CHAPTER VI

RECOMMENDATIONS

The objective of this chapter is to propose recommended solutions for the issues identified in chapter V. The criteria which were considered in arriving at these recommendations were:

a) Feasibility of implementation
b) Availability of resources
c) Willingness of management to co-operate
d) Capability of staff

For those instances where any of the above are not available or feasible, appropriate actions to overcome the problem were also suggested.

6.1 COMPANY VISION

Vision can be defined as an organization’s strategic direction. It provides guidance about what core to preserve and what future to stimulate. A vision statement has a particular structure and is not merely a few statements of company’s ambitions put together by the CEO. By right it should be developed by a team of people representing the organization from various perspectives.

To be specific, a vision statement is made up of two main components. The first component is the Core Ideology. The second is the Envisioned Future. Core Ideology defines the enduring character of the organization, which acts as guidance and inspiration to those inside the organization. This is because, these are the people who are going to commit themselves to this ideology over the long term. Another important aspect of the core ideology is that it cannot be created but it should be discovered.
The Core Ideology in turn is made up of two cruts called the Core Values and the Core Purpose

**Core values** are the essential and enduring tenets of an organization. It has an intrinsic value and has importance to those inside the organization. It is the values that the organization as a whole will hold on to even if it by itself becomes a competitive advantage.

Some examples of core values are like honesty, integrity, punctuality, no animal testing, environmentally friendly, respect for each other, innovative, creative etc. These are the values that will be able to withstand time and changes which may even penalize an organization for holding it.

The other part of core ideology, the **Core purpose** is an organization's reason for being or existing. As an organization, the whole group of people come together to accomplish something for the society, which they can't accomplish individually.

The Core Purpose should last for about 100 years and it inspires change but it by itself does not change. One of the ways to arrive at the Core purpose of an organization is by asking five “WHY”s.

The second component of a company's vision is **ENVISIONED FUTURE**. It is made up of two parts. Firstly, there should be a **10 –30 year audacious goal**, also known as **Big, Hairy and Audacious Goal (BHAG)** and secondly, a **vivid description** of what it would be like to achieve this BHAG (Collins and Porras, 1996).

The characteristics of the goal is that it should be a unifying focal point of effort and it acts as catalyst to stir team spirit within entire organization. This goal
need not be only profit but could be anything which is even beyond the organization's current capability. However, it should certainly be tangible.

The recommendations that HSSP could adopt to strengthen this scope could be as follows:

6.1.1 Redefine Company Vision

In its vision statement (refer figure 1-3), there is no any embedded core values. A set of values need to be produced to construct HSSP's values. Here, the responsibility of the CEO is not to develop it all by himself but to involve the front line managers in developing these values, which would not change over time and turbulence.

Secondly, the core purpose which is actually the reason for HSSP's existence has not been mentioned in the Vision at all. To develop this, HSSP could adopt the 5 WHY’s tactic, for example:

1) Why is providing reliable healthcare service important?
   To ensure that the nation is protected from any contagious diseases and be healthy.

2) Why is being healthy important?
   To ensure effective growth of the society.

2) Why is growth of the society important?
   ... and so on.

By doing this, HSSP will be able to arrive at its main reason for existence. However, it should be noted here that the final answer will be heavily dependent on the very first question that they choose. Hence, HSSP could get a few starting sentences and proceed with this exercise with different groups and compare the final answers to select the most relevant and meaningful core purpose. Another point which should be noted is that the core purpose should hold true even for a hundred years.
The "Envisioned Future" is present in HSSP's Vision, that is: "WILL BE AT THE FOREFRONT OF THE HEALTHCARE SECTOR IN MALAYSIA".

It indicates a goal and is an appropriate BHAG, however, it needs to be made tangible so that it will be able to stir a team spirit within the entire organization. This would include setting a clear finishing line for achieving this target. From here, the employees would also be able to deduce the role that they have to play in making it a success.

A vivid description of either the emotions, passions or convictions derived from achieving the audacious goal is another factor that is absent in the vision. This is very important because, this is the one that will be carried around or valued by the staff as well as the customers. It should be something that will constantly remind the staffs of the organization's goal and the customers of the organization's existence.

A suggested vivid description of achieving the goal could be as follows: "The quality of healthcare service provided by us will be of international standard and will assure the safety of the patients and public. This will further lead us to undertake international projects and eventually provide a much better lifestyle for the staff who have contributed impartially for this success".

The above description could in fact be further elaborated to make it more meaningful to the staff and customers. It should be remembered that the vivid description is not just some phrases which are meant to motivate, but a translation of the audacious goal into images or pictures.
6.1.2 Disseminate Company Vision

A company vision is meaningless if it is not disseminated to the employees. And nothing can be more embarrassing than an employee commenting that he/she does not understand the company mission and vision.

Since a company vision/mission is long term oriented and normally comprises of just one or two sentences, it’s meaning may be very vague to the employees. Hence it has to be translated to the layman terms or context when disseminating it. It would not be sufficient to just print it in the company handbook and pass it over to the employees. Even this would not assure a full understanding and commitment to it. It would be recommended that an orientation of the handbook be done for all staff.

An advisable thing to do would be to conduct formal training. During these sessions, besides explaining what the company mission and objectives are, the employees could also be briefed on the do’s and don’ts which would enable HSSP to attain it’s targets in the shortest possible time.

6.1.3 Demonstrate Management’s Commitment

The top management has three main responsibilities in demonstrating its commitment to the company mission & vision. Firstly, it has to capture the employees attention and interest and this could be done as explained earlier, by incorporating the employees’ welfare and personal growth in the vision statement. Secondly, it should get the organization involved by allowing the employees have a say in interpreting, refining and making it operational. Thirdly, the top management is highly responsible for creating momentum, that is to build and sustain commitment to the objectives. Everyone needs to believe that the articulated ambition is legitimate and viable. One way of doing this is by appointing any one of the company’s most capable and respectable senior managers to head the effort (Bartlett and Ghoshal, 1994).
On top of this, the top management should also ensure that the strategies, policies and decisions made by the management should be in tandem with the company mission and vision not contradictory to it. The management should also practice what they preach. They should realize that their responsibility is not only to make the policies but to lead the whole organization towards it as well.

j) **Training**

It is also the responsibility of the top management to identify the key people and skills and knowledge that they would require in order to drive the team successfully towards the company’s objective.

Some training that would be essential are:

a) Feedback and Communication – Construct channels to pass information down the line especially regarding any change.

b) Values and Attitudes Training- Assist in the paradigm shift of old values to new values that supports HSSP’s values as well as mission statement.

c) Customer Relation (This would include internal and external customers).

d) Delegation and Empowerment

e) Using HSSP’s Appraisal tool.

f) Mission and Vision Statement.- Relate this to HSSP’s values and personal values. Clearly define what the Company Mission is, its targets etc.

g) Specific Technical Training to be identified through Training Needs Analysis

Emphasis should also be given to “On Job Training”. Many respondents highlighted that they started doing their job immediately on their first day without any prior training. At times this practice may de-motivate many newcomers which may cause them to resign due to frustration.
In order to be consistent with the training, it would be a wise move for HSSP to establish a Training department whose function should not only be to coordinate activities as it is currently doing, but have well trained and knowledgeable trainers to conduct training for all staffs and to follow up and ensure up to date training materials, at par with the employees' grasping power.

For training on specialized area or soft skills, it would be advisable to approach external consultants to handle the training for the staff.

6.1.5 Orientation

Every new employee could be gathered either weekly or monthly and it would be essential for them to undergo an orientation program whereby they should be briefed on the company's mission and vision, company handbook, policy and other relevant updates.

During this session, the respective managers/department heads could be scheduled to give them an overview of their area of responsibility or concern. This would instill the values and the goals of the organization in them right from the beginning, hence they will be able to contribute more effectively to the organization.

One of the problems faced in implementing this is that orientation gets delayed or even forgotten as time goes by for, recruitment of new staffs does not always happen in big batches. To encounter such problems, HSSP could have a cut off date such as to conduct it quarterly or could even assign one person who could impart all the necessary information by himself without getting other department heads involved.
6.2 MANAGEMENT STYLES

Management style refers to the style and approach adopted by the management in tackling and dealing with the employees. It also reflects the management’s concern towards the employees’ feelings and problems as well as the management’s respect for the employees.

Management style practiced by an organization is much affected by its structure. The more layered an organization is, the stronger its bureaucracy and the more time consuming it is to get messages across. Bureaucracy refers to an organization design based on a legitimate and formal system of authority. Many people associate bureaucracy with red tape, rigidity and buck – passing. The characteristics depicted by bureaucracy according to Max Weber, an influential German sociologist are firstly the organization adopts a distinct division of labour where each position is filled by an expert. Secondly, the organization develops a consistent set of rules to ensure task performance is uniform. Thirdly, it emphasizes on a hierarchical top down chain of command, fourthly it calls for managers to conduct business in an impersonal way, that is maintain an appropriate social distance between themselves and their subordinates and lastly it stresses on employment and advancement in organization based on technical expertise and academic qualification (Griffin, 1990).

Though it has its advantages, this conventional type of structure is fast loosing its structure due to the turbulent and fast changing environment. This structure has been found to delay processes, create a gap between the management and employees, make the organization more rigid and departmentalized, dampens creativity among employees and encourages one way communication.

Modern theories have proven that in order to be competitive and fast in this era of technology, an organization needs to shed away its old way of management. Consequently an alternative to this structure is the “Ameoba” structure which
focuses on all of the opposite characteristics of the bureaucracy type such as breaking down any form of walls between departments, managers and subordinates, lean instead of step like hierarchy etc to facilitate quick changes and actions and responses to the fast changing environment. An ameoba like structure (flexible) and lean structure would facilitate much more efficient and fast decision making.

Most of the problems faced by HSSP, as shown in the “Poor management style” fish bone chart, reflects the “bureaucracy” syndrome. Hence, HSSP could adopt the following suggestions to improve this area.

6.2.1 Boundaryless organizations
One of the premier challenges of management is to design more flexible organizations. They should replace vertical hierarchies with horizontal networks that is, linking together traditional functions through inter functional teams and forming strategic alliances with suppliers, customers and even competitors.

In GE’s 1990 annual report, Jack Welch, CEO of General Electric described his new organizational model as “the corporation without boundaries - boundary less company ... where we knock down the walls that separate us from each other on the inside and from our key constituencies on the outside. Ignore or erase group labels such as salaried, hourly which get in the way of people working together” (Hirschhorn and Gilmore, 1992). The call for breaking down barriers does not mean that there is no need for boundaries altogether for a new set of boundaries will become important and this boundary should be more of a psychological nature than an organizational one. They would tend to be invisible to most managers and the essential part would be in recognizing them and using them appropriately. On top of this, in a corporation without boundaries, creating the right kind of relationship at the right time is the key to productivity, innovation and effectiveness (Hirschhorn and Gilmore, 1992).
Flexibility also depends on maintaining a creative tension among widely different but complementary skills and points of view. The managers’ role here would also be to teach people what new boundaries matter most and then how to recognize them in their relationship with others. They should also encourage their employees to enact the right kinds of boundaries at the right time (Hirschhorn and Gilmore, 1992).

Despite all of its advantages, the boundaryless concept has its disadvantages as well. The managers should be careful not to fall trap to the consequence of misunderstanding their fundamental role in the flexible organization due to much focus on the boundaryless concept. Understanding the various boundaries could help them cope with this problem.

Basically, there are four types of boundaries (Hirschhorn and Gilmore, 1992):

Authority boundary – The question that this boundary poses is “Who is in charge of what?” Even in the most boundary less company, some people lead and others follow. Hence. In a boundary less organization, one should realize that the individual with the formal authority is not necessarily the one with the most up to date information hence, gives the flexibility for a follower (meaning subordinate) to challenge their superiors.

Task boundary – The question that this boundary poses is “Who does what?” Work in complex organizations requires a highly specialized division of labor. However, the more specialized work becomes, the harder it is to give people a common mission. Cross functional teams provide a mechanism for bringing together people with different but complementary skills and tying them to a single goal.
Political boundary - The question that this boundary poses is "What's in it for us?". Politics involves the interaction of groups with different interests. Political activities become detrimental only when people are unable to negotiate and bargain in productive ways and when they can't define their interests broadly enough to discover mutually beneficial solutions. Hence to overcome this, the emphasis should be in trying to distinguish between win-lose and win-win strategies.

Identity boundary - The question that this boundary poses is "Who is—and isn't—?" People have a multitude of identities at work, which are at times a result of a particular occupational or professional culture. Creating and supporting a sense of team spirit without devaluing the potential contribution of other groups is the real challenge of work at the identity boundary.

6.2.2 Image building
This is rather easy to carry out. All it takes is a little time and a few timely appearances and a year of planned activities. Image building calls for scheduling. During these visits the management should not only look at the problems in the facility but also look out for the best employees and appreciate and recognize them by simply giving credits for it. Apart from this, while walking to the office, on the way should they come across any staffs, it would be a good move to stop by and say a few words to them or enquire about any of their concerns (about job).

6.2.3 Management Development training
The 360 Degree Feedback had been a good start to identify the strengths and weaknesses of the management. Based on those results it could be concluded that HSSP's management is weakest areas are Leadership, Communication and Interpersonal Relationship, Teamwork, Planning & Organizing and Innovation
and Change. It would be worthless if HSSP stops there. The follow up actions to be undertaken would be to conduct the necessary training for all these people.

The nature of training should not only be seminar oriented, but coupled with take home assignments which would enable the employees to have a hands on experience to the subject. On top of that to encourage seriousness among employees, a post test could also be entailed with the training and the results and their subsequent performance in that area could be tied back to the performance appraisal.

The top management should not be excluded from this training. However, the training for them could be tailor made to expose them to the different strategies and management techniques which are available. Coveted and successful leaders' history, tactics and determination could be shared with them to inspire them to be more open to the leadership concept.

The follow ups and training would be much easier if HSSP were to identify one consultant who could devote their services to HSSP so that they could fully keep an eye on the employees.

6.2.4 Change Management Training

As about 60% of the employees were previously public servants, it could partly be deduced from the interviews held with them that their expectation from the private sector is too high and unrealistic. They reflected an attitude where they were expecting the management to change but less contribution from themselves.
Change is intensely personal (Duck, 1993). Consequently, to create a “private company’s” attitude, it would be very critical to provide every employee with a training on “Change”.

This training should focus on two aspects. Firstly, the trainer should emphasize on setting the right mindset, whereby topics such as Paradigm shift, attitudes and values should be emphasized. The second focus should be on Customer Service to give them a new and wholistic view of the customer concept. It should also emphasize on Internal and External customer as this would inspire them to view problems from a different perspective.

6.2.5 Appraisals
Giving and receiving feedback is a must for continuous performance improvement. It is noted that managers and supervisors don’t particularly enjoy appraising their employees. They would feel that it would be safer if they scored everyone somewhere in the middle. At times, even the appraisee are not happy with the appraisal results. This is because, on one part the factor that could contribute to this is that the appraiser may not have the skill to perform an effective appraisal. Another factor could be that the employee themselves might not know what they will be appraised on.

Establishing an appraisal system is necessary however, if the appraisers are not trained on how to conduct and how to prepare for it, it is better not to exist. Conducting appraisal inappropriately can be very de-motivating and demoralizing to the employees.

What Happens to High Achievers?
In regard to the high achievers who feel that they are not given the appropriate promotion or recognition the appraiser has little or no data to compare or to make a case for a good or excellent appraisal.
Review the appraisal process, they may reveal that the appraiser may not use the rating system honestly or accurately. It would be interesting to gather the data in regard to the average scores of the overall evaluation.

To develop a structured appraisal system the appraiser need to be trained in the proper method to conduct the appraisal process. A workshop of sorts could help the employees what to expect when they are being appraised.

The appraisal system need not be fixed. Different types of appraisal system, such as peer appraisal, 360 degree appraisal of sorts could be adopted depending on the apprisee’s nature.

Based on the appraisal system, the management should reiterate to the employees that it would not carry deadwood in its organization. At the same time, it should not even forget to reward the high flyers accordingly.

6.2.6 Change the role of Top Management

Getting people to do adaptive work is the mark of leadership in a competitive world (Heifetz and Laurie, 1997). The role of CEO should no more be making decisions and holding the veto power. Instead, he should start wearing a totally new hat. He should encourage the executive group to walk down the path of mutual discovery, participating in but not controlling the decision making process. Traditional CEOs are unlikely to create the integrated senior executive group because they often take the lead (Hout and Carter, 1995).

The CEO should also create situation that will test and broaden his senior executives. To do this, he could design a learning situation for them such as giving special assignments (Hout and Carter, 1995). From here, he could identify those who are capable and can be an asset to the organization and also
otherwise. He should make his executives and subordinates less dependent on him.

The CEO should also change his style from holding meetings in the comfort of his office to a more practical and aggressive areas such as in the shop floor. He should also not totally disregard the traditional levers available such as evaluation, organizational design etc. but use them to a new end (Hout and Carter, 1995). On top of this, he should also show interest in developing career plans for his executives.

6.2.7 Deploy Key People
As the industrial era is slowly being undertaken by information age, the management should acknowledge the fact that their strategic planning may be inappropriate in an environment that demands knowledge based flexibility and responsiveness. Hence, leaders should be prepared to downplay their strategic decision making role and delegate it to the experts who are the frontline managers. The top managers however, would still influence long term direction and should work internally to develop the organization's resources, knowledge and capabilities as strategic assets (Bartlett and Ghoshal, 1995a).

6.2.8 Open Book Policy
Open book management rests on the simple idea that companies do better when employees care about not just the quality, efficiency or other single performance variable but also about the same things that senior managers are supposed to care about, the success of the business (Case, 1997).

This means that the financial goals, budgets, income statement and forecasts should be made known to employees and should make sure that they understand it. Secondly, HSSP's managers must hold employees responsible and accountable for making unit's budget or profit goals. Thirdly, in addition to
paying them for their time, the compensation system must reward them for the success of business, and this could be done through profit sharing or employee stock ownership plans etc (Case, 1997).

6.3 COMMUNICATION

Communication is always a problem in most surveys. It's not a factor that can be repaired quickly. One problem with communication is that everyone wants the information but not all will bother with it once given.

An effective communication is all the more important when "change" is being undertaken by an organization. No matter how appealing and splendid the change/strategic may be, no organization can expect all employees to be fully united behind the strategic change program. Peter Drucker would say that if a board/organization is unanimous in regard to a decision, the decision should be delayed because, for a lack of questioning is unhealthy and is likely to lead to mistakes.

We often have fear that "open communication" is the best solution to numerous communication problems. However, there is no any clear guidelines on how to be open or how much. The question may be How To Be Open or How Much To Be Open? The basic dilemma is simple. If you are the CEO, and you have a major strategic change in mind, with many foreseeable inferences, is it better to tell the employees everything - the ultimate destination, the route, the risks, the uncertainties or should you trickle down the information stage by stage?

Your choice depends on the nature of the goal/change. If it is a positive and general aspiration then you can generalize the target and reveal all you can. An example of this would be a statement or goal such as "are we going to be the most successful operators in South East Asia by 2020"? Such a statement/target
will cause the organization to ask questions, “How are we going to get there”? “What would we need to get there”?

If on the other hand the goal is to shrink the organization that is a cost-cutting or defensive move-then you may want to trickle it down. Feeding information out in a controlled way can, provide that it keeps people adequately informed and give management more control.

In the case of HSSP, statistics show that across the board, communication has a lot of room for improvement. This conclusion can be made based on the fact that the communication factor is the fourth weakest of all categories.

6.3.1 Establish Channel
A solution to misinformation cascading down the pike or not at all would be to create a dual channel of communication which arguments rather replaces, the normal cascading process.

1) The managers are given supplementary information so that they can interpret for those below them while feeling involved, valued and useful.

2) The second channel is the direct link to and from top to bottom of the organization, in which top managers come to units/departments to make presentations and answer questions in general meetings that the intermediate managers also attend, having themselves been briefed by the top managers.

6.3.2 Management by Walking About (MBWA).
The data states that top management is not available to the regular employees. MBWA will enhance the image of the managers and top managers (Argyris, 1994). Management needs to be more receptive to the open communication process. Each manager would need be encouraged to dispel the blame culture that seems to be part of the culture of HSSP. Whether this is true or not, it does
not really matter as long as it is perceived as true it is. This is done by developing trust and understanding.

As this will be a long and challenging process it would be recommended that a committee be formed to combat this issue. The make up of the group is also important. This would send a message to the employees that something is being done about this problem.

6.3.3 *Informal Network*

Informal networks are the network of relationships that the employees form across functions and division to accomplish tasks fast. The formal organization can be regarded as the skeleton of a company and the informal network as the central nervous system driving the collective thought process, actions and reactions of business units. There are three types of informal network: The advice network is the prominent players on whom others seek advice and technical expertise. The trust network tells which employees share delicate political information and back one another in crisis. The third is the communication network, which is solely on work related matters. Understanding these networks could increase the influence of managers outside the inner circle to solve problems and improve performance. (Krackhardt and Hanson, 1993).

6.3.4 *Suggestion program*

This should be called a suggestion program and not a suggestion box as it is regarded in many organizations. A suggestion box may just be a box, where suggestions are collected. There is no any assurance that follow-up would be done on it.

However, a suggestion program would include a standard operating procedure for handling the suggestions, the process of replying and not forgetting the reward for the contributors. A standard format could be developed and placed
at a strategic location where the forms would be accessible to every employee. Prior to starting this program, it would be best if the employees are briefed on the procedures, its buy back and the rewards associated with it. A committee consisting of the senior managers should be established and this committee should review the suggestions on a monthly basis and reply personally in written form, every recommendation given. Regardless of approved or not. Either way, a proper justification should be given for the reply. The approval should be unanimously agreed upon by every committee member. Either on a monthly or quarterly basis, evaluation of the recommendations could be done taking into consideration various factors like cost savings, improve morale etc and this should be made known to the employees. It is also very essential to reward the best recommendations appropriately.

6.4 PERCEPTION OF OWN JOB

Frederick Herzberg’s motivation – hygiene theory of job attitudes suggest that the factors involved in producing job satisfaction are separate and distinct from the factors that lead to job satisfaction. The growth or motivator factors that are intrinsic to the job are achievement, recognition for achievement, the work itself, responsibility, authority and career growth itself. The dissatisfaction- avoidance or hygiene factors that are extrinsic to the job include company policy and administration, supervision, work load, working conditions, status and security (Herzberg, 1987). In HSSP, the contributors to the poor perception of job is due to both these factors. Some of the actions recommended to HSSP are as follows:

6.4.1 Dump the cash, load on the praise

In studies dating back to the 1940s, employees always have ranked other items - such as shown appreciation for work done as being more important to them than salaries. Open communication was ranked highest and salary was only ranked 16th. On top of this, it was found in a recent national survey conducted by
Robert Half that limited praise and recognition was ranked as the primary reason for employees to leave their jobs today (Nelson, 1996).

When delegating any job responsibilities, the management should sandwich it with some praises and confidence in the person getting the job done. This would boost the employees’ morale and motivate him to do even better. This would support Maslow’s Theory of hierarchy. Several simple cost effective programs can be implemented. Delegation and empowerment goes a long way in motivating and contributing to management style.

Apart from the above, some of the suggestions which need to be adopted by HSSP are recognizing the effort of the employees. It may not be in monitory terms but just any of the following simple gestures:

a) personally thanking employees
b) willing to meet with employees and to listen to them
c) providing specific feedback about performance (both good and bad)
d) Creating open, trustworthy and fun work environment
e) Communicating the company’s progress
f) Involving employees in decision making
g) Providing employees with ownership
h) Giving performance based merits
i) Sending employees for training
j) Celebrating success
(Nelson, 1996 and Spitzer, 1996)
k) Delegating responsibility with authority or power (McCleland and Burnham, 1995).
6.4.2 Management Development Training

The management stress is in the tolerance level which is a direct repercussion of the increasing workload. It could also arise if the person lacks certain management skills.

The top management has to ensure that those assigned at the supervisory level and above are equipped with the necessary skills to cope with their job responsibilities.

6.4.3 Ensure sufficient Resources

Though the employees of HSSP have an overall positive outlook towards change, the survey indicates that the greatest fear of change that they have is “increase in work-load, insufficient support from the management in terms of resources needed, information required, equipment, knowledge and skills.”

Employees are those who are heavily involved in day to day operation and they will be able to relate the exact problems that are faced in carrying out their job. They should be allowed to voice out their opinion when making decisions such as the number of equipment or tools required. It is not suggested here that the management should not base the items required by calculation, but they should also consider the additional information from the employees for more accurate planning.

6.4.4 Realistic goals and yardsticks

An explicit written set of guidelines is recommended in terms of performance standards. A lot of thought has to be put in it to ensure that it is in accordance with company’s expectations. Performance indicators or benchmark has to be developed through a discussion with customers, management and front-liners. This would ensure greater commitment from front-liners to meet the standards. No doubt “Customers are King”, HSSP’s management is right when they ask the
employees not to bother much with their unnecessary demands. However, it would not be appropriate to allow the customer to voice out any complaints or requests repeatedly. It would be better for management themselves to bud in and meet up with the top management of the customers to resolve the issue in writing or to come to a consensus.

6.4.5 Management Support
This factor is the third lowest factor and only slightly a better score than company mission and vision. A high score of 31.1% of population who have disagreed that their job is satisfactory allows us to say that there is a reason for major concern in respect to this area. The respondents here have high expectations of their jobs and they perceive that there could be less unnecessary stress in their jobs.

The stressful experience of individuals is more likely to be caused by lack of clear direction which is supported by our findings in the area of company mission as well as by problems arising due to unclear communication channels to voice out the major problems to the appropriate level where necessary action can be taken.

To ensure this, it is recommended for the management to look into these details and ensure that this support is extended to the employees as and when necessary. Besides this, a good communication channel would also ensure the fundamental infrastructure for the “change’s” smoother execution.

6.4.6 Be realistic
There exists some degree of lack of ownership on the part of supervisors and managers and as a result, the practice of shifting blaming and turf management occurs. The management needs to be realistic with what needs to be done in regard to the change process as well as the intervention that needs to be done
as a result of the survey. They should not close an eye to the problems that the employees are sure to face when carrying out the task. They need to take ownership of problems which are beyond the employees’ control and give support where possible. Some tips and assistance on how to overcome the problem or look for alternatives could be shared with them.