege, (2013) added that the concept of organizational structure may not be so relevant when small groups of individuals operate, but it becomes extremely necessary when a large organization operates and different rules need to be defined.

The organizational structure must find ways to ensure that information flows from one level to another, in efficient ways. Muo & Muo (2007) in their book referred to Robert Duncan who defined structure as a model of interactions and ways of coordinating the technology, tasks and human elements of organizations, to ensure the fulfillment of its organizational mission.

Chegini et al, (2013), found that the dimensions of the concept under study are complexity, formality and centralism. Rajaeepour et al, (2012) divided the concept into two hierarchical levels -the first one, the mechanical structure, consists of the dimensions of complexity, formality, centralization of planned behavior and regulation. The second level, the organic structure, includes the dimensions of decentralization and flexibility. Teixereira et al, (2012) reported the dimensions of centralism, the existence of a flat structure, the tendency for specialization and horizontalization.

a) Basic elements of an organizational structure

Five key elements can determine the success of an organizational structure (Sweet process, 2022).

These items include:

- The breadth of control - if for example there are ten employees under the control of a manager, the range of control of this manager is set at 10. Managers with a relatively limited range of control can be more humane with the staff and exercise high levels of "quality" control". The downside is that they can get too involved with the staff, negatively affecting their creativity. The opposite happens in cases of greater control. Staff tend to be more independent, as they may have specialized knowledge, and experience. However, managers may face a greater workload and finer management skills, may be required. The scope of control can be influenced by various factors, such as: the size and nature of the organization, the nature of employee work (complex roles may require stronger supervision), the level of skills of the manager and the employees (managers with high levels of management/ coaching skills, can manage more employees)
- Segmentation - the process involves the division of tasks. Each department specializes in different functions. For example, in a law firm there is a marketing department that is responsible for designing strategies in relation to attracting new clients, an IT department etc. The best way to create departments is to evaluate resources in conjunction with needs
- Hierarchy - refers to the hierarchical order. CEOs are responsible for overall performance and the decision-making process. The management develops goals and aspirations that support the mission, while the managers execute the plans, structuring them in simpler work activities.
- Job specialization - refers to the degree of division of tasks. The main advantage is that it helps employees to develop specific skills, while the disadvantage is that there is a relative limitation and a lack at the level of "eye-opening the horizons". Employees may feel bored and reduced levels of commitment, satisfaction can occur, etc. (as there are no opportunities for self-fulfillment and self-development
- Centralization and Decentralization - centralized structures can concentrate power in one person. The CEO, for example, can make the most important decisions. In these structures, employees cannot challenge organizational policies or be actively involved in the decision-making process. On the other hand, employees can make

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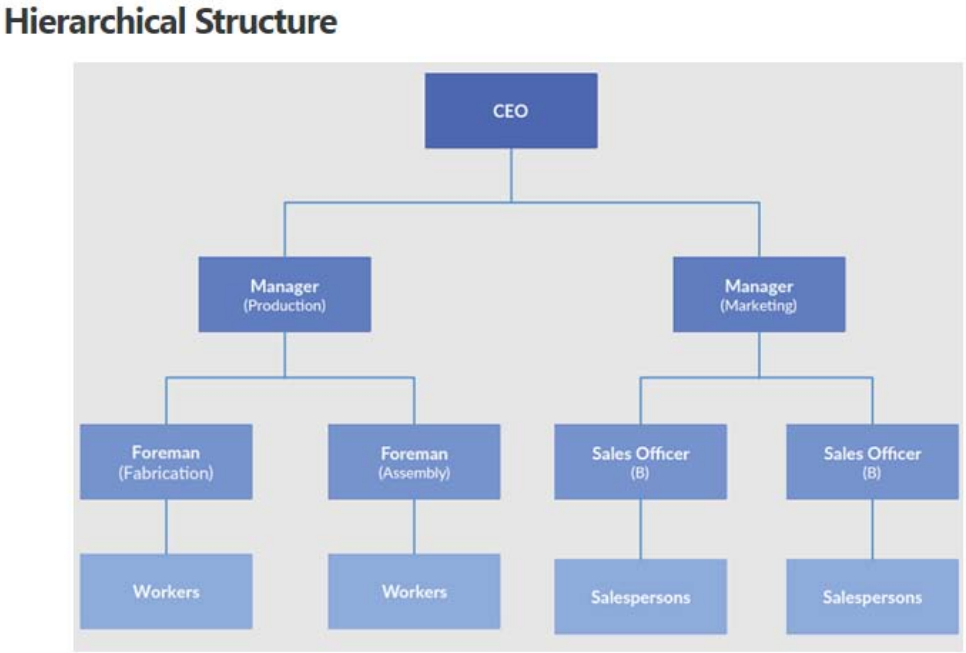
suggestions and express their concerns about key issues of the organization and its course.

Below the most important types of organizational structure, are schematically presented

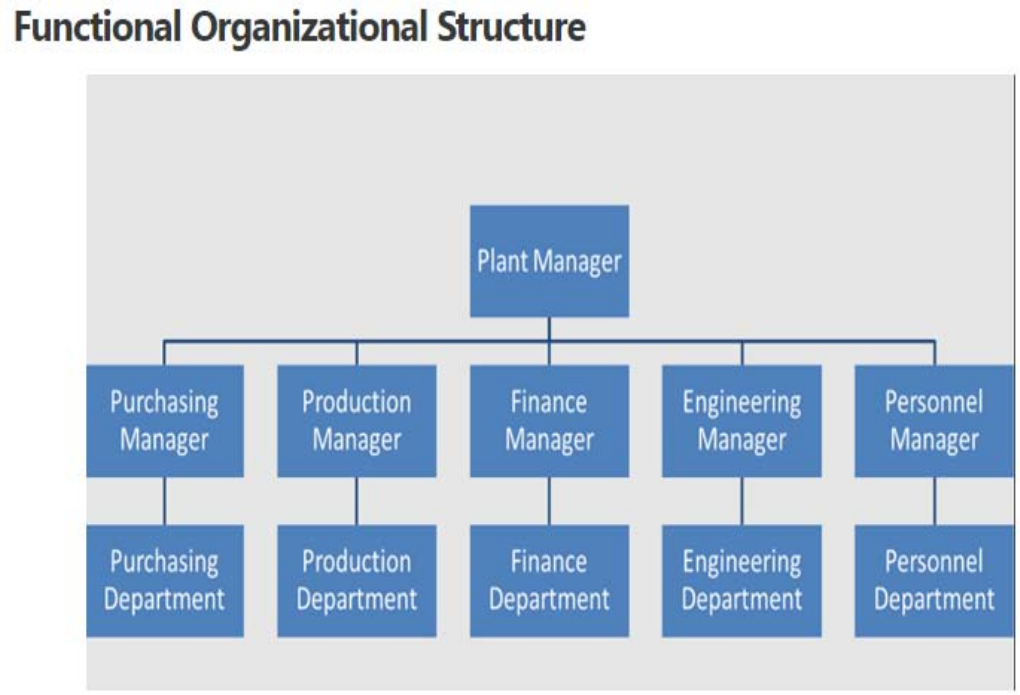


Source: Sweetprocess, (2020)

Image 1: Hierarchical, structure

In the hierarchical structure, there is a clear "path of orders" and centralization of decisions (the company under study has this structure, as will be seen below). There can be a very high degree of development, but also a high degree of insecurity among employees.

A hierarchical structure therefore ensures the supervision of the lower positions and their control by the upper echelons.



Source: Sweetprocess, (2020)

Image 2: Functional structure

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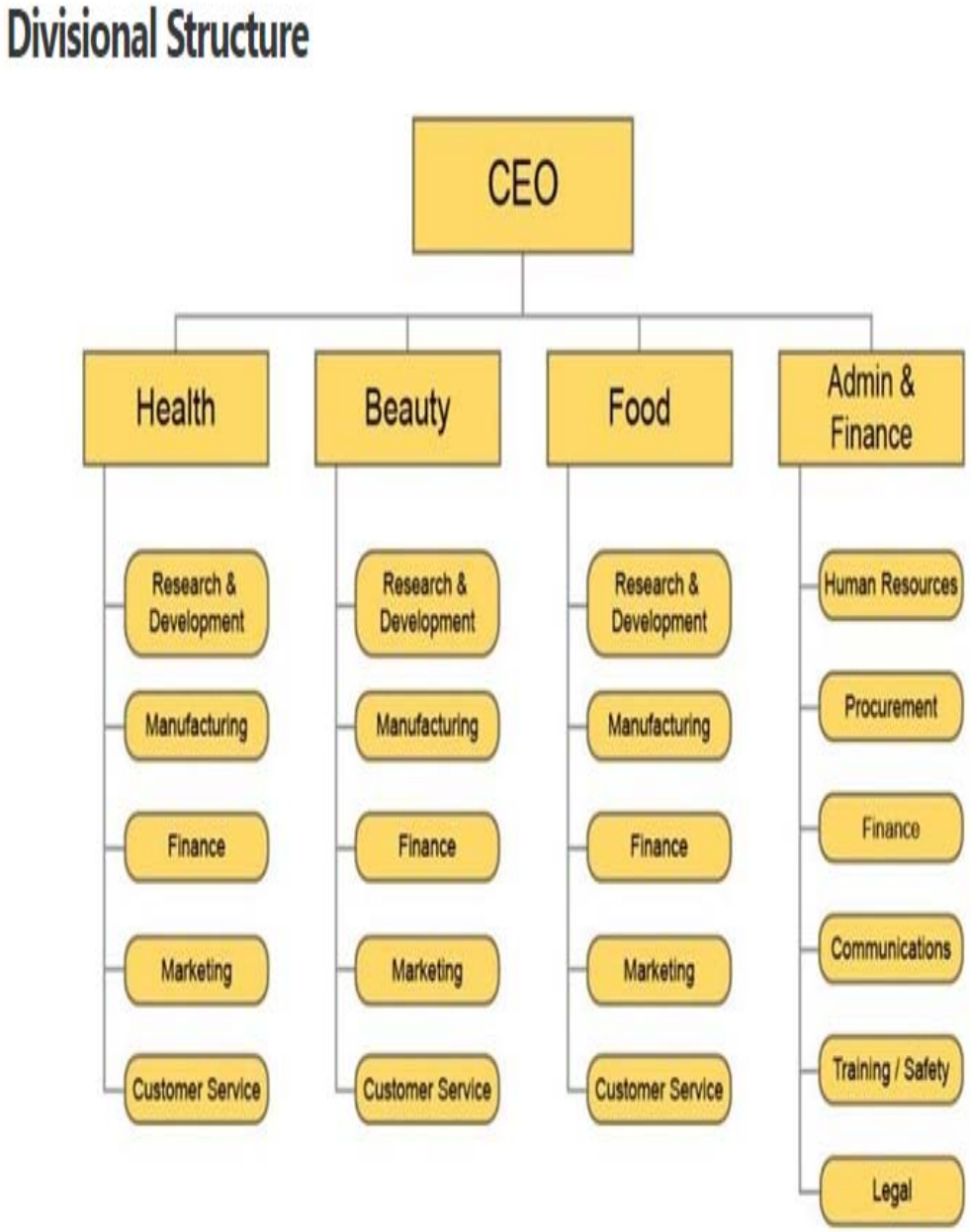
The functional structure can be used successfully by small and medium enterprises / organizations. It implies that employees repeat the same tasks, under one department, and there is a relative specialization. It can enhance efficiency and speed, but a small degree of fruitful communication and collaboration is expected between departments, while rivalries and lack of trust can develop.



Source: Sweetprocess, (2020)

Image 3: Divisional structure

It is similar to the functional one, while it tends to work better in multi-brands companies. It can create synergies, by product category, but it can also lead to competition between categories and the situated groups of influence.

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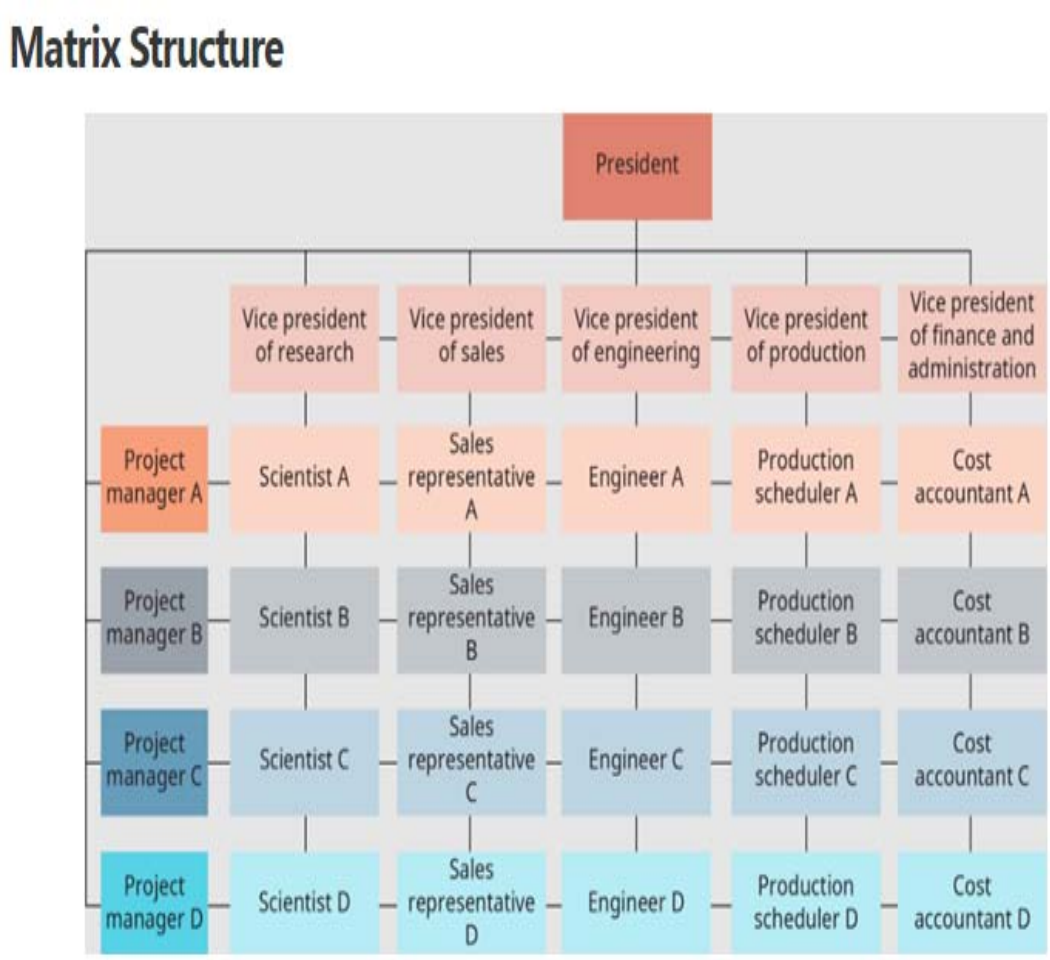

Source: Sweetprocess, (2020)

Image 4: Matrix structure

In this case, there can be a mixed approach, where the positives of functional structure and product categorization coexist. Usually the structure is temporary and concerns specific projects.

IV. Company Profile (Tesla)

Tesla is one of the few companies in history that has managed to excite the investing public so profoundly and so quickly. The company used a different, innovative philosophy and technology basis from the beginning, in order to design and build a new generation of environmentally friendly, electric vehicles. In June 2010, Tesla went public. And it became the first organization in its field, since 1956, with a starting price of $17. A big role in the success of the company can be credited to its founder, Elon Musk. In 2002 he founded Spacex, which aims to build spacecrafts to offer paid space travel, and in 2003 co-founded Tesla. He has a very interesting route and persona (which has attracted the media and social media), while his ambition is to create a colony on Mars (Pazopoulos, 2014).

In June 2014, Musk announced the release of Tesla patents. He justified the decision by saying that people are not moving fast enough in terms of vehicles that adopt low emissions, even though environmental issues such as tackling climate change are pressing. He stressed that "the real competition is not from the electric cars of other companies, but from the petrol ones". Musk believes that speed is the key to success and that as long as Tesla continues to invent new things, it will stay ahead of its competitors. The company's future is no longer based on patents, but on its ability to create economies of scale, while mass producing. This is undoubtedly a revolutionary decision, as many organizations rely on patents as a vehicle for innovation (for example, pharmaceutical companies).

Tesla's plan was to “break” the life cycle of technology products, initially offering an expensive product aimed at affluent buyers (a common tactic in the global technology industry) and once the market matures and production capacity increases, it can reach the benefit of scale economies, in order to enter the mass market at lower prices. For example, Tesla announced plans to partner with Japanese company Panasonic to build a battery factory. Therefore, the strategy of the company under study was innovation in

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terms of increasing production capacity and overcoming the classic cycle of technological products. What was achieved was that relatively cheap cars were quickly made available to the average consumer, cars of excellent quality and of a very high standard of technology.

V. Research-Analysis

a) Organizational structure of TESLA INC

Tesla, Inc. has a structure that supports continuous, organizational development. In the case of Tesla, the structure has taken a traditional form, taking into account the administrative focus and control, as well as the rational operational expansion in the global market. As stressed, the company's goal was to innovate in something that has never been done before - to make high-tech products more accessible to the average buyer as quickly as possible.

The effectiveness of Musk's leadership depends on the ability of the organizational structure to support the implementation of new strategies for the development and improvement of business operations. The company has optimized its ability to implement new strategies and manage its business activities, through its structure, which also affects organizational change.

Tesla's structure creates capabilities that allow for strong control of the company, despite its growing international operations, and despite the fact that growth can increase complexity and challenges. For example, global expansion requires a broader commitment of senior executives, in terms of emphasizing and clarifying the corporate strategy and the direction it should take (Kontra and Theofanidis, 2014).

Tesla has a functional or U-shaped organizational structure. The structure of this form uses the organizational functioning as the main determining factor. For example, the company has one group of employees for engineering, another for sales, etc. Some features of other types of organizational structures are also present in Tesla, although to a lesser extent. In this case of analysis, functional-based grouping of tasks, is the most relevant structural feature in terms of categorization.

The following features are important in Tesla's structure (Kontra and Theofanidis, 2014):

- Functional hierarchy
- Central Management
- Departments

Functional Hierarchy - The most important feature of Tesla's structure is the hierarchy based on global operation. This hierarchy includes functional groups that oversee domestic and international practices and operations. This feature is commonly seen in traditional organizational structures, where the goal is to ensure strong control over operations. The following nodes guide the global hierarchy:

- President & CEO
- Funding
- Technology
- Global sales and services
- Engineering
- Legal

Central Management: The focus of concentration is the strong control over the entire organization through the decisions produced by a core team. The heads of the offices are the headquarters of the company, which directly control all operations. Under this structure, the company has little support for the autonomy of its regional or global offices. Headquarters make most of the decisions.

Various departments: This feature of the structure focuses on the extent of geographical or other types of parts in the Tesla automotive industry. These sections are used to implement different marketing strategies and campaigns and to organize financial records and reports.

The main parts of the company in its organizational structure are (1) the automotive industry and (2) the production and storage of energy. These divisions are less important than the hierarchy based on the functioning of the organization.

Finally, the company is vertically integrated, which means that it produces its products in Gigafactory, while it has direct distribution channels (Tesla online stores and physical stores of the company) (Fourweekmba, 2022).

VI. Conclusions/Suggestions

Tesla has benefited from its structure in terms of effective control of its operations worldwide. Another advantage is the ease of implementing new strategies throughout the organization. As there is not enough decentralization, important decisions can be made and implemented quickly and efficiently, without friction. The various departments of the company around the world, support the central management, through their reports and the analyses they provide. In these ways, the company under study can grow internationally and enhance its competitive advantage. But the following must be understood - the company under study is an extremely rare case, where its vision and strategy, from the beginning, was "so ahead of its time", that all that remained was the practical implementation. Therefore, the centralized nature of Tesla's structure can support the fulfillment of its vision. It is uncommon for an entrepreneur to grasp the idea of breaking the life cycle of new technology, and aim to achieve efficiency, to support a highly innovative idea. Usually, organizations are either innovative or efficient, and the above combination is rather, extremely rare.

Organizations can learn from the study of the specific company, on how the structure can be used in

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the specific case-where there is a clear vision and an innovative idea. They can also understand how the structure needs to be adapted to produce heterogeneous aspirations, such as continuous production of innovation, etc. As it turned out, Tesla relied on a traditional model, with low working autonomy. But this requires the existence of an "enlightened leadership" (with a specific vision, etc.), which is extremely rare. This case must be understood by the average organism, as an extreme case, "or as the average physicist approaches Einstein". It should not be an example of imitation, but of course it should be studied in depth, so that there are valuable lessons.

VII. Epilogue

Building an organizational structure is a fluid and extremely complex process. A deep understanding of the organization can be the key to choosing a structure that allows better communication, transparency and accountability, as well as effective monitoring of management processes. The size, resources, mission of the organization, as well as variables related to human resources, must be taken into account, in order to understand and familiarize all executives with the aspirations of the organization and the roles they are called to adopt.A weak or mismatched structure can stifle work, on a deeper level, which over time will affect the organizational performance. As noted, the structure may involve combinations of different capabilities, levels and resources. It can concern and connect different people, from maybe different countries, cultures etc.

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Certificate, LoR and Momento **2** discounted publishing/year **Gradation** of Research **10** research contacts/day **1 GB** Cloud Storage **GJ** Community Access	**Certificate,** LoR and Momento **Unlimited** discounted publishing/year **Gradation** of Research **Unlimited** research contacts/day **5 GB** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**Certificates,** LoRs and Momentos **Unlimited** free publishing/year **Gradation** of Research **Unlimited** research contacts/day **Unlimited** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**GJ** Community Access

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We typeset manuscripts using advanced typesetting tools like Adobe In Design, CorelDraw, TeXnicCenter, and TeXStudio. We usually recommend authors submit their research using any standard format they are comfortable with, and let Global Journals do the rest.

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Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

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The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.



Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, “What words would a source have to include to be truly valuable in a research paper?” Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

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Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

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3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

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7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

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Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

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Approach:

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Approach:

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Content:

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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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