

## TRAINING IN OBTAINING ORGANIZATIONAL EXCELLENCY

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*Abstract: This paper has the purpose of transmitting information and ideas about the things that stand at the foundation of the emotions like fury, envy, jealousy, passion, love, sadness, joy, fear, listlessness, etc. which persuade mind to stick to pleasant experiences, to fight against the ones unpleasant or to get bored of the neutral ones.*

*Key words: Management, development, efficiency, responsibility.*

### 1. LEADER’S GREATNESS CONSIST IN FACT THAT THEY CAN CHANGE THEM

The only freedom of the individual is the discovery and unblocking the spiritual reality that exists in him (Sri Aurobindo).

However freedom is an assumed responsibility. In consequence, our greatness as people does not consist in the fact that we can change the world, but in the fact that we can change us (Ghandi).

Every individual has a unique personal style expressed in his characteristic manner of perceiving surrounding reality and in his way of action. The energy necessary to the individual in this step springs from his emotions because these have the role of adding pleasure/displeasure to his mind perceptions. Emotions like: fury envy, jealousy, passion, love, sadness, joy, fear, listlessness, etc. can persuade mind to stick to get bored of the neutral ones.

Some people may be satisfied with certain of their work and dissatisfied with other aspects. There does, however, appear to be a positive correlation between satisfactions in different areas of work. This suggests a single overall factor of job satisfaction.

There is also wide range of factors which influence job satisfaction including, for example Herzberg’s hygiene and motivating

factors. There are many possible approaches in which to view the subject area, like the possible framework that is given in Fig. 1.

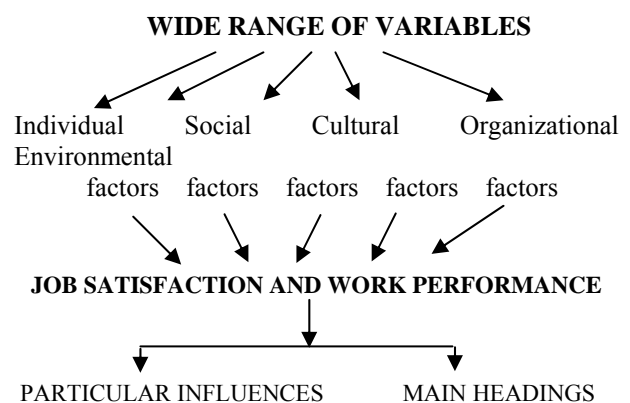


Fig. 1 A framework for the study of job satisfaction

Some of the major factors which have a particular influence on job satisfaction include:

- frustration and alienation;
- the nature of technology;
- meaningful work and the nature of supervision;
- work and psychological well-being;
- stress and work.

Other main headings under which to view job satisfaction include:

- work organization and individual job design;
- comprehensive model of job enrichment;
- quality of working life;
- broader organizational approaches;

- contextual factors;
- quality circles.

Blauner R. (Alienation and Freedom, University of Chicago Press 1964) has been extended the concept of alienation. He describes alienation in terms of four dimensions: powerlessness, meaninglessness, isolation and self-estrangement.

- **Powerlessness** denotes the people's lack of control over management policy, immediate work processes, or conditions of employment;
- **Meaninglessness** stems from standardization and division of labor. It denotes the inability to see the purpose of work done, or to identify with the total production process or finished product;
- **Isolation** is not belonging to an integrated work group or to social work organization, and not being guided by group norms of behavior;
- **Self-estrangement** is the failure to see work as an end in it or as a central life issue. People experience a depersonalized detachment, and work is seen solely as a means to an end.

Weber linked the growth of bureaucratic organizations, generally, with an increase in alienation at work.

Management should attempt to develop a relationship of trust among all members and sections of the organization, and confident partnership approach to trade unions. The increasing pace of technological and structural change has made it imperative to address the issues of managing change in ways that would ensure the best outcomes for organizations and for the people in them. An important issue is still the jobs which people are asked to do. When change is being planned, particularly if new technology is to be introduced, a 'window of opportunity' exists to think about the work that people will do and the design of their jobs, like main approaches to job design that are given in Fig. 2.

Research by Cammann, (Effects of the Use of Control Systems, Accounting, Organizations and Society, vol. 1, no4, 1976), explored the moderating effects of subordinate participation in decision-making and subordinate job difficulty on their responses to different uses of control systems by superiors.

The use of control systems for problem-solving was positively related to job satisfaction under conditions of low job difficulty and low participation.

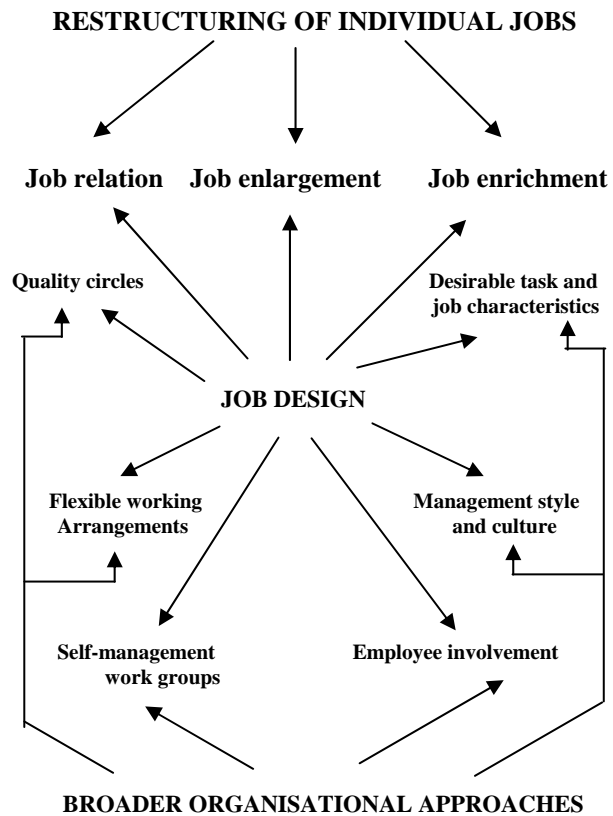


Fig. 2 Main approaches to job design

The use of control systems for goal-setting was positively related to satisfaction under conditions of high subordinate participation and high job difficulty. Results of the study indicate that responses to different uses of control systems will vary as a function of the contexts in which they are used.

## 2. NEGATIVE EMOTIONS MUST BE BY THE VERY NATURE OF THE CHIEF ROLE RECOGNIZE AND ACCEPT, LIBERATING HIMSELF FROM THE ATTRACTIONS OF HIS MENTAL HABITS

Research by Mintzberg, (The Nature of Managerial Work, Harper and Row, 1973), explored the activities of managers and classified them into ten interrelated roles.

**Interpersonal roles** - relations with other people arising from the manager's status and authority. These include:

- figurehead role;
- leader role;
- liaison role.

**Informational roles** - relate to the sources and communication of information arising from the manager's interpersonal roles. These include:

- monitor role;
- disseminator role;
- spokesperson role.

**Decisional roles** - involve making strategic, organizational decisions based on authority and access to information. These include:

- entrepreneurial role;
- disturbance handler role;
- resource allocate role,
- negotiator role.

A peculiar problem appears in the case of negative emotions like: anger, pride, passion, envy or listlessness especially if the person that has to cope with them occupies a managerial function. Why? The neurotic energy generated by negative emotions must be by the very nature of the chief role to be transformed into wisdom and this thing presupposes the chief to recognize and accept his true nature liberating himself from the attraction of his mental habits. In that moment the manager with leader aspirations doesn't only know what wisdom is he becomes a wise man because this way he acquires a greater capacity of being useful to others (the altruist nature of wisdom is compassion). Managers by the very nature of their status in the organization must be aware of their emotions without involving.

### **3. CAPACITY OF CONTENTING THE NEVROTIC ENERGY GENERATED BY NEGATIVE EMOTIONS**

The successful outcome in this measure depends on managers capacity of contenting the neurotic energy generated by their negative emotions, (pride, jealousy, passion,

indifference, anger), to the benefit of them group and organization.

Pride is the narcissistic attention directed to your own self. The neurotic energy generated by pride is spend by the persons who possess a modest emotional intelligence in futile efforts of letting themselves to have no restrain or self discipline and indulging themselves in the admiration of others pursuing frivolous goals and hiding carefully to fact they fear defeat or shame.

Managers have to be individuals with emotional intelligence above average to act wisely and take into account this type of emotional and transform it benevolently into serenity, candid feelings, plenitude, and generosity on both emotional and physical level towards their companions.

Jealousy is type of envy projected on individual possessions that he fears he might loose in favor of others as against he sees himself unworthy. The neurotic energy specific to envy/jealousy is spent in a destructive manner by those who lack emotional intelligence either in judgments insulting to others achievements, or in intensive living of the paranoid fear that the others will achieve more and better. These persons can also get stuck into an agonizing appraising attitude nurturing the flattering condescendence and a restless bent for making things appear the way the envious thinks it is better to impose his own point of view. People with managerial aptitudes have the emotional intelligence that allows them to act wisely in alteration of neurotic energy springing from envy into real competence, the only one that lets people to bring into relief their capabilities doing a good work aiming precise goals fit to real opportunities. Passion is desire, gluttony and lust. The neurotic energy eraerging from it is spent foolishly by the ones less emotional intelligent in the apparent histrionically seduction or in hypnotic charisma serving the final goal of seductive/pleasant/tempting pursuit of desired objects.

The wisdom of a leader with true aptitudes reckons on his behalf emotional intelligence that allows him the conversion of neurotic energy emerging from passion into attentive

discriminatory conscience interested in everything new. That means interrogative awareness eager to communicate in the service of understanding people in their individually with sympathy and compassion.

Envy is the comparison that the individual makes between him and others. Indifference is the state of mind related to apathy and idleness. An old byword says that lazy folk take the most pains.

The neurotic energy generated by indifference/apathy is chaotically spent by idle persons – that lack a great deal of emotional intelligence into systematically choosing the easiest ways, neglecting consciously what should be done or would be efficient to be done.

Leader capacities imply that certain level of emotional intelligence that allow the manager to convert neurotic energy generated by apathy into a profound contemplative experience that leads to innermost tranquility and vastity.

Anger is the aggressive fixation of the individual on a certain way of understanding things a hostile and defensive attitude expressed in a sadistic even merciless way on the ones nearby.

The neurotic energy specific to fury/sadness/anger is spent by a less emotional intelligent individual in shutting himself to other points of view through violent reactions or noisy expressions of his offence. Managers should never get into such a situation.

Above average emotional intelligence is absolutely necessary to managerial staff taking into account the fact that in such a situation they should put on second place their emotions and on the first place converting them into lucidity and flexibility in the purpose of acquiring multiple perspectives in assessing them and obtaining a crystal clear perception. The wisdom stands in the capacity of converting anger into intellectual sharpness.

Egan G. refers to culture, (*The Shadow Side, Management Today*, September 1993), as the largest organizational control system which dictates how crazy or idiosyncratic people can be. Institutions have an overt and

covert culture that influences both business and organizational behavior.

The covert set be quite dysfunctional and costly. Culture, (the assumptions, beliefs, values and norms that drive ‘the way we do things here’), is the largest and most controlling of the systems because it affects not only overt organizational behavior but also the shadow behavior. Culture tells us what kind of politics is allowed and just how members of an organization are allowed to play the political game.

Egan also distinguishes the culture-behind-the-culture which carries the real beliefs, values and norms that drive patterns of behavior within the organization. These covert culture lie outside ordinary managerial control.

At the heart of organization development and improved performance is the need for effective management, like the role of management to act an integrating activity and to co-ordinate, guide and direct the efforts of members towards the achievement of goals and objectives.

Meudell K. and Gadd K., (*Culture and Climate in Short-Life Organizations: Sunny Spells or Thunderstorms?*, *International Journal of Contemporary Hospitality Management*, vol. 6, no. 5, 1994), found that success in creating a culture occurred as a direct result of their recruitment and training initiatives. However, it is not only culture but climate that is important for organizational effectiveness. Only the engendering of suitable climate will encourage people to say ‘Have a nice day’ and mean it.

One of the greatest qualities of human mind is the fact that it can be transformed. All the great religions sustains the idea that reconciliation with the inner self is the way through which the individual can cope to every situation with wisdom showing understanding to others and off course himself and contributing that his inner peace reflect upon everything that is in his vicinity.

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