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AN EMPLOYEE SERVICES MODEL: MORALE AND SATISFACTION

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ABSTRACT

The Raube manuscript was used as a secondary source to obtain a historical perspective about important factors that influence employees. Included in this assessment was a perspective from employees, management, and unions. This type of analysis is essential to understand the relationships between management and employees and be able to develop a model of collaboration and cooperation from both perspectives.

It is obvious that diverse factors are important during different time periods. It is essential though to understand the different time periods and their influences. This type of information will provide a longitudinal perspective and a better understanding of the evolution of factors that affect morale and satisfaction now and in the future.

The purpose was to develop a model that reflects past, present, and future influences upon employee morale and satisfaction. The problem with most studies is that they are descriptive and do not reflect upon the root causes. This type of understanding is essential to developing an approach that has longitudinal applications.

Key Words: Morale, Satisfaction, Employee Services, Maslow, and Blake and Mouton

INTRODUCTION

Success in organizations is often related to a well-paid, trained, and motivated workforce. This is not a static process but is dynamic and must be constantly evaluated and changed. The achievement of success often is an investment in employees which results in greater productivity and profits. (Employees throughout the manuscript means members of the organization at all levels.) This expenditure leads to a competitive organization that will increase its position in the marketplace. Even though the elements described seem simple, it is a process of effective strategies and leadership from management that determines success. This does not negate success based upon positive environmental conditions that influence demand. Good strategic planning and the ability of the leadership and employees within the organization to respond or change in a short period of time create opportunities. These opportunities also depend upon creative responses to changing conditions and the ability to use a contingency approach to management philosophies. This means that the organization must have a common goal and not be attached to one management philosophy that has brought success under previous conditions and situations.

The elements that influence satisfaction must be defined as companion variables that are a codependent on morale. Morale is the cognitive and emotional enthusiasm and loyalty toward an organization. It is very closely tied to emotional intelligence. Satisfaction should be viewed as an outcome of morale. Employee satisfaction is an assessment of members' contentedness and commitment to work and its components. Measurement is in term of cognitive, affective, and behavioral outcomes.

The key element is the relationships between leadership and employees (Members of the organization at all levels). This can best be expressed in terms of the development of a member's morale and satisfaction. Satisfaction is a primary element in the achievement of greater productivity and profits. One of the operations that can help achieve this satisfaction is employee services. Employee services can be defined as (There are many definitions of employee services. This one is being used because of its positive relationship positions):

Non-negotiated benefits not required by employers or employees which show a caring and a concern for each other.

This basic caring is the dimension that helps create employee morale and satisfaction.

PURPOSE

The purpose of this manuscript was to assimilate the data from the first study and to use this as a baseline to develop a model for analyzing morale and satisfaction that is represented of past studies and a framework that can be used for the development of present day and future programs. This is a difficult and complex task that must be reflective of all levels of the organization. This has stated previously involves a contingency approach to philosophies that can be used in different settings. The management repertoire cannot be restricted to one philosophy. One of the characteristics from the previous analysis of the article was that a particular philosophy was the dominant element used to structure operations at all levels. This does not suggest that such an approach did not work or will not work in the future. Since a contingency approach has been adopted, there is more than one model that may be developed. The primary question is which model is the best fit and helps explain employee service relationships. The selection of the best model is in its application and its effectiveness.

MODEL

In trying to find a conceptual framework that will work with helping to understand employee morale and satisfaction, two different systems were isolated: Maslow and Blake and Mouton. Many of the models that have been used are based upon a content approach, which works well for a particular period of time. Basic interests fluctuate and change through time. This is the problem with the content model because it has the ability to reflect on one set of conditions that influence change. A process approach is a better model because it relates to core processes. These core processes do not change, but it is the expression of these processes that must be understood and translated. Maslow and Blake and Mouton are basic approaches that are core process based, which is less influenced by trends. These are not new systems but are derivations of theories from the 60s. They have both been well discussed and researched. The basic question is how they apply to business models for application to help understand morale and satisfaction. If the Maslow framework is used as a superstructure and the Blake and Mouton used to define the relationships, this provides a model for helping to understand employee morale and satisfaction. Maslow's primary focus is on the individual development toward better

performance. It allows for stages which are hierarchically based upon layers. Blake and Mouton provides a perspective on how the individual fits into the organization based upon their relationships.

Maslow hierarchy was modified for this study. The system is primarily individual oriented. The modification recognizes that some of the motivation for the individual's behavior is "other directed". This is the responsibility of the individual toward other individuals and the society. The following is the modified Maslow typology:

Physiological/Health- self/extrinsic motivation/awards for skills/orientation toward the individual (Blake-Mouton)/Need to be completed before achievement can occur.

Safety- Self-interest including family-significant others /extrinsic motivation/awards for skills/orientation toward the individual (Blake-Mouton)/primary concern is security and well-being.

Need to Belong and be Loved-Social development (Immature)/intrinsic motivation/awards for organizational contribution (process not an end result)/orientation toward the organization (Blake-Mouton)/ desire to achieve and be involved in the processes of organization/identification with organization.

Esteem-Social development (learning how to relate to others)/ intrinsic motivation/awards for organizational contribution (end results)/orientation toward the organization (Blake-Mouton)/affiliation with organization/achievement based upon end results.

Self-actualization I-Social development (Mature)/formative leadership/ intrinsic motivation/awards for organizational contribution (end results and products)/orientation toward the organization (Blake-Mouton)/ seeks to achieve advanced position/wants to become star in organization.

Self-actualization II-Social perfection/mature leadership/intrinsic motivation/awards for community service or organizational service/orientation toward the organization (Blake-Mouton)/outcome and success focused /has important position, but desires growth.

“Other directed” I: “Other directed”-social recognition/minimal service/manipulative leadership/ intrinsic motivation/awards for community service or organizational service/orientation toward the organization (Blake-Mouton)/concerned about image /responds to normative processes/larger perspective of self and organization.

“Other directed” II: “Other directed”-active service/compassionate leadership/ intrinsic motivation/awards for community service or organizational service/orientation toward the organization (Blake-Mouton)/cares about individual/self-sacrifice/relates service to causes.

“Other directed” III: “Other directed”-spiritual motivation/self-sacrifice leadership/ intrinsic motivation/awards for community service or organizational service/orientation toward the organization (Mouton Blake /extremely compassionate/fiercely loyal/emotionally involved.

The Blake and Mouton system assesses concern for people (Individual Outcomes) and a concern for production (Organizational Outcomes). This is a system that incorporates both the individual and the organization in a typology that examines the relationships. The graphic of the Blake and Mouton is in Appendix A.

In order to understand the system, the various positions on the scale must be recognized in terms of quantitative relationships that affect individual and the organizational positions:

A score of 1 (Organization), 1 (Individual) shows a low concern for the organization and a low concern for individual. These are people who are putting in their time and have no focus on themselves or the organization. The outcomes are random and are often dysfunctional and destructive.

A score of 1, 9 show a Low concern for the organization and a high concern for the individual. These people have a more indirect management style. This is a laissez-faire leadership style. These are individuals that seek approval from an internal or external group. They move away from conflict. They enjoy the benefits of the organization but not the responsibility. The organization often suffers because the goals of the individual are more important than the goals

of the organization. These personal freedoms result in random outcomes, which can be positive and negative depending upon the atmosphere created.

A score of 9, 9 show a high concern for the organization and a high concern for the individual. These are team players and offer a balanced approach to the achievement of both the goals for the organization and the individual. These individuals form a caring relationship with the employees and develop a concerned relationship with leadership as a result much can be achieved through motivation. These individuals also have a sense of duty and responsibility to the organization to achieve the goals of the organization. These leaders are very effective.

A score of 5, 5 show a medium concern for the organization and individual. This is an individual who is very strategically oriented and moves from one position to the other. These employees have achieved a position in the organization and know how to manipulate the organization and individual. They have great strategic ability to shift as needed under conflict in times of crisis. Their concern shifts based upon the conditions and situations.

A score of 9, 1 shows a high concern for the organization but a low score for the individual. This is an individual who has direct management styles. Very concerned about organizational goals and will pursue any strategy at the expense of the individual. Discipline is the management tool. The means justify the end to achieve the goals of the organization.

When these two systems are combined they provide a conceptual framework for the development of a perspective that gives rise to potential understanding based upon motivation, which is one of the keys to morale and satisfaction. It must be recognized that an organization has to have collaboration and cooperation to achieve its objectives. It is the proper motivations for the organization and the individual in order to achieve its maximum potential. Any deviation from this will be dysfunctional and cause the organization and individual to only to achieve a percentage of its organizational potential. Both the organizational and the individual and goals must be met and they are not mutually exclusive.

PERSPECTIVE

Maslow basically provides insight into the growth and development issues of the individual and where they are in relation to the organization. This is a dynamic process. The primary issue is what affects the growth and development of the individual both inside and outside the organization. Many times the environment created by the organization has a direct impact upon these processes. Blake and Mouton sets the interactive relationship between the individual and the organization. It is a dynamic system that reflects relationship changes. The primary question is what affects the change. The secondary question that is really not answer by the Blake and

Mouton is the relationship effects upon the individual and the organization. This often is hidden question and there are many spurious perspectives that are provided. This does not suggest that Blake and Mouton could not be used in an adaptive capacity to analyze this type of question.

One of the primary issues is how meaning/significance /importance to the individual is created and in what amount. Often, this element is associated with life processes and is directly influenced mostly by factors outside the organization. This often is expressed in terms of life satisfaction. How the individual has developed in relation to factors that are important in a person's life is the critical issue. The primary question is how the organization relates to these factors that have developed importance to the individual. This is not suggesting that the organization does not have a direct influence. It only raises the question about the approach to understanding the employee from a life's perspective, which includes the work issue.

One of the assessment methods that addresses this issue is important/performance. An item is listed and the individual is asked to rate on a scale how important an issue is and what is the performance in relation to the organization. This gives an indication of the saliency of the issue and then the performance or influence of the institution in determining the impact.

Those programs that have been successful relate to the employees through some type of meaning and caring. This can be a negative as well as a positive influence. Hopefully, positive influences have a greater impact. Usually, those management philosophies that use a negative influence only have a short influence and do not have a sustained impact. Those that are positive and relate directly to the meaning of the employee establish a culture that is pervasive and has positive influence throughout the entire organization. The key is finding a way to assess and relate to the changing environmental influences of the society. It is essential that the process of relating to employees is a dynamic interchange with the societal trends. Many times the effective leadership has had the ability to sense these changes and adjust with the times. There have been many failures and this has been a direct result of not being able to negotiate changing times. It is essential that an organization have an effective assessment process to identify the important changes and how they influence the organization. In a historical book, "Built to Last" that identified those organizations that outperform the Standard & Poor's index through time found that establishing a culture is the important variable. There were two types of successful operations that outperform the Standard & Poor's index: evaluations were made between visionary and comparison companies. Those companies that had perspective and could anticipate change were the ones that had the better levels of performance.

NEEDS ASSESSMENT

In order to gain perspective, it is important to begin with a needs assessment of both employees and management. As outlined above, it is trying to make the connections and understand the objectives and goals of both management and employees in a collaborative and cooperative system of mutual caring to achieve success. As the needs of the individual and the organization change through time, the framework must evolve. The nature of the external forces will consume both the individual and the organization, if there is not continuing process of change. Most individual and organizations do not reach their full potential because they remain static. Corporations like Howard Johnson and Sears at one time had a monopoly but they did not change to meet the needs of their clients.

FORMAT

There are two key elements to the development a system to help understand the important factors that influence employee morale and satisfaction. One is a format to collect the data and the other is items that can be used in the assessment process.

An interesting approach based upon importance/performance is a gap analysis that identifies the position of needs based upon a difference. A need can be very important, but have a low performance, which indicates this need must receive more attention. Another need cannot be very importance, but have a high performance, which indicates that too much emphasis is being placed upon this need. When quantitative measures are used, this will give a relative indication of the importance of certain critical factors that must be addressed to improve operations. If this type of critical analysis can be related to a specific objective, then a needs map can be developed for the organization.

The following is examples of a type of critical incident that can be used based upon relating assessed difference to a specific attribute include items such as compensation, health insurance, and profit sharing.

Example Format

Attribute/ Health Insurance

Is

Scale:

1 Not important; 2 Slightly Important; 3 Important; 4 Fairly Important; 5 Very Important

Should be

Scale:

1 Not important; 2 Slightly Important; 3 Important; 4 Fairly Important; 5 Very Important

Performance

Scale:

1 Needs Improvement; 2 Development Required; 3 Meets Expectations; 4 Exceeds Expectations; 5 Far Exceeds Expectations

Objective:

Life Satisfaction/M Measurement (Mental Measurements Yearbook)

Attribute/Health Insurance

Is

What **is** the importance of the **Health Insurance** in achieving life satisfaction?

Should be

What **should be** the importance of the **Health Insurance** in achieving life satisfaction?

Performance

What is the performance of the organization on **Health Insurance** in achieving life satisfaction?

	Is	Should be	Performance	LS
Health Insurance	-----	-----	-----	---

Job Satisfaction/Measurement (Mental Measurements Yearbook)

Is

What **is** the importance of the **Health Insurance** in achieving job satisfaction?

Should be

What **should be** the importance of **Health Insurance** in achieving job satisfaction?

Performance

What **is** the performance of the organization on **Health Insurance in** achieving life satisfaction?

	Is	Should be	Performance	JS
Health Insurance	-----	-----	-----	---

Job Productivity/Measurement (Mental Measurements Yearbook)

Is

What **is** the importance of the **Health Insurance** in achieving job productivity?

Should be

What **should be** the importance of the Health **Insurance** in achieving job productivity?

Performance

What **is** the performance of the organization on **Health Insurance** in achieving job productivity?

	Is	should be	Performance	JP
Item	-----	-----	-----	---
Health Insurance				

There are many different formats for assessment but the one provided is based upon an adaptation of importance/performance. Qualitative assessment of needs is important but it is essential that some type of quantitative evaluation be provided to give an indication amount of change and direction (Scalar quantity). The other aspect of any type of assessment is that it has an ability to be interpreted based upon some type of framework and results prescribed to help to know what type of changes need to be made to improve the system. Interpretation in this context is important as there are many spurious relationships identified from individuals who do not have the necessary experience and understanding to utilize the data that has been collected.

CONTENT

Content statements were developed based upon the previous research from 1947 and research instruments. The items selected are not in the form of an attribute, but in the form of statements that can be developed into items for an assessment instrument. The point was to identify items/statements that had a relevance to isolate the range of needs from an employee’s perspective. The items used in the study were developed from theoretical content of the Resource Materials and not meant to conflict with intellectual property. The items had to appear in at least two times in the Resource Materials and be selected by the judges. The items were theoretical modified based upon Maslow and Blake and Mouton systems. Content judges were asked to place the statements in categories and to define their characteristics. The classifications were based upon the Maslow and Blake and Mouton conceptual frameworks. Maslow was used to

order the statements and Blake and Mouton was used to help understand the dimensions within each category.

Category 1

Category 1:

Drop Out

No Interest in individual or organizational outcomes and achievement/ survival mode

On the Blake and Mouton chart the score is 1, 1 and represents a point of lack of motivation. Individuals are often short-term employees. Most often they are temporarily seeking employment and the primary motivator is money. The key to increase of scores is external motivation. This motivation is usually very tangible benefits. The other dimension for consideration is the number of types of employees within an organization because they can be disruptive. They represent discontent and provide a basis for unruly activities.

Category 2

Category 2:

Physiological/Health- Self/extrinsic motivation/awards for skills/orientation toward the individual (Blake-Mouton)/Need to be completed before achievement can occur.

Well-being

Work, Health, Safety, and Accident insurance (In addition to OSHA)

Biological

Chemical

Physical

Structure

Ergonomic

Psychosocial

Health

Health condition of employees/health promotion

Fitness and health

Energy and stamina at home and work

Conditions

Environmental conditions for work comfort and health

Environmental conditions for work effectiveness and efficiency

The category of physiology/health is composed of well-being, health, and conditions. Health is a rudimentary that is essential for the functioning of life at work and home. An individual that has any kind of health problems cannot fully function at capacity. This includes both physical as well as mental health. The primary concern is the development of a comprehensive program that ensures the positive health of the individual as well as their family-significant others. Even if an employee has good health and their family-significant others does not, there is dysfunctionality because are worried and their attention is not on their job/ organization. The Blake and Mouton score are 1-3, 6-7. The concern is for the individual with secondary interests in the organization.

The issue with the organization is the providing of quality health insurance. In fact, many people work today just for the insurance.

Category 3

Category 3:

Safety- Self-interest including family-significant others /extrinsic motivation/awards for skills/orientation toward the individual (Blake-Mouton)/primary concern is security and well-being.

Life Style

Reasonable compensation with adequate raises

Profit Sharing

Comprehensive benefit package

Program for developing of skills to enhance opportune for promotion

Program for development of skills needed in future

Technology and computer skills to compete in job market

Provide amenity benefits

Condition

Stability and predictability at work and home

Social structure and order at work and home

Free from interpersonal chaos at work and home

Reduce job interferes/conflict and positively enhance one's personal life

Threat of change which could make one's present skills or knowledge obsolete

Feeling of insecurity associated with one's position

Employee's confidence in ability to solve client problems

Employee's capabilities and behaviors are dependable

The category safety is made up of lifestyle and conditions. These are considered essential elements as they provide for stability. Stability, in this context, ensures that the individual has a perspective in relation to change in their life. Change is a factor that constantly brings insecurity and this is the element of where they cannot meet their individual and family- significant others needs. It is a basic building block to ensure the essential ingredients to view the future and not constantly chasing crisis in the present. There are many other factors such as divorce, illness, etc. that can influence this category. These types of conditions are not under the direct control of the organization. This is very difficult because many times these factors are latent. Blake and Mouton scores often are in the range of 4-5, 7-9. This represents a concern for the individual and the variables score for the organization.

Category 4

Category 4

Need to Belong and be Loved

Need to Belong and be Loved-Social development (Immature)/intrinsic motivation/awards for organizational contribution (process not an end result)/orientation toward the organization (Blake-Mouton)/ desire to achieve and be involved in the processes of organization/identification with organization.

Social Development

Belonging/identification with the organization or a social group

Building trust to develop team work

Family acceptance and intimacy

Warm and friendly relations at work

Acceptance at work

Opportunity for conversation and exchange of ideas with colleagues and coworkers

Opportunity to meet others outside the work

Opportunity for developing close friendships

Employees always treat me as a friend

Personalization of work place

Opportunity to give and help others

Close friends really understand me and my needs

Increase job satisfaction

Family involvement to help achieve work goals

Navigation Skills for Success

Assertiveness and knowing how to use it to achieve work goals

Competition to stimulate teamwork

Spousal/partner support to reach objectives

Apply technology and computer skills to help in data collection

Relationships

Positive camaraderie among workforce

A cooperative atmosphere among all employees and administrators

An opportunity for quality time with spouse/ partner

An atmosphere that will help family relationships

A framework for recognition of family

Involvement in activities that will create memorable experiences

Development of team spirit through active involvement of employees

Activities that generate excitement and involvement through participation in company events with the family

Provide organizational status through recognition of different tasks

Make personnel feel part of a team

Increase pride in job well done

Provide a framework for increase pride through development of the importance of job tasks

Awards and recognition program for jobs well done

A morale that provides an atmosphere of respect

The third category is composed of three subcategories social development, navigation, and relationships. The individual is achieving some level of stability and is reaching outside of themselves to the greater environment to establish some type of relationship for recognition. This is where the social influences begin whether inside or outside the organization. It must also be noted that there is also a certain degree of self-confidence that has already been established. Each of the individuals will have an ability to develop social relations with the primary social group or with an organization. This is an exploratory phase that involves development of social skills. It is a time of experimentation that leads to success and failure, which forms the basis of other interactions in later phases. There is a natural ability for social interaction and there is also a learned component. The interaction between these two skills is the potential of individual to form social relations. This is where acceptance begins and must be reinforced by the social

environment. This represents a Blake and Mouton score of 6-7, 4-5. This is a concern for the individual but a beginning development of the importance of the organization.

Category 5

Category 5

Esteem

Esteem-Social development (learning how to relate to others)/ intrinsic motivation/awards for organizational contribution (end results)/orientation toward the organization (Blake-Mouton)/affiliation with organization/achievement based upon end results.

Recognition

Need to be recognized by work, the social environment, and family

Individuals that will promote self and/or organization

Feeling of self-esteem a person gets from one's position

Prestige inside the organization that is received from others

Prestige outside the organization that is received from others

Recognition or credit from coworkers when one does a good job

Feeling of self-esteem after an employee is praised

VIP treatment by employees and management

Courtesy and kindness helps develop a positive atmosphere for teamwork

Approval not always necessary for job well done

Impressing others is important

Important to express feelings and to carefully evaluate the situation

Go out of way to make friends and work with people

Feeling of self-esteem one gets in being in management positions

Prestige involved with management positions inside unit

Prestige involved with management positions outside unit

Reward outstanding performance with meaningful benefits

Ability to use technology and computers to solve problems

Personal Development for Success

Do more than what is expected

Always prepared

Jealousy at work needs to be address

Flexibility to meet life and company needs

Time management to achieve life and companies goals in a balance approach

The organization as a family

Involve family in company activities

Hope for the future depends on having good friends

Employees are polite and courteous

Try to become personally involved with my supervisor and all levels of the company

Concerned about being liked and accepted

Enjoy warm friendly relations

Think about consoling and helping others

Be involved in a program that promotes respect and trust

Be involved in a program that builds morale
Be in training program that ensures success
Be involved in a program that creates team spirit
Ability to use technology and computers to solve problems

Socialization

Accept and promote corporate culture and values
Communicate and promote corporate purposes and goals
Be involved in develop of a cooperative atmosphere among all levels of organization
Be involved in networking and feedback opportunities among all levels of the organization

The esteem categories are recognition, personal development, and socialization. This is the seeking of identification and recognition from a social group inside or outside the organization. This is the continuation of social development. The individual is willing to identify with the group in which they are involved. This identification may or may not stimulate the individual to gain some level of recognition within the establishment. At this point, it is probably not a leadership position but solidifying their role within the organization. The individual seeks approval from the members of the corporation. This phase is a direct result of group dynamics and the factors that influence. It can be a random process or a direct result of socialization by the primary group. Leadership skills begin to develop during this phase. The individual is in a process of seeking position in the organization. The Blake and Mouton score would be 4-6, 4-6. This is the equally of both the individual and the organization and a concern for both.

Category 6

Category 6

Self-actualization level I

Self-actualization I-Social development (Mature)/formative leadership/ intrinsic motivation/awards for organizational contribution (end result- products)/orientation toward the organization (Blake-Mouton)/ seeks to achieve advanced position/wants to become star in the organization.

Environment

Reward/achievement inside or outside the organization

Shows care for social affairs

Opportunity for independent thought and action

Opportunity for participating in the determination of methods and procedures

Authority connected with one's position

Opportunity for participation in the setting goals

Characteristics

Strive for perfection

Concerned about self-improvement at all times

Need to do something significant at all times

Offering advice to others

Would rather give directions than take them

Like being able to influence decisions

Place importance on reputation or position

Want my ideas to be predominant

Have a desire to influence others

Think about ways to change organization and individual
Authority connected with management positions is important
Feeling of being in the know
Can handle tasks smoothly
Can come up with good solutions
Set high standards for myself and others

Management Skills

Opportunity for participation and determination of methods and procedures
Opportunity for participation in setting management goals
Increase promotion of the department
Develop way to showcase new products and services
Help develop employee satisfaction programs
Increase effectiveness and efficiency of employees work
Develop a program to ensure precision performance
Develop a program to socialize employees into corporate culture and values
Develop a program to help employees to achieve a corporate sense of purposes and goals
Provide opportunities for successful people to give feedback to organization
Provide a mechanism for networking and feedback opportunities among all levels of the organization
Develop a cooperative atmosphere between management and employees
Provide a mechanism for networking and feedback opportunities among all levels of the organization
Develop a system to reduce turnover in the organization
Have a system that reduces absenteeism by rewarding attendance

Have a system of motivation that will increase morale
Reward outstanding performance with meaningful benefits
Develop a system of trust among all levels of the organization
Develop a system of communication to established trust
Build relationships within and among all levels of the organization
Qualitative technology and computers to improve management

Self-actualization level I is composed of the following environment, characteristics, and management Skills. The individual has achieved position organization, whether it is outside or inside. They seek recognition and approval from the organization in which they are involved. Leadership is recognized by members of the group or individuals who are in higher leadership positions. Skill development is very important in terms of furthering the organization in which involved. The individual is beginning to accept their talents and realize there they are trying to achieve their dreams. There is a greater self-fulfillment and the development of greater self-confidence. The individual is seeking achievement and having the external world recognize their talents. The Blake and Mouton level of is 7-8, 7-8. There is an orientation toward self-relations in the organization. The upper levels have not been reached but they are seeking higher positions in the organization.

Category 7

Category 7

Self-actualization II

Self-actualization II-Social perfection/mature leadership/intrinsic motivation/awards for community service or organizational service/orientation toward the organization (Blake-Mouton)/outcome and success focused /has important position, but desires growth.

Characteristics

Innovation techniques and procedures of management
Knowledge and understanding of company's needs
Sophistication in lifestyle and behavior
An appreciation of educational values
Opportunity for personal growth and development
Feeling of worthwhile accomplishment associated with one's position
Opportunity for doing original and creative work
Feeling of self-fulfillment a person from the job
A dedication to employees who are elegant and refined in speech
An understanding of emotional intelligence and its applications
Work and play are the same
Advocate the spending time for preparing for live
Actively participate in the intense discussions
Expectation of mistakes and learning from the errors to improve
Achievement and success are desired goals
Have a desire to outperform others
Desire for unique accomplishments
Feeling of worthwhile accomplishment in leading an organization

Management Issues

Improve organizational initiatives

Develop new ideas for products and services

Build a company's reputation

Increase quality of service to clients

Help in development of a product that is market competitive

Develop a cooperative atmosphere between management and employees

Develop a model of individuals who have been successful and provide an opportunity to meet and hear their story

Development of culture that has a reputation for valuing employees through retention and awards programs

Have a system of developing loyalty to the company

Have a system of motivation that will increase morale

Assess performance and provide promotions based upon contributions the organization

Goodwill programs that is a response to problems created in the organization

Develop a system to enhance business with customers

Develop strategies to increase sales

Develop motivational techniques to help employees to reach individual and organizational goals

Have a cooperative and collaborative program to increase team performance

Develop strategies to increase productivity

Encourage employees at all levels to achieve maximum effort and sustain it

Quantitative technology and computer to improve management

Leadership in this context is service /talk about and some action (only if group acts-normative processes) concerned about group opinion/involved and concerned about the individual- all in /cause related; can see relationship between individual and group; motivation external.

Self-actualization 11 is composed of characteristics, management issues, and leadership services. This is the category for transition between individual considerations and “other directed”. “Other directed” means consideration of others at the expense of individual outcomes. There is much talk about service, but there is very little service involved, except if the company promotes it in some way. The primary focus is self-interest. The individuals in this category have achieved some of the higher positions inside as well as outside organizations. There is a full commitment to the corporation and its development. Often individuals in this category are responsible for the organization’s development. There has been positive growth that involves leadership. Leadership in this category has a strong element of normative processes and the concern is about public image. The Blake and Mouton level is 8-9, 3-4. The concerned about the individual is very low and the primary focus is toward the organization and its external position in the community.

Category 8

Category 8

“Other Directed” I

“Other directed” I: “Other directed”-social recognition/minimal service/manipulative leadership/ intrinsic motivation/awards for community service or organizational service/orientation toward the organization (Blake-Mouton)/concerned about image /responds to normative processes/larger perspective on self and organization.

Concerned about ones position over service

Accomplishment while serving others

Self interest in serving others/motivation for external recognition

Interested in thoughts about community connectedness in relation to company

Unselfishly contribute to the community/society and individual

Community service is civic duty/society and individual

Organization deserves my loyalty

Even if it were to my advantage, it would be right to leave the organization now

Meaningful public service is very important

Prefer seeing public officials do what is best for the whole community, even if it is not in my interest

Knowledge about community issues and problems is important

Image at work and the community is essential and important

Doing well financially is definitely more than important than doing good deeds/society and individual

Continue to work for the organization because leaving would require considerable sacrifices/ another organization would not match my benefits

This category like self-actualization II is a transition from individual to organizational concerns. In this category, there is less talk about service and more action. The focus is on meaningful action, but again the primary outcome is some self-image and positive public image for the organization. There is more concerned for the individual and showing others how to become involved in service. There is a larger concern for the community, but the interest is not wholly on self but a focus upon how the organization is perceived in the larger community. The Blake and Mouton level is 8-9, 5-6. There is concern for the individual and the focus is primarily superficial. The interest in the organization is real because the individual understands that their future is tied to the organization and how it is perceived in the community.

Category 9

Category 9

“Other Directed” II.

“Other directed” II: “Other directed”-active service/compassionate leadership/ intrinsic motivation/awards for community service or organizational service/orientation toward the organization (Blake-Mouton)/cares about individual/self-sacrifice/relates service to causes.

Service to others is important because like to help community and company

Happiness is an end of human relations

Willing to be a mentor to new employees without pay

Willing to help volunteer organizations in leadership roles

Volunteers in the company for extra duties and leadership roles

Volunteers with outside organizations to help in community service

Making a difference in society means more than personal achievements

People should give back to society more than they receive

Leaders in the company should be people who would risk personal loss to help others

Company leaders should help people in need in the community

Company leaders should be effective community leaders

Company leaders should be aware of community issues that affect the company

Making a difference in society means more than personal achievement/society and individuals

Much of what is done is for a cause bigger than myself/society an individual

Prepared to make enormous sacrifices for the good of company and/or society

Not concerned about what might happen if I left the organization without having another position lined up

Unselfish contribution to the community is a primary concern

Have the ability to make a difference to the company and the community

In this category, there is a concern about the individual and the organization, but there is a larger concern about community outside the organization. They are trying to extend the corporation and use its influence to improve the conditions of individuals in the community. The employee is less concerned about self and a true spirit of self-sacrifice. There is still obviously an orientation toward the organization, but there is a focus to help individuals to understand their role in the

community as a representative of the company. The employee also understand that those members of the organization who were involved will learn skills that can help them in their life experiences as well as help them with skill development inside the organization. The Blake and Mouton score is 7-8, 8-9. This is a true concern for individuals inside and outside the organization and how the corporation can grow and improve not only its image but how it can improve the lifestyle of the community in which they live.

Category 10

Category 10

“Other Directed” III.

Other directed” III: “Other directed”-spiritual motivation/self-sacrifice leadership/ intrinsic motivation/awards for community service or organizational service/orientation toward the organization (Mouton Blake /extremely compassionate/fiercely loyal/emotionally involved.

Servicing others because of spiritual motivation

Moral reasoning basis of decisions

Orthodox beliefs toward life and cause

Leadership is committed to the well-being of the community

Leadership in community is committed to people be treated fairly

Feel a strong sense of belonging to the organization

Emotionally attached to the organization

Would be happy to work at the organization until retire

Difficult to contain feelings when people are in distress

Feel I have the ability to make a difference in company and community

Focus on strategies to increase revenues

Develop strategies to increase the worth of the company

Develop competitive approaches to increase market share

Develop strategies to increase productivity

This is an individual who has a true concern for humanity and their condition. There is a spiritual direction that motivates them. It is a concern at all cost for the betterment of the individuals in the organization and the community at large. These individuals receive accolades, but this is not their motivation. They would perform their good deeds regardless if there was not any reward involved. It is the good feeling that they get from helping others. These individuals are loyal and it is unquestioned because of their motivation to service others. The concern for the individual often overrides issues involving the organization. There is a gift for emotional intelligence instead of dealing with issues based upon return on investment/cognitive basis. The Blake and Mouton scores are 9, 9. This is the individual who has a true concern for the individual and the organization.

CONCLUSION

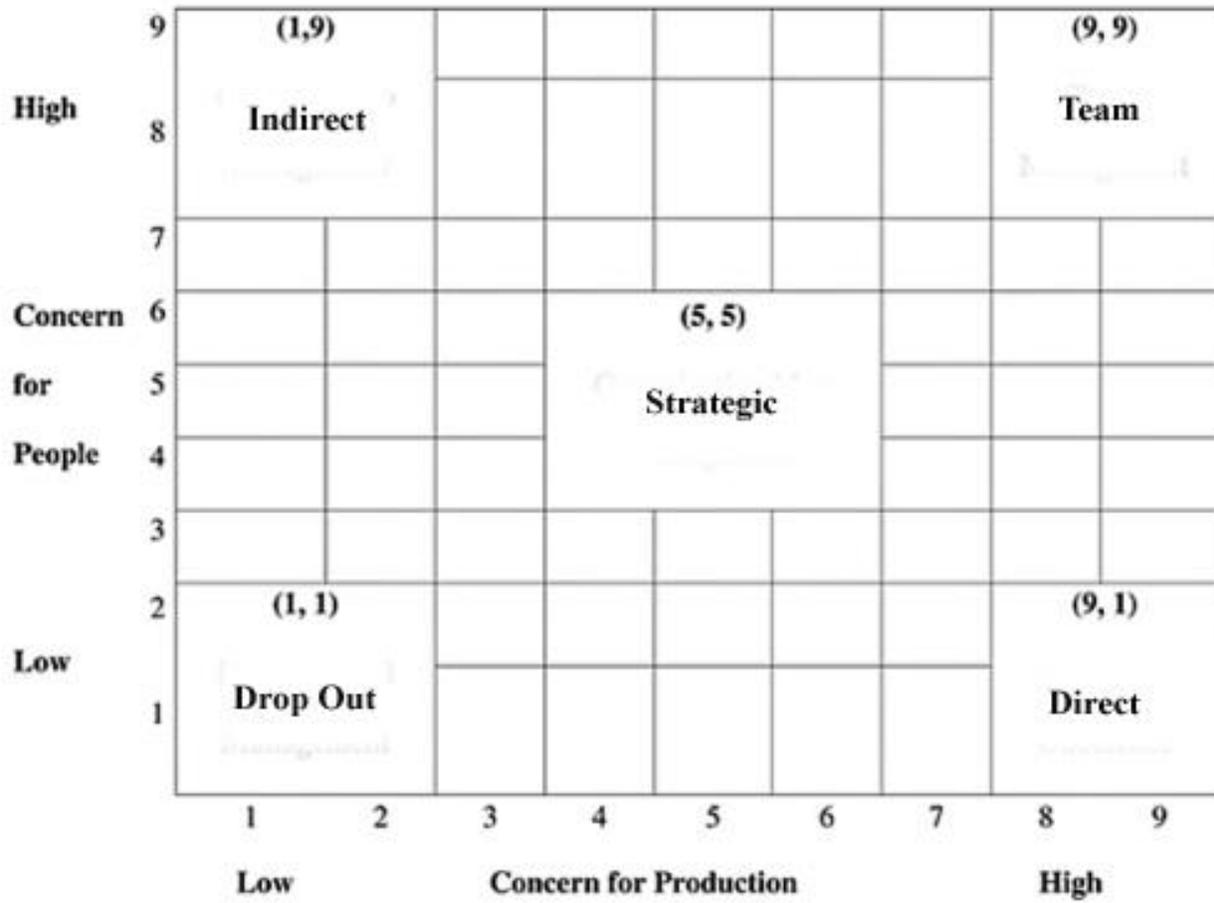
There is never a system that is going to completely characterize employee morale and satisfaction. Important factors that influence employee morale and satisfaction obviously change through time. This is to be expected and often researchers try to characterize causal factors as if these elements will remain the same during all periods of time. This project tried to isolate some of the important factors to time and develop a model that reflects changes now and in the future. As stated, this is an improbability, but if a longitudinal perspective is taken to examine these issues, better models can be developed to better structure organizations that are successful under a greater variety of conditions. The framework recommended is one based upon the Maslow and has a hierarchical basis. In reality, individuals can start at any point and move up and down the theoretical hierarchy. Maslow assumes that an individual will start the bottom and progress upward. The interesting question accepts the nature of the hierarchy but it also seeks to understand behavior of the individual and how the individual reacts to the various environmental conditions. In other words, there can be an upward or downward movement on this hierarchy. An interesting question is because life experiences: can individual progress toward “Other Directed level III” without progressing through any of the other levels? The answer is obviously, yes. Clinical studies have shown life-changing experiences can profoundly affect the individual. An example is when illnesses occurred and the perspective of the individual has completely changed in a matter of a short period of time. This has been observed in clinical studies. The Blake and

Mouton score of this example was a movement from category 1-3, to a category, 6-9. What is being suggested through this model is that the relationships among categories must be researched well. These category relationships will give insight into development, especially from an employee standpoint. The next phase of the research for this model is understanding the relationships among these categories.

Another important dimension exposed, as with any relationship, is the caring of the employee and management. Caring is a word that is hard to define but at its lowest level is respect and realizing that relationships are important for the individual and organization development. There have been employee service programs and have provided all of the necessary programs and amenities, but have been a failure and the question is raised why. The answer is simple that an employee service program was used to manipulate. There was not meaningful caring at some level for employees and management.

The model provided is a direct reflection of how morale and satisfaction can be built into a culture that has a significant impact upon employees and populations of a particular community.

Appendix A



RESOURCES

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