LEADERSHIP AND MANAGEMENT THEORY IN PRACTICE

EDITORS

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CONTENTS

FOREWORD

Today's organisations face challenges from many directions.
From small and medium-sized enterprises to family-run businesses and large multinationals, the problems of leadership and management are often a reaction to the same market trends. We have an ever-expanding toolkit to help you develop the best organisational responses. The authors of this book have undertaken to take a selection from a rich range of management tools and present a case study in which they have been applied. Kaizen, Artifical Intelligence, Denison`s model, High Performance Organizational Model, Kapferer`s Brand Identity Prism, CSR - to mention only the most important ones. The main aim of our volume remains to build a bridge between science and practice, so that it can be used by professionals in academia and managers in business alike.

24|6|2022, Kaposvár, Hungary

By the name of the editors,
Szilárd Berke

IMPORTANCE ON ORGANIZATIONAL CULTURE OF FAMILY-OWNED SMALL AND MEDIUM-SIZED ENTERPRISES AT THE DIGITAL AGE SELECTED RECOMMENDATIONS USING THE DENISON MODEL

JUAN CARLOS MONTENEGRO HERNANDEZ

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The digital transformation is challenging small and medium-sized enterprises in all industries to scrutinize their business activities and adapt their business models regarding new digitalization technologies. In this context, the question of the appropriate change management in organization culture is becoming important. Most of family-owned companies in the small and medium-sized sector are entering new fields of businesses in their direction towards digital business models and in the development and implementation of suitable forms amd models of organization (Zeidan and Berke, 2021). The range of digitalization-degree in a small and medium-sized enterprises is wide and raises a mixture of questions.

This essay will describe the advantages of the Denison Model with regard of the establishment of change management in familly-owned small and medium-sized enterprises at the digital age. This model is an appropriate tool to examine the dimensions of organizational culture. Importantly, Denison's analysis looks at the values, attitudes, norms, and beliefs of members of an organization without judging them. It is not about "right" or "wrong" corporate culture, but about a healthy culture that is profitable in terms of corporate strategy. To continue playing role in the market as a small and medium-sized enterprises and to be marketable in the future, it is of great importance how companies implement and use digital potentials for their organization. The following questions need to be answered in this regard:

How can I motivate my employees to implement cultural change using new digital technologies as part of change management? and
Is it even possible to change culture in a targeted way as an organization?

INTRODUCTION

Using Germany as an example, many large family-owned small and medium-sized enterprises are hidden champions. They are international leaders in highly specialised niche markets with huge investments in Research and Development (R&D) to secure their technological lead in the age of digitalization (Familienunternehmen, 2020a). The importance of family-business in global wealth development is unquestionable (Sievinen et al., 2020). Family-businesses amount to more than 60% of all companies in Europe (Commission, n.d.). They range from sole owners to large international companies. Large or small, listed, or not listed, family-businesses play an essential role in the economy of the European Union and the European Commission fully accept this important economic role and stimulates the creation of a supportive landscape where family-businesses can grow, establish and flourish (Mandl, 2008). At the digital age, these companies are facing new challenges to maintain their competitiveness. It is reasonable to assume that most of small and medium-sized enterprises are overloaded by the insane speed of digitalization. As an example, German family-owned small and medium-sized enterprises in all industries are forced to question their business areas and adapt their business models to the new digital era (Carl & Gondlach, 2018). The main goal of this home essay is to introduce the appearance of organizational culture in selected literature and explore its impact on change management in family-owned small and medium-sized enterprises. The qualitative research also includes an analysis of the secondary data describing the Denison´s Model and to provide suitable recommendations on its application fields.

Why is change management in organizational culture important?

Organizational culture is the most important component of the organization (Tidor et al., 2012). Every organization has its own way of doing things that influences essentially every aspect of working life, from how long breakfeast breaks are to how products are manufactured (D. R. Denison & Neale, 2016). Therefore, organizational culture refers to the key values, beliefs and principles that serve as a foundation for an organization management system, as well as the establishment of management principles and behaviours that both illustrates and reinforce those basic principles. These principles and practices are important because they have a crucial meaning for the members of an organization. One of the most useful definition was given by Huczynski and Buchanan (2001) describing organizational culture as quite monotonous set of values, beliefs, customs, traditions, and stable methods by the respective members. According to Stephen P. Robbins (2013), some knew organizational culture as system of common belief of members of an organization, some knew organizational culture as a hierarchy of the interdependent common values transmitted by stories, myth, and empty phrases. The behaviour of the organizational members is affected by their common perception of organizational culture (Ahmady et al., 2016). Ahmady et al., (2016) emphasizes that culture has been important, because acting without knowing cultural forces might have unpredicted and unwanted outcomes. Another important topic is the role of the management. Miladi (2014) confirms the influence of the management of small and medium-sized enterprises and points out that the profile of the management are determinants of the governance mechanism. To identify organizational culture is not simple and cannot be modified within a short term but without diagnosing and changing organizational culture the organization cannot achieve his high performance (Tidor et al., 2012). A clear understanding of organizational culture is important for all managing directors because it influences the way that their organizations react to the changing demands and need of business environment (Jarjabka, 2014). At any given time, the culture of an organization is strongly influenced by the past successes, experiences, and past learnings about how to use or adjust and change the culture. As the business landscape changes, leaders must steadily foresee the necessary changes and actively monitor the interdependence between the demands of the environment and the capabilities and competences of the organization.

According to the experience of the author, an important part of change management is also a clear, consistent, and coherent communication. Timely and open information to organizational members about the causes, goals and progress of the intended change ensures that the reasons for initiating a change process are understood. Employees will only commit to the change if they are sufficiently informed about the change project and are aware of the overall connection to the corporate strategy.

Family-owned small and medium-sized enterprises confront challenges at the digital age

Using the example of a strong economy, the significance of digital transformation can be described in the context of German small and medium-sized enterprises also called as “German Mittelstand”. Family-businesses are an important pillar of the German economy and can be found especially in the strong “German Mittelstand”, for which Germany is internationally known. Many larger companies, which operate internationally and are often hidden champions in their field and have a long family tradition. Family-businesses are represented in all sizes and sectors of the German economy and play therefore an important role in the German corporate landscape and society. Measured in terms of turnover and employment, more than half of the value added in the private economy in Germany is generated in family-businesses (Prügl & Rauschendorfer, 2020). This addresses companies where most of the voting capital is owned by individuals and families. Accordingly, it can be assumed that family-businesses play a prominent role in the development of the German economy. The interrogations through digitalization are not only limit to one special business activity like human resources, accounting, or sales, it also influences the entire enterprise itself and need to be questioned in connection to the corporate strategy (Sorko et al., 2016). Although the term "family-business" is frequently used, a comprehensive uniform definition does not yet exist. Family-businesses cannot be distinguished from other companies either by their size or their number of employees, nor by their economic sector or their legal form. Instead, a family-business is a company in which one or more families have decision-making power or responsibility.

According to a European Union wide definition, a company is considered a family-business if most of the decision-making rights are held by one family and/or at least one member of the family holds a management or controlling position in the company (Commission, 2009). These companies are thus essentially characterized by their ownership and management structures. However, various criteria can be applied for a precise separation. This poses a challenge for valid research on family-businesses. In the absence of a clear delineation of the group of family-owned enterprises, research results can differ only by looking at different groups of enterprises that are family enterprises. Family-businesses are not bound to a certain size in terms of employees or turnover, they are found in almost all branches of the economy and do not have to have a certain legal form (Familienunternehmen, 2020b). So, what is the definition of family-owned business? In scientific research and in the public environment there is no binding answer to this question in the form of a common definition.

The European Commission defines a company of any size as a family-business with following criterias (Commission, 2009):

- *Most of the decision-making rights are held by the natural person(s) who founded the company, the natural person(s) who acquired the company's share capital or by their spouse, parents, child, or direct heirs of their child, and*
- *most of the decision-making rights exist directly or indirectly, and/or*
- *at least one representative of the family or relatives is officially involved in the management or control of the company listed companies meet the definition of a family-business if the person(s) who founded the company or acquired the share capital or their family(ies) or descendants hold(s) at least 25 percent of the decision-making rights due to their share in the share capital.*

This definition also includes family-businesses that have not yet completed the first transfer in generation (Einhorn et al., 2020). It also includes sole owners and self-employed persons, provided that an independent legal entity exists that can be transferred to an another owner (Familienunternehmen, 2020b).

Introducing the Denison Model

D. Denison is a professor of organizational behaviour at the University of Michigan Business School and has done several studies researching the relation between organizational culture and effectiveness. His research has revealed a constant relationship between four cultural attributes of organizations and the business performance of organizations.
The following four characteristics, shown in Figure 1, with selected questions with regards to reach change management in small and medium-sized enterprises are the basis for the application of the Denison Model survey (DENISON et al., n.d.):

1. Involvement:

- *Building human capability and creating a shared sense of ownership and responsibility throughout the organization.*
- *Do employees feel informed and involved in the work that they do? Do they feel they can have a positive impact on the organization?*
- *Is teamwork encouraged and practiced in the organization? Do employees value collaboration and feel mutually accountable for common goals?*
- *Do employees believe that the organization invests in them and that their skills are improving? Is the organization's bench strength improving? Does the organization have the skills it needs to be competitive today and into the future?*

Organizations with claim of high performance encourage and support involvement of employees. An effective and innovative organisation empoer employees and develop humas resource capacities (Ahmady et al., 2016). Employees of an organization are committed to their job and feel as a part of the organization. Involvement means encouraging people to be part of the organization and this lead to feel responsible (Forester et al., 1997). The interpretation of hose fields where employees can make decisions within their responsibility. This increase empowerment. Also important to Involvement is creating a sensitivity of teamwork. Collaboration is encouraged so that creative ideas are secured, and employees support one another in achieving the work that needs to get done. Capability development is essential in communicating to employees that their skills are appreciated. Capability development can be trained in a variety of ways including coaching, mentoring, and giving employees empowerment to roles and responsibilities (Denison Consulting, 2009).

2. Consistency:

- *Defining the values and systems that are the basis of the culture.*
- *Do employees share a set of values that create a strong sense of identity and a clear set of expectations? Do leaders' model and reinforce those values?*
- *Is the organization able to reach agreement on critical issues? Can employees reconcile differences in a constructive way when problems arise?*

- *Do employees from different parts of the organization share a common perspective that allows them to work effectively across organizational boundaries? Do they work to eliminate "silos" and promote actions that are in the best interest of the organization as a whole?*

Many researchers have shown that effective organizations have been stable and integrated, and behaviour of employees have resulted from main values. Well skilled management is needed to achieve binding agreements with employees and organization activities need to be coordinated in good manner (Ahmady et al., 2016). Enterprises have aspects of their culture that provide solidity and stability. Explicitly, they have a clear set of core values that help employees and leaders make consistent decisions and behave in a consistent manner. They also engage in dialogue and get various perspectives on the table so that they can reach binding compromises when difficult issues and problems arise. It is important that employees understand the "big picture" and how the work that they do impacts others as well as how other's work impacts them. They do not just "throw things over the fence". They make sure that work is coordinated and integrated to promote efficiency and serve the organization (Denison Consulting, 2009).

3. Adaptability:

- *Translating the demands of the external environment into action.*
- *Can employees read the external environment and react to trends and changes? Do employees constantly look for new and improved ways to do their work?*
- *Do we understand the needs of our customers? Are employees committed to responding to their ever-changing needs? Does customer focus a primary concern throughout the organization?*
- *Is importance placed on learning in the workplace? Do we create an environment where reasonable risk-taking and innovation can occur? Do we share knowledge across the organization? Do employees understand how their job fits in?*
- *Do employees share a common desired future state for the organization? Do they understand the vision? Does it motivate and excite them?*

High performing organizations are adaptive in that they search for modern and adjusted paths to do their job. They are open for challenging appoaches and are convinced to try new methods to implement in their daily working life. In short, they create change. Another core capability in adaptive organizations is customer focus. Employees recognize that they are in business to serve their customers. They continually search for modern and modified ways to meet and exceed customer expectations. Organizational learning is another critical aspect of adaptability. Organizational learning means to gain knowledge from successes and failures. Our first reaction to reasonable mistakes is not "Who is to blame?", but rather "What can we learn?" (Denison Consulting, 2009).

4. Mission:

Defining a meaningful longterm direction for the organization:

- *Do employees understand the strategies identified by the organization and do they think the strategies will work?*

- *Are there short-term goals that help link what employees do on a day-to-day basis to the strategy and vision of the organization?*

High Performing organizations have a mission that tells employees why they are doing the work they do and how the work they do each day contributes to the why. It also includes the strategic direction, those longer term (2 - 5 year) strategies and key priorities established to focus people and resources and to “operationalize” the vision. The final component of mission is goals and objectives. This reflects the short-term goals that help the employees to adjust and change their daily working activities to the longer-term strategy and vision of the organization (Denison Consulting, 2009).

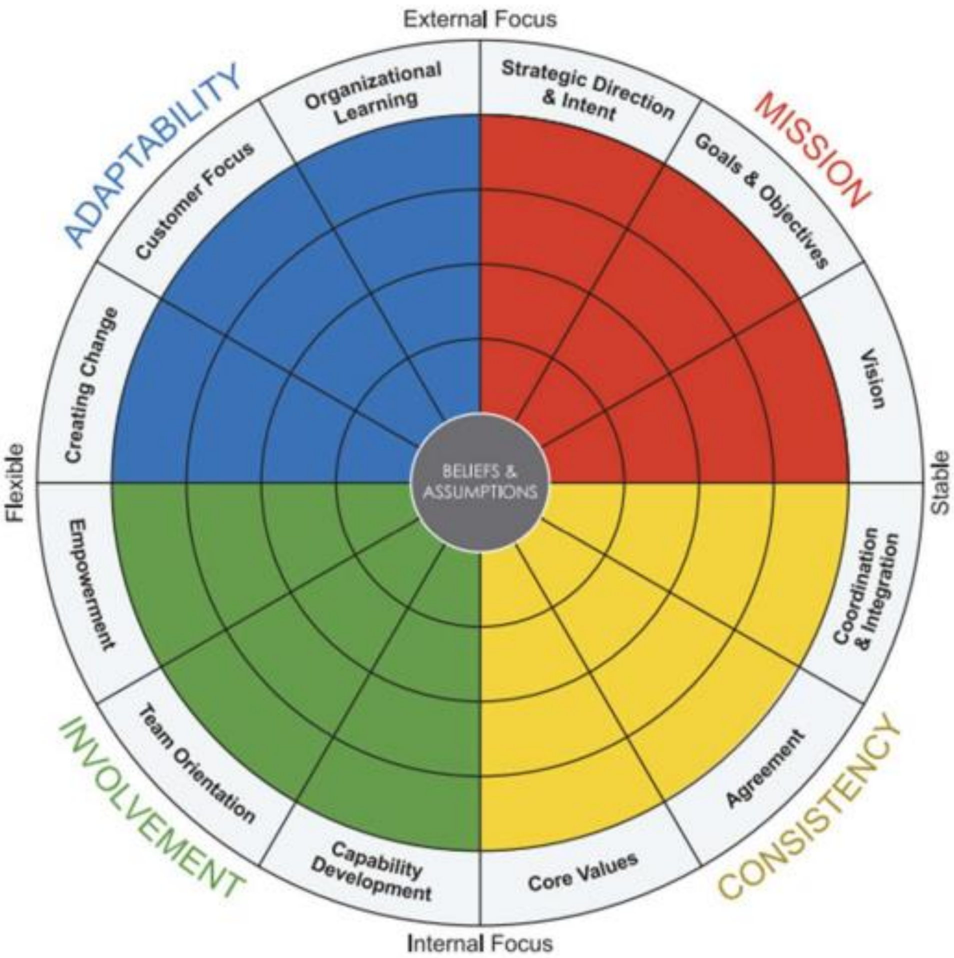

Figure 1. Denison Model (DENISON et al., n.d.)

METHODOLOGICAL APPROACH

The author used Denison´s Model as a theoretical method of identifying a potential approach of finding the right organization culture about the knowledge management. This model covers the internal dimensions involvement and consistency. Further, it covers the external dimensions adaptability and mission. A structured literature review to find research papers dealing with knowledge management of the organizational culture in small and medium-sized enterprises has been conducted. It can be argued that because of the diversity of sources of literature, there is a growing need for a systematic methodology to map the territory of change management. It can be of importance in the sense of a systematic approach of finding relevant papers and a systematic way of classifying research papers (Van Looy & Shafagatova, 2016).

SUMMARY AND CONCLUSION

According to Ahmady (2016), the principle of organizations of the current century has not been money, wealth, and technology, but it has been knowledge. The ability to use intellectual property and knowledge is the key to success of an organization (Ahmady et al., 2016). The research of Kokina and Ostrova (2013) analyse organizational culture based on answers of respondents, by considering Denison model's factors and indices that influence organizational culture. The Denison can be a suitable tool to develop a new organizational culture in Small and medium-sized enterprises at the digital age. According to the author, the best solutions are often those that are developed and owned by the people who must make the changes to achieve future business targets. About the four key aspects of the Denison Model, the following recommendations have been identified (T. Denison & Culture, n.d.):

1. Mission:

- Engage in a vision creation process if a current vision does not exist.
- Roll-out the vision to employees with questions and answers throughout the organization and ask for feedback.
- Continually remind employees of the vision and how it is connected to their current activities.
- Ask employees to share their understanding of the key strategies and how they are contributing to the fulfilment of those strategies.
- Engage employees in a bottoms-up goal setting process determining individual and team goals.
- Introduce reward systems so that they support goal achievement.

2. Adaptability:

- Employees are much less likely to resist changes if they understand why the change is important. The question "What´s in it for me?" should be addressed in order that the employee thinks about it.
- Identify some quick wins that will highlight the positive aspects of the changes.
- Many employees are not having the skills and experience to effectively manage change. Offer skills, tools, and guidance to employees to help them throughout the change process.
- Utilize customers in the creation and design of new products and services.
- Encourage professional development so that the employee is aware of industry trends and developments.
- Offering mentoring and coaching particularly to high-potential employees.

3. Involvement:

- Involve employees in a discussion about what empowerment means and where they can make decisions, influence decisions and what decisions are beyond their influence.
- Offer mentoring and coaching particularly to high-potential employees.
- Establish a system that includes accountability for team performance.
- Establish team goals that are created by the team and are aligned with the organization’s vision and strategy.
- Engage in teambuilding activities designed to enhance team performance and strengthen team relationships.
- Promoting employees from within communicates that they are valued and perceived as capable of taking on greater responsibility.

4. Consistency:

- Allow for discussion about what a value means, and the desired behaviours associated with that value.
- Identify the behaviours and practices that will guide team interactions.
- Sharing and presenting values when welcoming new employees, considering for example a “Breakfast with the CEO” for new employees.
- Establish a decision-making workshop to explore the types of decisions made and how they will be addressed.
- Engage the dialogue with other functions, locations to assess how well you are meeting their needs and how well they are meeting your needs.
- Utilize multiple communication avenues to share and disseminate information to create a common understanding of key business issues.

Numerous studies make it clear that digital business transformation is not influenced by technological elements alone. The major challenge for organizations lies at the human and organizational level in terms of talent, competencies, culture, leadership, processes, systems, and governance (Kohnke, 2016). For the successful implementation of the digital transformation, the necessary measures and changes must be made along the respective four key aspects of Denison´s Model. The development of digital competencies is the most essential topic that have to be addressed from the beginning to be allowed to implement the digital transformation in small and medium-sized enterprises. Small and medium-sized enterprises should therefore invest in digital competence of their employees to increase digital competencies. Necessary qualification and development measures should be identified to define key profiles that are critical to the companies´ success. It is also recommended to build up a talent pool for digital talents to remain competitive in the medium and long term.

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ORGANIZATIONAL CULTURE: A KEY AREA OF ORGANIZATIONAL BEHAVIOR PROMOTING CORPORATE SUCCESS

FERENC HIZÓ

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INTRODUCTION

When we speak about organizational behavior we mean the study of the behavior of the group members in an organization. This study focuses on the interconnections between human behavior and the organization and on the organizational itself (Griffin et al. 2011).

One of the key areas within organizational behavior is organizational culture. It is essential for any manager to understand, that organizational culture has significant influence on organizational behavior. Organizational culture affects every organizational process in the different departments including the HR, PR, sales, logistics and others, but more importantly – employee behavior. The first thing what a new employee has to face at a new working place is the environment (Csapai, Szabó-Szentgróti G. and Berke, 2018; Héder and Dajnoki, 2019). Identifying the differences between the key values, norms and customs are of key impotence in adapting to the new expectations (Ivanchevich et al. 1990). This is where the study of the organizational culture can help: identifying the main characteristics of the organization's behavior.

STRATEGY AND CULTURE

One of the main objectives of any management is corporate success. A company can only be successful if the values and attitudes of its members are in line with its strategy. Without an organizational culture that supports the strategy, the company will not be able to implement the strategy successfully, as this kind of culture will make the members follow the behaviors that do not meet the requirements of the strategic directions. It is therefore a necessary requirement that the strategy and the organizational culture should be in line. This has to be considered important during the strategic planning. The other reason why it is a key issue is that shaping the organizational culture takes longer time than setting strategic goals or defining the means and methods of implementation. The owner and the top management of the company can decide to change the strategy overnight, but such a rapid transformation of the organizational culture is not possible. Typically, the corporate strategy is being developed during stable periods of the operation, in accordance with the current organizational culture. However, these stable periods can be interrupted by unexpected events, especially by changes in the company's environment. In such cases, the company's management is forced to set a new strategic direction, which, however, may conflict with the existing organizational culture. Therefore the management of the company should be aware that the effective implementation of the new strategy can only be achieved by transforming the organizational culture. (Balaton, et al., 2014)

The transformation of organizational culture is the result of a developmental process that can be actively influenced by the management. This development can be divided into four phases (Gagliardi, 1986):

- In the first phase, when the organization is formed, the leader relies on assumed causal relationships to define goals and tasks. These relationships are formulated based on the professional knowledge and practical experience of the management.
- If the behaviors based on these basic assumptions achieve the expected result, i.e. they are justified in practice, then all members of the organization accept them and they serve as a reference for the actions.
- In the next phase, if the expected results are realized afterwards, the cause is overlooked and the organization identifies itself with the trigger, i.e. with the behavior followed so far.
- In the fourth and final phase, the values are stabilized and are beyond conscious judgment, i.e. they automatically control the behavior of the members of the organization.

According to Collins and Porras (1994), the key to the long-term success of companies is to adapt their business strategy to the challenges and changes of the environment, while their values and goals are constant in long term. Their core values should not be changed as they include the reason for the company’s existence and therefore cannot be compromised for financial or other short-term gain. These values embody the company’s vision i.e. they serve as the core values of the company.

And so, the vision provides a solid basis for the company’s mission, which represent the company's intentions for what it wants to achieve and what role it wants to play in the future. Only visions and missions based on the organizational culture can become a common value among the members of the organization, thus gaining their support for the realization of the ideas (Antal-Mokos, et al., 2000).

Values are principles that ensure that a company’s operations go beyond its strategic goals. In many cases, organizations had to respond quickly to turbulently changing environmental impacts, and the most effective tool for this is strategy change. However, in many cases, the new strategy fails because it is not followed by a cultural change at the same time because the management did not pay attention to it and did not recognize the connections between the two (Cameron and Quinn 2006). The strategy development depends on the perception and views of the corporate management, which is also under the influence if their own culture (Zeidan and Berke, 2021).

THE CONCEPT AND STRUCTURE OF ORGANIZATIONAL CULTURE

Now, as we can see, organizational culture is not only an important area of organizational behavior, but also an essential element of corporate success. But how can we define what organizational culture exactly is? Many theories have emerged to define the term of organizational culture, but there is no uniformly agreed, accepted definition.

Some of the definitions without being exhaustive are the following:

> „Organizational culture is the glue holding that holds an organization together.”
>
> Deal & Kennedy 2001

„Organizational culture is the distinctive pattern of shared assumptions, values and norms that shape the socialization activities, language, symbols, rites and ceremonies of a group of people."

Hellriegel et el. 2004

„Organizational culture is composed by a set, more or less coherent or articulated, of values, meanings, behaviors and organizational practices representing the main filter in interpreting the organization's reality: it also fulfils the function of behavior orientation in the company"

Câpeanu-Sonea et al. 2010

In management research, after the second half of the twentieth century researchers turned their attention more and more to the human resources. This was a kind of paradigm shift from the previous Taylorist process- and efficiency-centric approach, where all tools - including the human factor - were subordinated to these principles. In connection with the study of the role of people as a success factor, human management research has not only revealed the influential role of individuals, but has also focused on the relationships between employees and within the organization. From the 1980s, studying organizational culture has gained emphasis, and at first it was believed that this is the key to organizational success. This view was later rejected as culture is not the only success factor, however, it is still widely accepted today that its impact is significant, being involved in all levels of the organization and affecting the everyday life of it.

However, I must underline again, that there is no uniformly accepted definition of corporate culture, although there is a considerable overlap between the existing theories. Most of the definitions list a couple of factors that can be related to the corporate culture, and usually a model to illustrate how they work is also being included in them. (Dayaram, 2005)

Regarding the characteristics of organizational culture, Attila Bokor distinguished two methods: In the first case, researchers approach the object of their analysis through the purpose and function of culture, while in the second option by listing or demarcating phenomena that are considered relevant (Bokor, 2006). This theory is illustrated on the following figure:

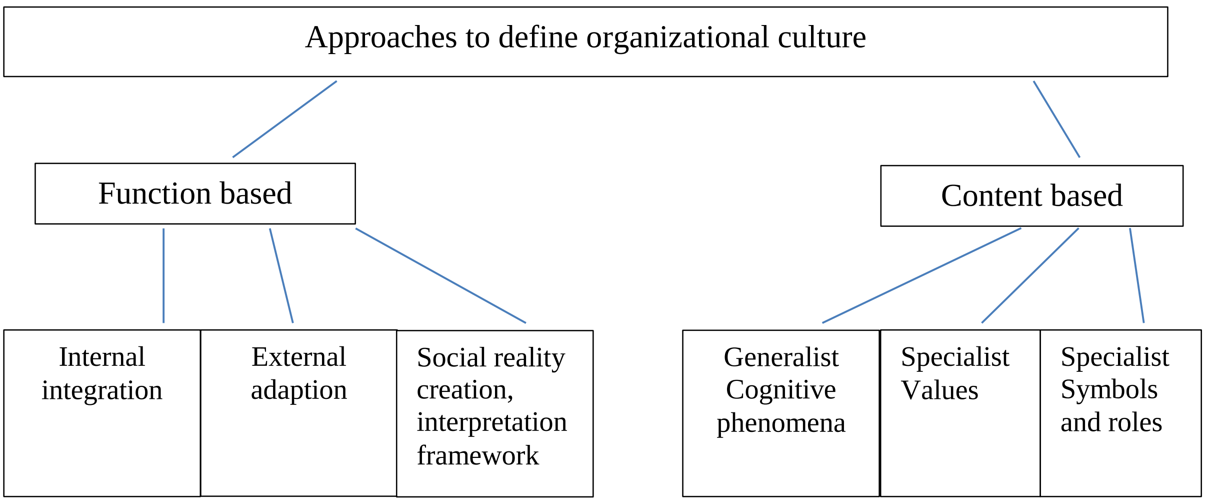

Figure 1. Approaches to define organizational culture (source: Bokor, 2000)

Only a relatively independent organization that has been operating for a long time can have an individual culture. This view is also supported by Schein. He concludes, that “organizational culture is the manifestation of commonly accepted basic assumptions that a given group has discovered, recognized, or developed through learning in order to be able to deal with problems arising from external adaptation and internal integration. These internal manifestations need to be mature enough to be valid for the group members and teachable to new members entering the organization as the right way to evaluate, understand, care and feel about the organizational problems” (Schein, 1992).

Oprsnik's opinion also points out the role of corporate culture, which significantly influences the organization as a whole. In his view, corporate culture is a “soft” intangible phenomenon, which not only shapes the company’s interaction process, but also affects the “hard” elements of the organization. Management methods and tools, and also the strategy, structure and management systems. (Oprsnik, 1999)

ORGANIZATIONAL CULTURE TYPOLOGIES

As we saw from the above, characterizing and measuring organizational culture is of a key importance for the management to facilitate strategic planning and to foster corporate success. There are several approaches which help to evaluate or measure organizational culture.

Kono (1990) for example identifies corporate culture as a composition of three elements:

- common values accepted in the company,
- the way of thinking, approach, procedures, patterns used in corporate decision-making,
- behavioral patterns that are common in the company.

Trompenaars and Hampden-Turner identified four types of organizational culture. The types were defined in terms of the attitudes of the members of the organization towards the organization as a whole. The culture types were set up along the vertical-horizontal plane of the organizational structure, where the horizontal axis included the task- and person-oriented dimensions of the organization and its subordinates, and the vertical axis their opinions on the role of the organization members. (Trompenaars, et al., 2002)

However, one of the most recent and – in my opinion – most current model for measuring organizational culture in practice is the Compering Values Framework of Cameron and Quinn.

THE TYPOLOGY OF ORGANIZATIONAL CULTURE BY CAMERON AND QUINN

According to Cameron and Quinn, culture is a key factor in the long-term effectiveness of the organizations, so it is essential for leaders to measure culture in order to be able to develop or change it when needed.

Cameron and Quinn’s organizational culture model is based on a framework of competing values. In the international literature the Compering Values Framework is simply referred as CVF. The development of the CVF is the result of a decades long research work. The method which was used to create the CVF can characterize organizational efficiency and includes 39 indicators. It was named after Campbell and his colleagues. As a result of their work, 4 dimensions emerged, along which the 39 factors could be grouped into four clusters. These four clusters are considered to be the ancestors of the four types of organizational culture used in the CVF model. In further research, the model was refined and two dimensions emerged, with the endpoints of flexibility ↔ stability and internal focus ↔ external focus value preferences at their endpoints. (Bognár, 2013)

Later Cameron and Quinn concluded that another dimension is needed for more accurately describe the effectiveness of the organization, and as a result, the CVF model was supplemented with an organizational performance dimension. During the long research work, the structure of CVF was revised and the elements that make up the performance dimension were incorporated into the other two dimensions. Their work and its results was published in 2006. In the final model, the naming of planar quarters was determined on the basis of the most striking features: Clan; Hierarchy; Market; Adhocracy (see Figure 2.).

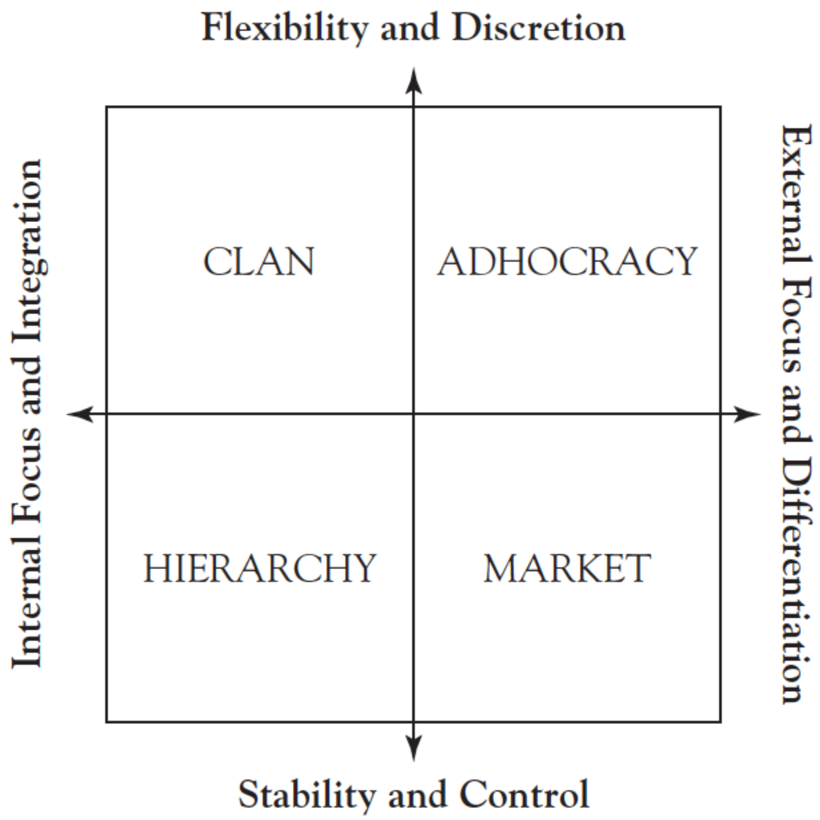

Figure 2. The Competing Values Framework (source: Cameron-Quinn, 2006)

The characteristics of the four types of organizational culture identified in the Competing Values Framework:

<u>Clan:</u>

The clan-type culture is similar to the structure of a family. In the clan culture, the workplace is a friendly place. it is characterized by mutual trust, common goals, cooperation, consensus, participation, "we-consciousness," and verbal communication. The organization is held together by loyalty and tradition. Leaders act as mentors, like parents. The organization emphasizes human resource development and individual development. Sensitivity to customers and caring for people are of key importance. Instead of achieving the rules and the profit goal, the teamwork, involvement of employees, commitment to the organization are more essential. The basic premise of clan culture is that teamwork, staff development, and treating customers as partners is the best answer to the challenges of your environment. Success is determined by the internal climate and caring for people. (Cameron - Quinn, 2006)

<u>Hierarchy:</u>

In a hierarchy-type culture, people work according to rules and procedural instructions, and it is important to maintain smooth operation. An effective leader is a good organizer and coordinator. Hierarchical culture is characterized by stability, predictability, rationality, respect for formal positions, division of labor, regulation, and written communication. It is effective in a relatively stable environment. The key to its success is the authority of decision-making, the application of standardized rules and procedures, control and accountability. It occurs mainly in large organizations and the public sector, where a large number of standardized procedures and hierarchical levels are typical. (Cameron - Quinn, 2006)

<u>Market:</u>

A market culture organization does not focus on internal events, but on the external environment, transactions with market participants in order to gain a competitive advantage. The main goal of the organization is profitability, exploiting market gaps, achieving tense goals, and securing the consumer base. The core values of the organization are competitiveness and efficiency, which is achieved through external positioning and strong control. Market culture is common in a competitive environment where an organization has an interest in strengthening its market position. The main task of managers is to increase productivity, efficiency and profit. The goals are clear and can be achieved with an aggressive strategy. The cohesive force of the organization is victory. Success is measured by market share and market penetration. It is important to beat a competitor and achieve market leadership. (Cameron - Quinn, 2006)

<u>Adhocracy:</u>

Adhocracy-type organizational culture was born in the information age. Its main principle is that innovative and pioneering initiatives lead to success. An innovation-oriented culture is able to respond the best to the turbulent changes of the environment. It is the leaders' responsibility in an organization with such a culture to foster entrepreneurship, creativity, and cutting-edge performance. An innovation-oriented organization is changing rapidly in new circumstances, with the main goal of maintaining and improving adaptability, flexibility, and creativity in an information-laden and uncertain environment. In adhocracy-type organizations, they adapt to new opportunities with innovative products and services. There is no centralized power and authority in the organization, the emphasis is on individuality, risk-taking, and forecasting. Every member of the organization is involved in manufacturing, customer care, and development as well. Most people work in temporary workgroups, which disband when their work is done. An effective leader is a "visionary," innovative, and risk-averse. The cohesive strength of the organization is a commitment to experimentation and innovation. The focus is on challenges and new knowledge. The organization encourages individual initiative and freedom, the ability to change is really important. The long-term goal is rapid growth and the acquisition of new resources. Success means producing unique products. (Cameron - Quinn, 2006)

During the development of the CVF, Cameron and Quinn have also assigned values to each type of culture which are essential for the key categories, such as: organizational leadership, total quality management, and human resource management. The Figure 3. contains the competing values of leadership and the Figure 4. the competing values of Total Quality Management (TQM):

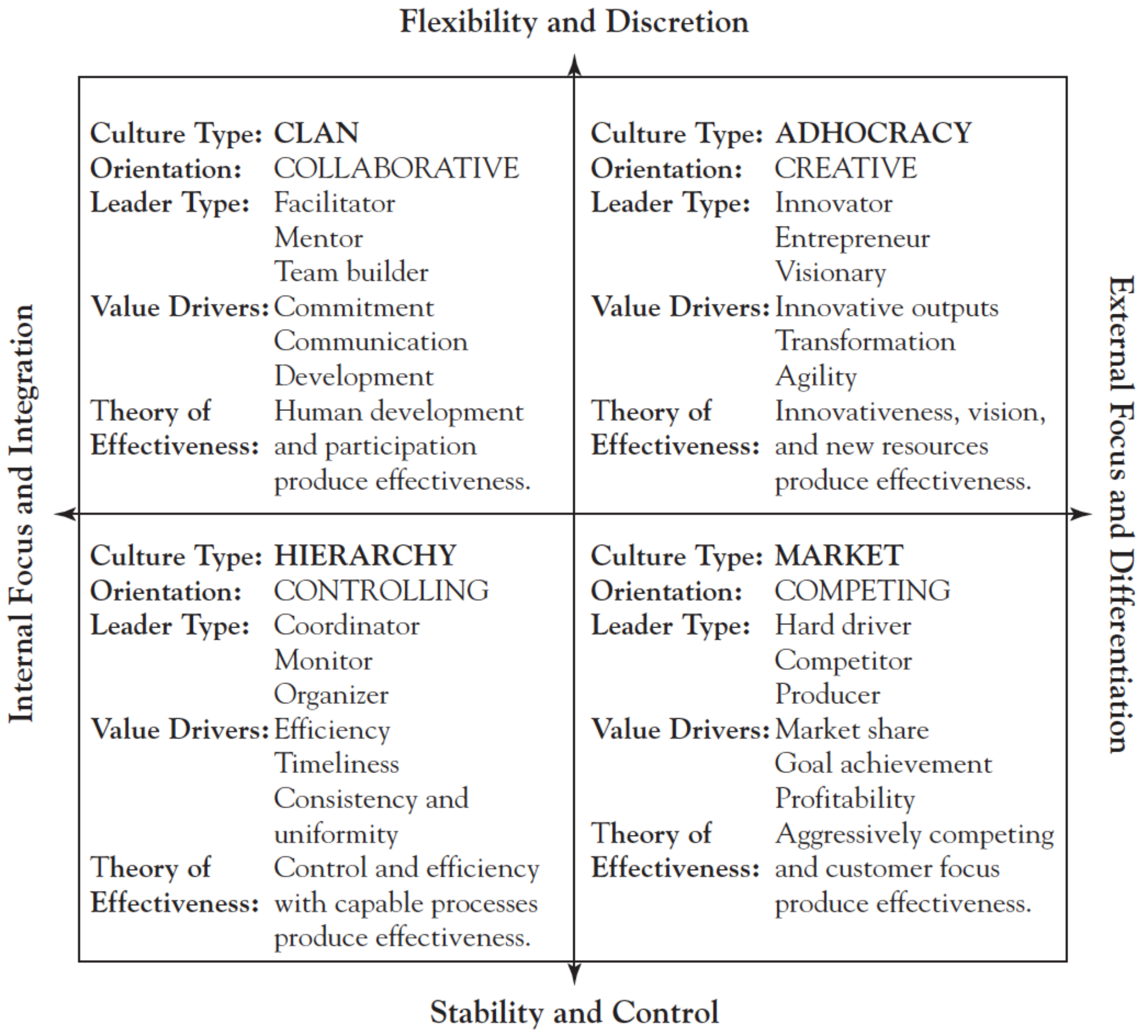

Figure 3. The Competing Values of Leadership (source: Cameron-Quinn, 2006)

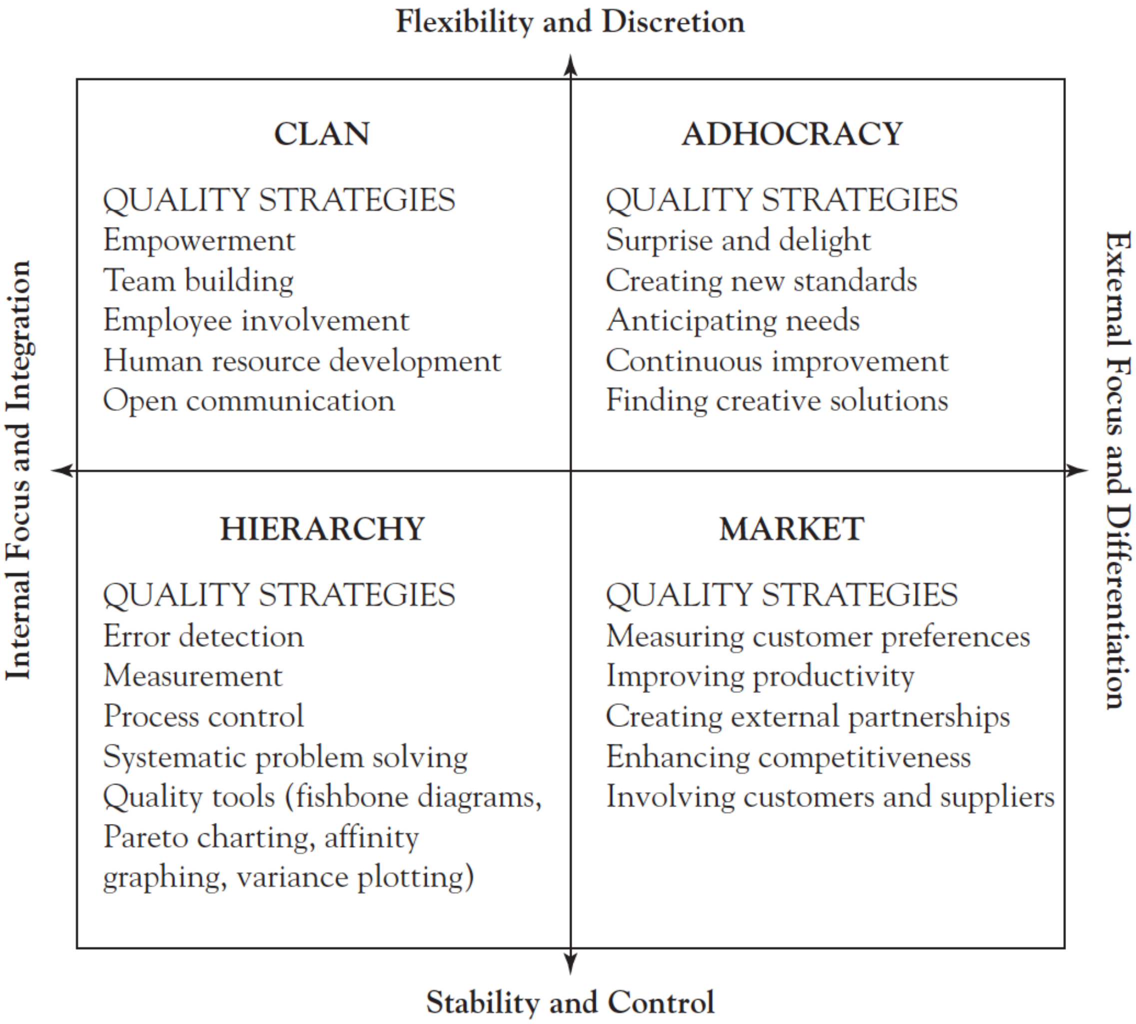

Figure 4. The Competing Values of Total Quality Management (source: Cameron-Quinn, 2006)

A research of Hajnalka Fekete from 2011 contains useful findings about the characteristics of the different categories. She examined the effects of organizational strategy, structure and culture on organizational performance among Hungarian SMEs. In the context of organizational culture and corporate performance, she found the following:

- In terms of organizational culture characteristics, the strongly negative impact of the hierarchy culture is the most significant regarding the performance of the customer perspective, while clan culture has a positive impact on the performance of the customer perspective. According to this, human resource development, customer sensitivity and caring for people are the best response to environmental challenges.
- The elements of organizational culture have a very strong impact on corporate performance. Most significant is the negative impact of the hierarchy culture, and on the other side, the positive influence of the clan culture on organizational commitment.
- Examining the organizations in terms of Ansoff’s growth strategies, she found, that companies pursuing an aggressive growth strategy perform well, while organizations pursuing a cautious growth strategy perform poorly. A cluster of

cautious growth strategies and innovators operating with only their existing products showed ailing sings. (Fekete, 2011)

From these results we can see that the CVF is able to identify the critical points regarding the operation of any origination and as the model also clarifies the main characteristics of each type, it provides a kind of interoperability between them bringing flexibility in the management's decision process.

CONCLUSION

Organizational culture is a highly important area of organizational behavior, which can help to understand the characteristics and the very nature of the organization. Measuring organization culture is essential in terms of corporate success, as it contributes to strategic planning which is a key in the company's mission. Therefore it is necessary to find a comprehensive measurement model, which can help identify the relevant elements and other important details regarding the culture of the organization.

In my opinion the presented CVF model is an adequate model for such objectives. Through its classification, the model covers all common business types and help to understand their nature and the problematic fields regarding their operation. This way it is easier for the management to take the necessary steps towards a more efficient operation and can transform organizational culture in a way which fits the corporate strategy.

The universality of the CVF model makes it possible for any public or private actor to learn about an important part of their organization's behavior: culture.

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FEASIBILITY OF THE KAIZEN METHOD IN HIGH SCHOOL LESSONS

CSIZMADIA ADRIÁN

»«

INTRODUCTION

In my short paper I will attempt to show how the kaizen principle could be applied in secondary education in Hungary. After presenting the kaizen principle on the basis of literature, I will outline a concrete plan on how the method/approach can be used in education in a project of a few lessons. During the short-term kaizen event, the practical side of kaizen will be outlined alongside the theory.

THE KAIZEN PRINCIPLE

Kaizen is a Japanese method used in companies to increase efficiency, reduce waste and improve quality. The word means *change (kai)* in the *right direction (zen).* The basic philosophy of the method is to improve a product, custom or process in very small steps, so with an endless process of small development steps, everything can be made better (Kamińska, 2015) and with very small changes we can get to new products or inventions (Maurer, 2017). So, according to kaizen, small and gradual changes lead to significant, long-term development. Kaizen is used primarily in the production and service sectors, however, the concept is not only a corporate process development system, but also a general philosophical approach that can be applied to all areas of life, both individually and in groups, including schools. It is important to mention that kaizen and innovation are two different concepts (Pang, 1998), as the success of innovation usually only brings about significant and radical changes. None of these are characteristic of kaizen (Maurer, 2017).

Kaizen does not primarily use material resources for development, but is based on the creativity of employees. The ultimate goal is to develop the production system in a direction that meets customer needs. Kaizen is a relatively short-term method for solving a system-wide problem. Thus, the whole process approach has an important role to play, which means that the whole process must always be examined during change or development, and not focus on a single sub-area. However, there is also the point kaizen, which is designed to solve a local error (Narusawa & Shook, 2017). In the kaizen method, *gemba* plays an important role, the place of value creation, where small improvements can contribute to the success of the whole organization. We have to ascertain the events with our own eyes (*gembutsu*), based on the observation made here we can make fact-based decisions and initiate improvements (*gemjitsu*). This is the 3G system (Imai, 2012) (Koloszár & Pankotay, 2017).

For change to be successful, all stakeholders in the organization must be involved in designing and maintaining the system. Thus, not only a selected group is involved in developing the changes, but all employees. In this way, not only efficiency can be increased, but also the motivation of the members of the organization can be enhance, as this way people can be proud of their work and feel important (Maurer, 2017). Kaizen places great emphasis on teamwork and personal discipline. The concept is based on the 5S system (Narusawa & Shook, 2017):

- *Sort out / seiri*: separating the necessary and the unnecessary, getting rid of the unnecessary.
- *Set in order / seiton*: easily organize the necessary things into a transparent system.
- *Shine / seiso*: cleaning and checking for abnormalities.
- *Standardise (Spick-and-span) / seiketsu*: complete simplification, cleanliness and order, disciplined adherence to the first three S.
- *Sustaine / shitsuke*: Maintaining the first four S, discipline, improving every day.

The birth of kaizen can be traced back to World War II, when American experts helped build the Japanese economy. Homer Sarasohn, Charles Protzman, and W. Edwards Deming, engineers and statisticians trained Japanese managers to make companies more efficient and improve quality in the 1940s and ’50s. The most famous implementation of the kaizen method can be attributed to the Toyota car factory. Each of the workers has the option to stop the production line if a fault is detected, and the worker can also make a suggestion to rectify the mistake. The Toyota Production System (*TPS*) was developed in 1949 by engineer and businessman Taiichi Ohno. TPS strives to achieve the best quality by eliminating waste with minimal cost and lead time (Narusawa & Shook, 2017). The European and American versions of TPS are the *lean* approach (Koloszár & Pankotay, 2017), which is also based on eliminating waste (muda). Waste can be defined as any activity that uses resources without creating value. We distinguish 7 wastes (Narusawa & Shook, 2017):

- overproduction = produce more than the next process or customer demand
- waiting = workers are idle while the machines are running
- conveyance = shorten the transport route as much as possible
- processing (or overprocessing) = unnecessary or incorrect processing
- inventory = keeping unnecessary raw materials, parts and finished products in stock
- movement = any movements of workers and machines that do not create value.
- correction = inspection, rework, scrap.

Kaizen focuses on the intention of continuous development and improvement, and at the same time has an important effect on shaping the thinking of employees, and thus on forming the organizational culture. The spread of kaizen and the TPS system in the Western world is largely due to the books of Imai Masaaki (*The Key to Japan’s Competitive Success, 1986; Gemba Kaizen: A Commonsense, Low-Cost Approach to Management, 1997*). The benefits of using kaizen are most evident in reducing costs, immediate results, activating employees, and increasing performance and productivity (Oropesa Vento et al., 2016), (Rahmanian & Rahmatinejad, 2013), (Janjić et al., 2019)

So we can see that there is a close relationship between kaizen and TPS. The two pillars of TPS are jidoka and just-in-time (JIT). Jidoka is to provide machines and people with the ability to detect anomalies and thus the malfunction can be eliminated immediately. The efficient operation of the jidoka requires the separation of human and machine work, so that workers perform other value-creating work while the machines are operating, instead of constantly monitoring the machines (Koloszár & Pankotay, 2017). The other pillar is the just-in-time production system, which means “*a system of production that makes and delivers what is needed, just when it is needed, and just the amount of needed*“ (Narusawa & Shook, 2017, p. 16)

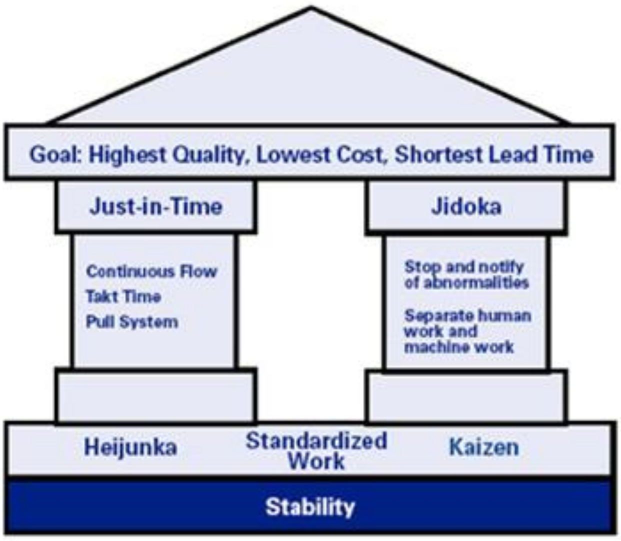

Figure 1: TPS-house, Source: www.lean.org

Takt time, continuous flow, and pull system are required for value creation. Takt time means how often we need to produce a product to meet customer expectations, that is, to create value for them. This process can be accomplished in the following steps[1]:

1. Determining Value (What counts as value to the customer?)
2. Identify a value process for each product that represents value and question all steps currently required to produce them.
3. Continuous flow (Products should pass through and between processes without stopping, i.e. adhere to the takt time so that no wate occurs.)
4. Pull system (We supply the customer or the next process with the quantity and which is needed and when it is needed. It is based on the feedback of the customer process.) (Narusawa & Shook, 2017)
5. Striving for perfection. (We develop the process until we reach perfection, where we produce perfect value without waste.)[2]

Figure 2: Lean principles, Source: www.lean.org

[1] www.lean.org.hu

[2] https://www.lean.org/whatslean/principles.cfm (downloaded: 28th November 2020.)

Another possible approach is the so-called PDCA cycle, also known as the Shewhart or Deming cycle (Matsuo & Nakahara, 2013), (Realyvásquez-Vargas et al., 2018). It consists of the following steps:

P - Plan / planning phase: defining of goals, results and key issues (muda) that we want to achieve by improving the process. Outline the steps of the development process.

D - Do / implementation phase: Implement the steps defined in the planning phase. Data collection for later process control and intervention.

C - Check / validation phase: comparison of actual and planned data (clarification). Checking whether the results have achieved the goals? What changes do we need for greater efficiency?

A - Act / action phase: correct problems identified during the controlling of results. (Pietrzak & Paliszkiewicz, 2015)

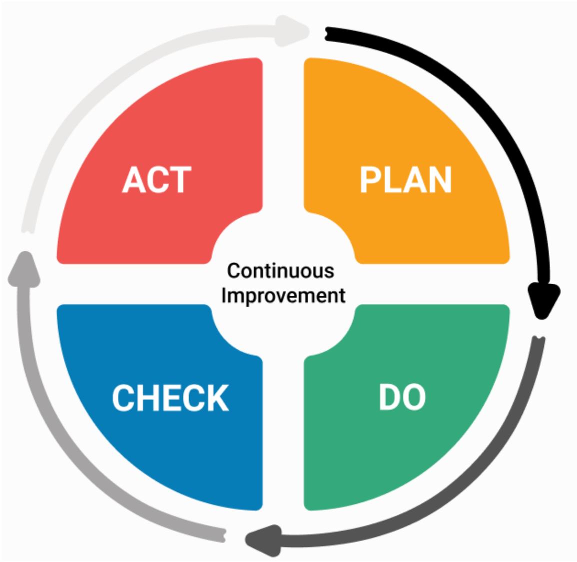

Figure 3: PDCA-cycle, Source: kanbanize.com

In addition to PDCA, the 5 Why technique is also used. The purpose of this is to explore the root cause, and we can get to this through 5 questions. Each question begins with Why, and the next question asks the reason for the previous answer (Narusawa & Shook, 2017).

KAIZEN IN THE EDUCATION

„*The purpose of kaizen in an educational organisation can be condensed to the following: making teaching and learning processes easier, safer and healthier while improving the quality of everything, making processes faster without being rushed or strained. A by-product of all these actions is usually cost savings although explicit financial objectives should also be pursued* (Wiid, 2019, p. 71)."

As we have seen, Kaizen is a method of continuous improvement. It is used primarily in industrial production, but significant research shows that the kaizen principle can also be introduced in education. In the experiments that have already taken place, kaizen has been used in higher education, mainly in the training of engineers and business students (Suárez-Barraza & Rodríguez-González, 2015) (Emiliani, 2005), so that students can meet the method of continuous improvement and waste reduction already during their university studies. In my essay, based on the methods read in the literature and the results of various researches, I try to show how the kaizen principle could be applied at lower level than

university education, specifically in high school education in Hungary. The use of kaizen can not be fully standardized (Brunet & New, 2003), we need to apply the framework for continuous improvement in a slightly different way in each area. Thus, the high school application of the method presented by me on a theoretical level differs in several respects from the version of kaizen used in university education, as high school and university education differ in many respects: participants' motivations, organizing of education, teaching methods, in the regulation of compulsory curricula, economic environment, etc.
I would like to show how the the PDCA and the 5S method can be applied in education. It should definitely be noted that this is a theoretical concept, I want to present a plan based on the literature and my own 9 years of teaching experience. The latter factor ensures that, in addition to the theoretical approach, the possibilities and limitations of the practical application of the method also appear in the essay.

Kaizen means continuous and gradual development, so with its help the goal is not to evolve a complex educational reform, but to reform the community's attitude related to learning from the inside, to increase effectiveness. To do this, we must first identify the needs of the stakeholders, assess the current conditions and performance of the organization, look for the best possible solutions, and choose the best alternative from these. This procedure should be tried out, evaluated and finally put into practice (Pang, 1998). If we do not make changes based on these steps, it can do more harm to the institution than good (Wiid, 2019). Kaizen works on the principle of small but continuous changes instead of system-level changes.

The application of the kaizen method in education can be realized on three levels. On the one hand, kaizen could be used in the whole education system, i.e. from kindergartens to university education, in every institution in a given country. However, this does not exist anywhere in the world. On the other hand, there are already examples[3] of the use of Kaisens comprehensively within a given institution in each lesson, course, task. The third level of application of the method, when it is used separately in classrooms, lessons, courses, during which the method is mostly built around a single project (Suárez-Barraza & Rodríguez-González, 2015) (Bradley & Willett, 2004).

It is very important in a school to convey values to students instead of bare knowledge. To do this, we need to define what the value means for a school. The value in a school has several components: on the one hand, the knowledge itself, the profession we teach for students, and on the other hand, the way we teach children (Alp, 2001). In addition, the transmission of values includes the development of students' attitudes, preparation for lifelong learning and continuous improvement. The Kaizen method is perfectly suitable for conveying these values, since the method itself is about continuous improvement.

One measure of improvement is to eliminate waste as effectively as possible. *„A kaizen education system will endeavour to minimise time spent on activities not adding value to the customers of the system”* (Wiid, 2019, p. 73). This raised another question. What counts as a waste in education?

We distinguish three types of waste in kaizen. *muda*, which is waste of time, energy and resources; *muri*, which is too many tasks at one time; *mura*, which is not considering how important and urgent the task is (Sapungan & Cuarteros, 2015). We can list the following specific examples in education:

- muda

[3] For example: Kaizen Primary School on London.
https://www.kaizen.newham.sch.uk/newham/primary/kaizen

    - We divert time and attention from teaching with unnecessary activities, e.g. too many administrative tasks for teachers.
    - Students do not have time and energy for really important topics because they have to do activities that are not for their progress. This situation exists, for example, when students receive knowledge based on outdated curricula. This can be eliminated by incorporating a carefully designed push system (Wiid, 2019) in addition to the pull system, which means that we incorporate the information into the curriculum when designing the document that will serve the development of the student.
- muri
    - When we provide students with really important and useful knowledge and tasks, however, the amount of these hinders the thorough mastering of these important topics.
- mura
    - The teacher does not recognize which methods can be used effectively for different groups in terms of age, prior knowledge, motivation; which tasks may need to be repeated, thus the immediately necessary steps are missing to achieve success in the transmission of values. Therefore, it is important to apply the just-in time system in education as well (Wiid, 2019), in order to convey to students exactly the information they need, to teach it when they need it, when it develops the knowledge and skills of the students the most.

The best ways to achieve success through kaizen is teamwork (Alp, 2001). Groups can be easily formed in a school lesson, but teachers in the Hungarian education system are currently averse to group work. The main reason for this is that group work can be slower than the pace dictated by curricula and syllabi, and some teachers say that group work does not serve to deepen knowledge. In contrast, kaizen says that supporting members of a team is one of the key to success. Group work can be applied not only in class but also outside of class. Students can create groups in which they help each other with homework and assignments. To set up teams and supervise their work, a supporting teacher is required whose most important task is coordination of the group and it is available to the group if need help. Some of the assignments should be tasks that require knowledge of several subjects to solve, so that the children face a complex problem that is similar to the complicated problems that will be encountered in life (Alp, 2001). This requires teachers who teach different subjects to work closely together and discuss which part of the curriculum has already been taught. In this way, students will certainly be assigned a task that they have already learned to solve.

The success of a kaizen project or group requires the greatest possible commitment from members (Khayum, 2017). This means for us that students should be involved as much as possible in shaping the goals of the project. This will also increase self-confidence, self-discipline, co-operation and trust (Wiid, 2019). The motivation of the team members can also be increased by giving them influence on the design of the tasks, on the implementation process, and on the development of the curriculum within certain frame. One way to do this is to use the idea box (Duran & Mertol, 2020), which helps the team members to achieve their goals as efficiently and quickly as possible through their creativity without waste. With the help of the idea boxes placed in the classrooms, any member of the class/groups would have the opportunity to contribute to the success of the goal with his/her suggestions and advice. Due to age characteristics, it is advisable to use the idea box in such a way that students can decide whether they want to share their suggestions with the group, with name or without name. In case of teenage students, anonymous recommandation can result in much more honest criticism and bolder suggestions.

Continuous improvement also involves the use of modern technical tools, as today's students' interests and learning preferences differ significantly from those of older ages (Sapungan & Cuarteros, 2015). Visual reinforcement and management is one of the most important elements of kaizen. Thus, presentations, videos, graphs and photos should also play an important role in explaining of tasks, directing of work, and discussing of mistakes. This way, students can all get involved in improvement activities, see each other's mistakes, from which they can learn, and also make suggestions (Wiid, 2019). If these equipments are not available, then their acquisition is obviously not feasible if the changes are to be implemented only at the classroom level. Significant technical improvements can only be made if the whole organization and the maintenance institution are in favor. The use of a computer, laptop, tablet facilitates the teacher's task, it is easier to capture the students' attention with these tools. However, filling these tools with content involves extra work and preparation for the teacher. If we apply the kaizen method in education, it is very important that the opportunity for continuous feedback should be provided for all participants. Thus, the work of both students and teachers should be subject to continuous evaluation. More than one occasion must be allowed for the completion of the tests, since one of the important elements of kaizen is the correction of errors. In addition, immediate and rapid feedback mechanisms should be developed, which can take the form of a gemba walk (Wiid, 2019). The teacher checks whether students follow the instructions and are on the right way to achieving the goals. This means that while the class/group is working, the teacher can not sit in one place at the teacher's desk, but must constantly monitor the students' work. If the teacher sees that someone is not on the right way in the performance of their duties, the teacher should help this student.

The feedback should work in the other direction as well. This means that students also value the work of teachers, so the teacher gets feedback on what they need to do differently next time, what should be changed in the methods or in content of the curriculum.

Let's look at a specific example of how the PDCA cycle and the 5S method can be implemented in a Kaizen event. In this example, as part of a high school history lesson, we build activities according to kaizen method during a project work. The topic can be actually anything from the curriculum, but in this case I chose a specific example: the War of Independence in 1848-49. The kaizen event includes a total of 6 lessons, but not within one day, these 6 lessons are spread over about 2 weeks.

THE KAIZEN EVENT

The week before the kaizen event: the PLANNING phase takes place. At the same time, the most important (essential), less important and dispensable knowledge is separated from the curriculum (SORT OUT / SEIRI), which is based on the students' level of knowledge and prior preparation. This can be determined with a knowledge survey.

- Project preparation
- Defining the criteria for forming groups
- Installation of equipment in the room (projector, laptop(s), study materials and other equipment)

- Setting goals:
    - Acquisition of knowledge about the War of Independence of 1848-49;
    - Development of national identity in the students;
    - Increasing the competencies of source analysis, text comprehension, map analysis;
    - Developing the ability to collaborate in teamwork.
- Select the methods used during the event
    - Students can also be involved in the selection of methods with an idea box, but the final decisions are made by the teacher.

(For full observation of group dynamics, it would be advisable to record lessons with a video camera, but this may violate privacy rights, this can only be done with the consent of all students and their caregivers.)

First lesson: *(PDCA - DOING and CHECKING phase; 5S - SET IN ORDER/SEITON)*. The beginning of learning while the teacher is constantly supervising the work.. Children should be told the exact schedule of classes in front of them.

- The teacher explains with frontal methods the main reasons, turning points, and significance of the War of Independence of 1848-49 so that students get an idea of the work ahead of them, an insight into the whole topic before embarking on the tasks.

- Creating groups
    - There should be good and less good learners in each group so that they can help each other with the tasks. (In our example, we work with a class of 20 people, we create 4 groups with 5-5 students)
- Solving tasks in a group
    - First, based on the textbook, students make an outline of the different stages of the War of Independence with individual work in each group.
        - Group 1: Causes and Beginnings of the War of Independence
        - Group 2: Attack of the Imperial Armies
        - Group 3: The glorious spring campaign
        - Group 4: The Fall of the War of Independence
- Homework: Making a joint group presentation

Second lesson: *(PDCA - DOING and CHECKING phase; 5S - SHINE/SEISO)*. Doing the presentations and discussion of their mistakes. The teacher constantly handles the problems that arise.

- One student from each group presents their presentation to the whole class. A presentation lasts about 10 minutes, and it will be evaluated by the teacher.
- Homework: based on the teacher’s evaluation, the groups correct the mistakes in the presentations and send them to the teacher.
- The teacher compiles a joint, final presentation from the works of groups.

Third lesson: *(PDCA - DOING; CHECKING and ACTING phase; 5S - STANDARDIZE)*. A brief explanation of the teacher's outline (presentation) and sending it to the class. Once again, the teacher evaluates the presentations in summary, telling the class what was good and what needs to be improved in each presentation. This helps to bring the presentations closer to the desired quality for the next lesson task.

- Source analysis: Each of the groups receives a characteristic source from the history of the war of independence (e.g., the Declaration of Independence), which they must analyse.
- The teacher continuously collects information about the performance of groups and individuals through observation and note-taking.
- Homework: Make a presentation of the sources for the next lesson.

Lesson Four: *(PDCA – DOING and CHECKING phase; 5S - STANDARDIZE).* Presentations and viewing illustrations. Based on teacher criticisms, these presentations are expected to be more successful than the previous ones.

- Presentations from the sources and evaluated by the teacher.
- The class view various audiovisual content about the War of Independence of 1848-49.

Fifth lesson: *(PDCA - CHECKING phase; 5S - SUSTAIN).* Evaluation of the previous 4 lessons.

- Evaluation of the work done in previous lessons by the teacher and students, including evaluation of the teacher's work.
    - What was the most important and interesting part of the lessons?
    - Listening to students 'opinions, discussing their ideas on how to improve the method and effectiveness. Using an idea box.
- The information obtained and evaluated here will help you to perform the following workflows more efficiently.

Sixth lesson: *(PDCA - CHECKING phase).* Writing a test.

- By writing a test, we can check how well the students have mastered the material with the kaizen method.
- The results should be compared with the students' previous results and the direction of change in their performance should be evaluated.

The week after the Kaizen event: *(PDCA - ACTING phase; 5S - STANDARDIZE).)* Correction of the tests and evaluation of the results, after which the lessons must be drawn and the necessary changes must be made.

- In addition to the grades, the children's work in the group should also be evaluated, they should receive feedback from the teacher about who was active and who took part in the joint work. Active and cooperative participation is rewarded.
- The teacher decides which methods and tools to use next time based on experience.
- The teacher plans based on the performance of the groups and individuals to form the groups for the next group work. (This is no longer public activity in front of students.)
- Based on the above, it is advisable to compile a scenario and a syllabus for the next group work.

CONCLUSION

If we want to assess and summarize our short-term kaizen event, we see that it shows in almost every advantages over other process improvement approaches that we can read in the literature. A study by Marin-Garcia et al. (2018) summarizes the seven benefits of the

Kaizen event based on the work of Melnyk et al. (1998). For each of these benefits, we assign a specific representation that can be experienced during our short-term kaizen event.

1. „Kaizen event is a self-contained short-term intervention (typically three to five days).” – We have implemented a program of 6 lessons, but its effects can be long-term.
2. „The scope of a Kaizen event focuses on part of a specific value stream.” – We organized the Kaizen focusing on one topic within one subject.
3. „Kaizen events are low capital interventions-” – No major costs were incurred during the project, the necessary technical equipment is provided in most schools.
4. „Kaizen events are team based.” – Students worked in groups of 5 during the kaizen event.
5. „Kaizen events are action-oriented.” – The independence of the groups was ensured, but teacher guidance and direction play an important role.
6. „Kaizen event goals are measurable.” – The evaluation of the tests makes it possible to compare "the kaizen test" results to the previous performance of the students. But success is not only measured in terms of grades: interest in the topic and history, the development of community approach are also among the goals.
7. „Kaizen events are designed to create a cycle of CI” (continuous improvement). – By evaluating after the event and creating a scenario, we can help make the next project even more successful, and the kaizen event can achieve further new results, thus further improvements can be made continuously.

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THE IMPACT OF ARTIFICIAL INTELLIGENCE ON BUSINESS ORGANIZATIONS

DENNIS WEBER

»«

Artificial Intelligence (AI) is often described as a disruptive technology. It is said to impact all areas of society, from administration and agriculture to zeitgeist and zoology. This essay researches the impact of AI on business organizations. It identifies in what way and in what areas business organizations are impacted. The third and last part of the essay applies Porter´s Value Chain to elaborate the areas of AI impact. Finally, implications for an organizational adaption are developed.

INTRODUCTION

The term AI has been defined in many ways, not always including identical notions. In this article, the following definition is applied.

Artificial Intelligence (AI) refers to IT systems that sense, comprehend, act and learn. AI consists of multiple technologies that enable computers to perceive the world (such as computer vision, audio processing and sensor processing), analyze and understand the information collected (for example, natural language processing or knowledge representation), make informed decisions or recommend action (for instance, inference engines or expert systems) and learn from experience (including machine learning). Intelligent machines are computers and applications with AI embedded. Intelligent systems connect multiple machines, processes and people. (Kolbjørnsrud et al., 2017)

While a definition of AI is essential, a selection of terms needs to be delimited to put AI in the right context.

Digitization is a driving force, a megatrend towards computerization and global connection (Csedő, Magyari and Zavarkó, 2022). It makes processes readable for machines, connects systems, and creates a virtual reality. While there still exist physical and virtual realities unconnected to each other, digitization pushes interconnection between physical and virtual realities. AI is part of digitization.

Big Data (BD) is referring to exponentially growing amounts of data exceeding previous understandings of stored information. While there are massive amounts of data already available, even more data is continuously collected. Big Data serves as a basis for recently popular AI technologies such as machine learning and deep learning.

The Internet of Things (IoT) refers to an ever-increasing number of devices equipped and connected to collect and share data. IoT is a source of BD.

Machine Learning (ML) is a recently popular subsection of AI. Based on large data sets, machine learning is capable of recognizing features in data. It can identify and distinguish motifs shown on pictures, identify spam-mails, understand or synthesize natural language, and many other specific tasks. Among ML, three types of learning are most common. Supervised learning, where training content is tagged so the ML system knows right from wrong. Unsupervised learning, where massive amounts of data are screened for patterns and irregularities. And reinforcement learning, leveraging the systems "motivation" to become better. Deep Learning (DL) uses Deep Neural Networks and is a subset of ML. Extremely popular lately, DL has pushed boundaries of what is possible with AI. DL is composed of a large number of artificial neurons, organized in layers. While each neuron is fulfilling but a single task, the interconnected mass of neurons in a possibly large number of layers creates unparalleled artificial cognitive power.

AI is part of digitization. The recently focused AI technologies ML and DL are fueled with BD. The IoT is one source of BD.

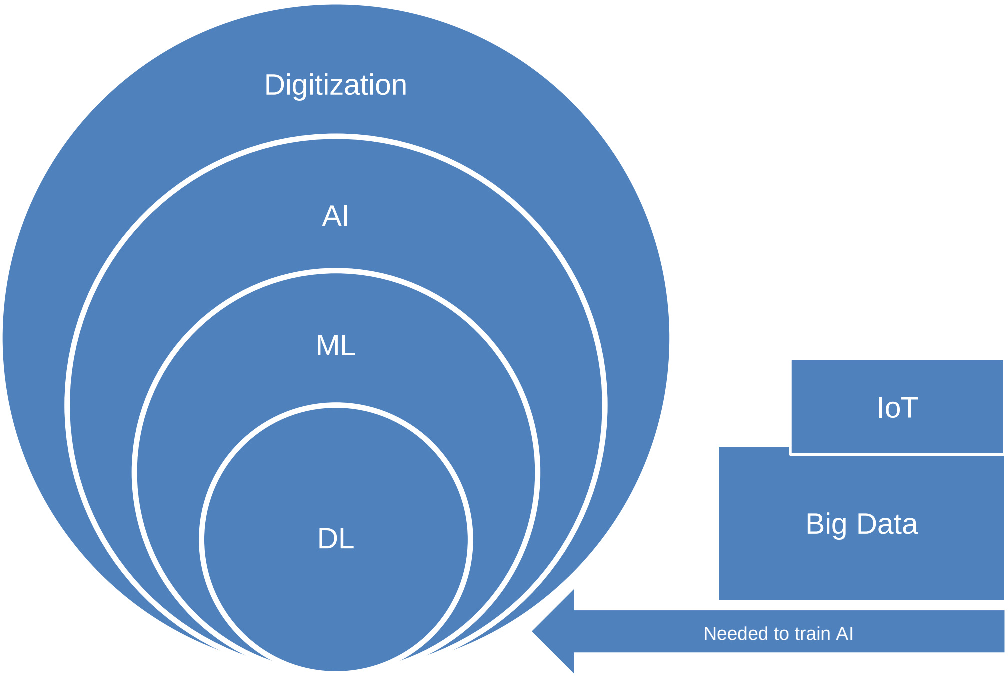

Figure 1. Systematic relation of terms used in this article

In the last decade, AI has been attributed to be a disruptive technology. AI progress manifested itself in impressive successes like IBM Watson´s win in jeopardy, Deepmind´s AlphaGo and Alpha Zero superhumanly mastering the game "GO", and Google´s Duplex chatbot scheduling an appointment without the human identifying the bot on the phone. If AI is capable of these successes in but a decade, there are seemingly few limitations to AI´s progress. Even moderate projections of progress in AI lead to scenarios of fundamental change.

Media buzz around AI´s successes increased public awareness about AI already impacting everybody´s lives in many ways. AI decides about the content shown in social media threads, evaluates creditworthiness, drives quality of online translations, and allows language processing for human-machine interfaces using speech.

Despite the already vast landscape of AI-driven business applications, subject matter experts are forecasting massive potential of AI waiting to be lifted. E.g., Accenture forecasts doubled global economic growth and 40% increase of productivity until 2035 (Accenture, 2018), Statista forecasts an increase in global business revenues generated leveraging AI applications of 650% between 2020 and 2025 (Statista GmbH, 2019). The forecasted economic impact differs among the reporting global consultancies, yet they all see AI as a game-changing technology. A disruptive technology, with major developments still ahead.

AI BUSINESS APPLICATIONS

While there are still businesses with little or no application of AI, surveys among managers as well as economic studies point towards increasing AI application. (Deloitte Touche Tohmatsu Limited, 2020) There is barely a business area left without available AI-driven applications. Industry, trade, agriculture, finance, mobility, services – AI is available for businesses of any kind, around the globe. A few examples sketch the range of applications:

- **Industry** collects Big Data from multitudes of sensors monitoring machines. AI analyzes that data and predicts where failure might occur. Predictive maintenance allows increased machine productivity and reduce machine downtime.
- In **agriculture**, AI-driven image recognition allows to evaluate each plant on the field instantaneously and dose the applied fertilizer accordingly. Thus, AI helps the farmer to save money, conserves resources and reduces environmental impact.
- Audio or video **streaming services** use AI to customize recommended content. Based on past customer behavior, recommendations have high accuracy. And the learning algorithms permanently optimize the accuracy of recommendations.
    - The same model applies to online retailers. Products presented to a customer take into account the individual´s buying history and compare it to selected groups found in the total of customers.
- **Marketing** leverages AI for highly accurate hypertargeting, customizing commercials down to the individual level.

Today, a comprehensive list of applications is already unrealistic. AI business applications have diffused and specialized, yet categories can be identified. The following multi-perspective look at current and potential use of AI in businesses shows a wide range of AI applications in different areas of business organizations, identifies categories of applications and reveals the complexity of specialized applications.

Perspectives presented are

- AI business applications discussed in scientific literature
- AI as a Service (AIaaS) – what types of ready-to-use services are offered by by Amazon, IBM, and Google?
- Implications of AI for the workforce and strategic management.

AI APPLICATION FOR BUSINESS PURPOSES DISCUSSED IN SCIENTIFIC LITERATURE

Plastino and Purdy identify three clusters of AI applications to increase profits independent of specific industries. The first cluster is intelligent automation, upscaling the idea of local monitoring to a global dimension encompassing the whole supply chain. Instead of limiting the sensor-based monitoring to individual machines or production sites, intelligent automation leverages AIs advantages from procurement to customer service.

The second cluster contains AI applications augmenting labor and capital. AI is more and more capable of taking over time-consuming tasks with low-value add, e.g. research tasks, skimming unstructured data, pre-selection of documents. Thus, workers can allocate more of their labor time to high-value work. Another example of AI-based profit optimization is predictive maintenance. AI can expand condition monitoring to scales unreachable for humans and even simulate systemic forces to flag potential problems.

Thirdly, the authors identify a cluster of AI applications around increasing effectiveness in innovation. AI helps to identify promising avenues of innovation and reduces resources spent on unqualifying ideas. AI can drastically reduce the investments in trial-and-error phases of innovation, and select promising ideas from the innovation funnel. The drug discovery process traditionally includes trying thousands of active ingredient combinations, consuming time and resources. AI can simulate combinations down to the molecular level, allowing scientists to focus on promising leads. (Plastino et al., 2018)

Neha Soni et al. provide a list of successful AI applications, specifically DL applications. They identify four broad areas of DL application: computer vision, text analysis, speech recognition, and game playing. Although game playing AI has strong potential to serve business objectives, the area is spared in this article. (Soni et al., 2020)

Table 1. Broad areas of DL, their description, and successful applications. Extract of table created by Soni et al.

Broad area	**Description**	**Applications**
Computer vision	This area deals in making machines capable of analyzing and understanding images or sequence of images.	Face recognition, Image restoration, Computer-aided diagnosis (CADx), People counting, Gesture recognition, Iris recognition, Product defect detection
Text analysis	The area focuses on deriving high-quality information from the text data.	Information extraction, Question answering (Q/A), Search engines, Query Processing, Recommendation/ Personalization, Sentiment analysis, Document summarization, Fraud detection, Demand forecasting, Product search ranking, Translation
Speech recognition	The area deals in making machines capable of responding to vocal instructions.	Speech-to-text processing Voice search and dialing

Easy to imagine AI-driven computer vision applications serving security purposes, it could be applied to identify persons eligible for access, for example. Also, human-machine interface functions via gestures or speech recognition, and quality management augmented by superhuman speed and precision of defect detection.

By capturing statistic data on investments in AI and differentiating them by type of technology, Fanti et al. apply a different approach to analyze the spread of AI application in business. In addition, the authors identify five AI categories receiving the highest corporate spendings. (Fanti et al., 2020)

AI AS A SERVICE (AIAAS)

Amazon Web Services (AWS) offers a range of services with low entry barriers. For their application, these services require no machine learning expertise according to AWS. Although the listed services are only an excerpt of AWS´s portfolio, they allow judgement about the range of business areas they are intended to be applied in.

- Text analytics

- Code reviews
- Chatbots
- Demand forecasting
- Document analysis
- Enterprise search
- Fraud prevention
- Image and video analysis
- Personalized recommendations
- Real-time translation
- Text to speech
- Speech to text / transcription

(Amazon Web Services, 2020)

Table 2. Funding and investments of AI by technologies/use cases. Extract from Fanti et al. 2020

Rank	Highest funding received (external)	Highest spending received (internal)
1	ML applications	Automated customer service agents
2	ML platforms	Sales process recommendation and automation
3	Computer vision applications	Automated threat intelligence and prevention systems
4	Computer vision platforms	Program advisors and recommendation systems
5	Natural language processing	Automated preventive maintenance
6	Smart robots	n.a.
7	Recommendation engines	
8	Virtual assistants	
9	Speech recognition	
10	Gesture control	
11	Video recognition	

IBM´s Watson includes IBM´s AI portfolio of “enterprise-ready pre-built applications, tools, and runtimes” (IBM, 2020b). Solutions are offered for

- Customer service
- Supply chain
- Financial operations
- Risk and compliance
- Advertising
- Video
- Security
- IT operations

Google also offers AI-based solutions for enterprises, among them ready-to-use modules for

- Image and video analysis
- Language processing both text-to-speech and speech-to-text
- Chatbots
- Natural language processing to identify meaning and structure of text

- Translation
- Big Data analysis
- Recommendations

(Google Cloud, 2020)

Low-barrier services offered by all three reviewed AI-providers can be clustered into:
1. Human-machine interaction with chatbots using bi-directional natural language processing (speech-to-text and text-to-speech)
2. Document analysis tools
3. Image recognition tools
4. Marketing and sales tools around hypertargeted advertisements, recommendations, and forecasting
5. Data analysis for e.g. fraud prevention, risk mitigation, and compliance

Table 3. Overview of AIaaS-solutions offered by leading AI service providers

AWS	Google	IBM
Document analysis		
Text analytics	Text analytics	
Text to speech	Text-to-speech	
Speech to text / transcription	Speech-to-text	
Real-time translation	Translation	
Chatbots	Chatbots	Customer service
Personalized recommendations	Recommendations	Advertising
Demand forecasting		
Image and video analysis	Image and video analysis	Video
Fraud prevention		Risk and compliance
		Security
Code reviews		
Enterprise search		
	Big Data analysis	
		IT operations
		Supply chain
		Financial operations

IMPACT OF AI ON BUSINESS ORGANIZATIONS DISCUSSED IN SCIENTIFIC LITERATURE

The scientific discussion about AI´s impact on business organizations can be summarized as a discussion about technology adaptation. Earlier research of the past decade, often conducted by the global business consultancies, focused the economic potential of AI. During the last 2-3 years, consultancies changed the narrative to: AI has broadly arrived in business, how-to guides, and scaling issues. Examples: (Ransbotham et al., 2018), (Awalegaonkar et al., 2019)

In the scientific discussion about AI´s effects on businesses, two areas stick out by number of works related: workforce implications and strategic management implications.

Exemplary, these two areas are focused here two show the depth and complexity of recent AI-induced considerations.

WORKFORCE IMPLICATIONS

With AI receiving more and more public awareness, the impact of the new technology on jobs moved into focus. How will the new technology affect number and character of jobs? While public discussions predominantly focus the threat of AI making many jobs obsolete, the scientific discussion qualified both the characteristics of jobs and the abilities of AI and put them in relation. Lichtenthaler created a matrix of AI and human intelligence, categorizing four quadrants of different ratios between human and artificial intelligence. (Lichtenthaler, 2018)

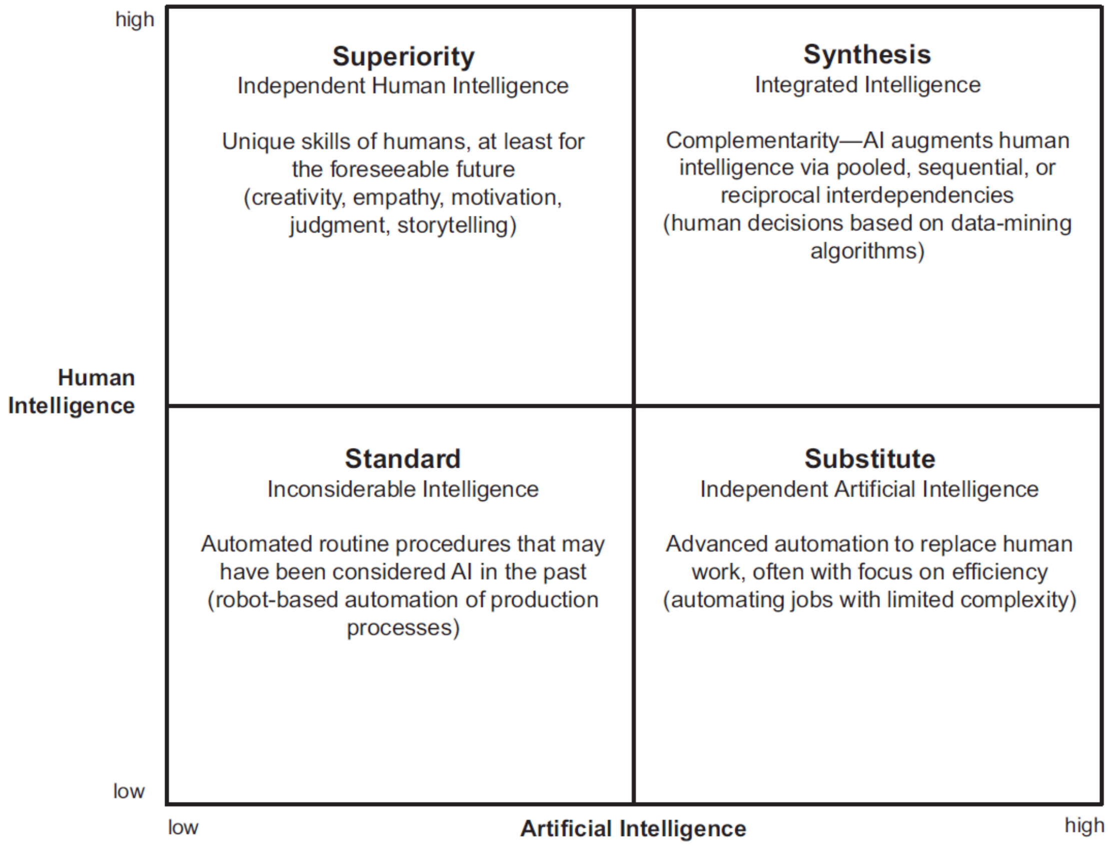

Figure 2. Interplays of human and artificial intelligence by U. Lichtenthaler

The dominant trend sees a Collaborative Intelligence (CI) trajectory, focusing augmentation of human tasks with AI competences, not substitution. Deepened research acknowledges the shift from an autonomous-machines-objective to a CI objective. It describes the challenges of human-AI collaboration and elaborates which research areas need to be filled to successfully manage the development toward a CI future. (Epstein, 2015)

A CI-future implies not only necessary developments for AI to realize, but also bundles of competences humans will need to have to successfully collaborate with AI, e.g. data literacy, AI savviness, and thorough knowledge about the human domains and weaknesses. In the context of CI, AI is seen as a form of virtual labor, contributing value like a human co-worker. The human resources function should therefore be developed into a human artificial intelligence function, from HR to HAIR. (Plastino et al., 2018)

Strategic management implications

Parallel to the workforce discussion, scientific literature intensively covers the question how AI affects strategic management. Christoph Keding systematically reviewed scientific literature of the last four decades on the interplay of AI and strategic management. He synthesized a thematic framework clustering condition-oriented research and outcome-oriented research.

Managerial understanding of AI and willingness to implement AI is the number one antecedent for successful AI implementation. Overseeing the opportunities for the business model and creating objectives for AI adaptation is a strategic task for the C-level. Since data is prerequisite of AI, a comprehensive strategy for collection, storage, quality, management, and use of data is summarized as a data value chain. A third chapter of an AI strategy should consider organizational determinants. Skillsets and workforce, culture, AI units, implementation planning, and AI governance. (Keding, 2020)

Experiencing skepticism throughout the workforce, strategies for AI application need to focus cultural and psychological aspects. Not entirely new to change management experts, new technologies experience pushbacks. Best practices to overcome barriers for AI include involvement, education and training, measurement and celebration of AI-driven success. (Kolbjørnsrud et al., 2017)(Plastino et al., 2018).

AI BUSINESS APPLICATIONS ALONG PORTER´S VALUE CHAIN

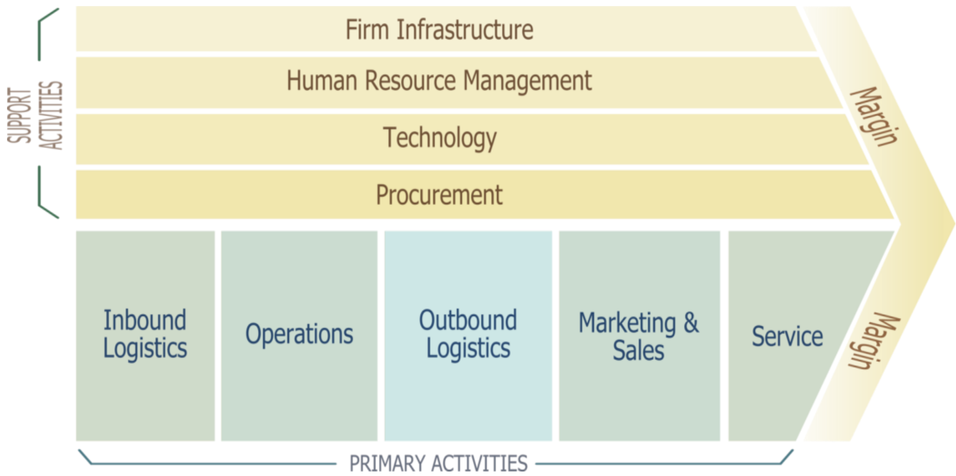

Figure 3. Porter´s value chain   Source: Dinesh Pratap Singh - Own work, CC BY-SA 3.0, https://commons.wikimedia.org/w/index.php?curid=7480725

Porter´s Value chain (**Table 4**) identifies five primary activities and four support activities. While the primary activities create value and the shape the competitive advantage. The support activities allow and increase both effectiveness and efficiency of the primary functions.

This article presents examples of AI application in all nine activities of Porter´s value chain, flashlights the scientific literature combining AI and Porter´s value chain, and sketches an optimized lever of AI business application. A search request on the EconBiz portal ((Artificial Intelligence) OR AI) AND (Value chain) reveals: there is no scientific study available in English language connecting Porter´s value chain and AI. Research focus of findings is reduced to subjects relating to one of Porter´s activities and even additional regional focus, e.g. “Role of artificial intelligence in operations environment: a review and bibliometric analysis” (Foster & Rhoden, 2020) or “The integration of automation and artificial intelligence into the logistics sector: A Caribbean perspective” (Pavitra & Surajit, 2020).

CONCLUSION

According to the applied definition, AI consists of multiple technologies. “Corporations are moving past the hype around the technology to discern how it can add practical value” (CB Insights, 2020). As AI applications adapt to ever more specific uses, boosted by AIaaS lowering the barriers for AI application, the next level of business AI appears obvious. After every activity of Porter´s value chain individually received AI-driven optimization, integration of the applications promises better results. And the integration should leverage an overarching AI to identify interdependencies, patterns and irregularities. The business model of Alphabet´s subsidiary Sidewalk Labs is an example of bundled and integrated AI technologies. Offering various AI services for smart city development, Sidewalk Labs cover topics such as sustainability, transportation, energy supply and distribution, care, health, and social services. Holistic business models encompassing multiple AI technologies and their integrated application to specific markets is a logical next step in the development of AI services.

Table 4. Examples of AI application along Porter´s value chain activities

Activity acc. to Porter´s value chain	**Example(s) for AI applications boosting the respective activity**
Inbound logistics	transport alternatives evaluation; sequence tracking and flagging of irregularities; warehousing and robotic labor
Operations	Quality assurance through sensoric inspections; production parameters regulated by complex algorithms; condition monitoring for predictive maintenance; learning robotics; surveillance and security for protection of intellectual property; calculating and applying operating resources, e.g. lubricants, fertilizer, coolant;
Outbound logistics	Dispatching; warehousing and robotic labor; autonomous transport; drone delivery; volume bundling; analysis and prediction of target regions
Marketing and Sales	Individual pricing like applied for Airline tickets; hypertargeted advertising; lead generation tool; personalized recommendations; forecasting sales success probabilities
Service	Chatbots; customer behavior analysis and forecasting; analysis of customer feedback; Customer experience optimization
Firm infrastructure	Reporting; controlling; compliance; assessments; management support; virtual assistants; chatbots; research agents
Human resource management	Talent acquisition; salary calculation; health management and sustainability medicine; assessment reports creation; assessments execution and evaluation; behavioral analysis incl. lie detection; drug screening; security surveillance
Technology	Product and process design; innovation process effectiveness and efficiency; optimization of

	productivity; coordination of interdependent processes; (knowledge) databases; engineering
Procurement	Price analysis and forecasting; market research; contract creation and evaluation; quote requests; background checks of vendor´s reliability; risk assessment and management, e.g. for payment, insurance, or safety;

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APPLYING HIGH PERFORMANCE ORGANIZATIONAL MODEL (HPO) ON GREATER AMMAN MUNICIPALITY JORDAN

NOUR ABDELJAWAD

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ABSTRACT

An Implementation of the High-Performance Organization HPO model gives people a deeper understanding of the relation between the actions and their impact within organization activities and therefore the results it attains (Berke, Szabó and Szűcs, 2022). The role of the HPO model addressed during this research will help in improving the efficiency of Greater Amman Municipality GAM which consider one of the most important and the largest public organizations in Jordan. The data was collected through online questionnaires which were filled by the employees of GAM and contained 36 items, all of which assess whether GAM has characteristics of HPO.

The population size of the study sample was (114 respondents) covered all employees classification from different sectors and directorate, and the final results of the study showed that if GAM has applied the HPO model framework it will provide significant changes in the efficiency and effectiveness of organization outcomes and customer satisfaction (internal & external) and will enhance the organizational image. HPO characteristics questionnaire has been distributed among the study sample and the mean of HPO factors framework has been calculated and the performance of the Greater Amman Municipality has been strengthening by giving some improvements examples as success case studies. The scores were calculated with an overall score of 6.5, while GAM should obtain a score of 8.5 as a minimum score to be considered as a High-performance organization bases on HPO center. However, the result did not provide significant impacts on the employee's participation as well as empowering them.

It is not possible at this stage to judge whether GAM doesn't consider a high-performance organization. It means results of HPO diagnosis weren't enough for judgment but it could help top managers to plan for improving this area of inconvenience between employee and top management and planning of conducting further training and take employee feedbacks under consideration. Case studies show that GAM is on the right track and may succeed if it applies the HPO model, as it shows how GAM continuously improving its financial status, improving in the services and processes, saving the environment, and taken into account internal and external customer feedback. For the HPO model to be implemented within GAM the teams of employees are needed who are experts in their organizations and willing to be holders of changes and who need a framework model of changes and analytic approach how to achieve an HPO, based on the so-far progress of theory.

BACKGROUND

Worldwide much research has been done in the related topic of high-performance organizations (HPO). Kotter and Heskett (1992) determined four factors that affect the behaviour of individuals in corporations which are internal and external factors as well as Scott Morton (2003) who extended the HPO external environment factor by adding customers, suppliers, and partners, as will as he expanded the internal environment factor [Scott Morton, 2003; Kotter, J. and Heskett, 1992]. (McGregor, 1999) indicates that high performance is “performance that exceeds the average normal performance as well as being a series of superior performance that present in its structure. Huselid (1995) revealed a link between quality human resources management and has received an American label of High-Performance Work Practice like financial performance. The author created a measurement scale for quality management associated with the following items: staff selection, improvement in performance, incentives, research service, complaints and grievances procedures, information sharing, development of attitude, human resources participation within the management, the intensity of recruitment efforts, the typical number of hours dedicated to training per employee per annum and therefore the requirements for internal promotion (seniority vs. merit). The study was supported by 968 companies as a study sample. The results concerning the link between social and economic performance were nevertheless unclear.

Epstein, (2004) highlighted that HPO is connected with the performance of the organization, like having robust financial results, high level of customer and employee satisfaction, high levels of individual initiative, high productivity and innovation, support performance with measurement and reward systems, and strong leadership.

De Waal (2006 & 2007) reformulated the definition of HPO as a corporation that achieves financial and non-financial outcomes that are better than those of its comparable group over a period of time minimum five to ten years.

De Waal (2007) indicates that high performance organizations are organizations that have an external orientation exceeds the traditional organizations and continuously works on improving the value provided to their customers, and what distinguishes these organizations is the flexibility of their structure and the speed of communication between them in addition to their constant eagerness to remove the excess organizational loops, commitment and loyalty, and the leadership of these organizations is characterized by integrity and works to create trust among working individuals, as shown in Figure 1.

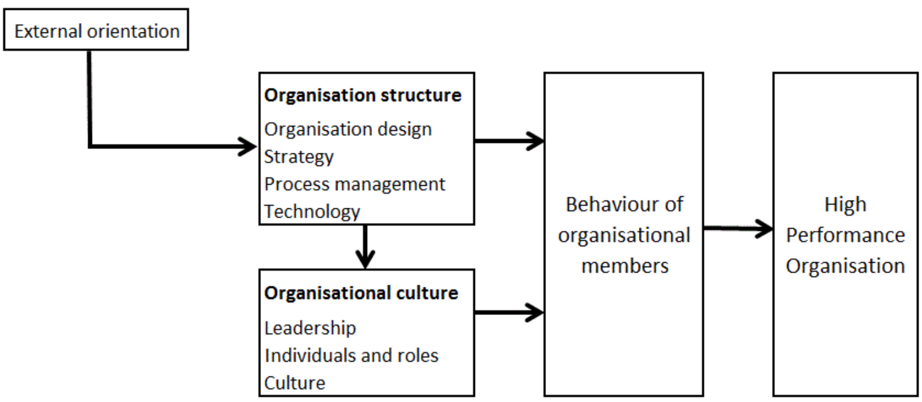


Figure 1: Framework with the eight factors influencing high performance (De Waal 2007)

Academic literature contains many definitions of a high-performance organization were developed by the scholars. One of the definition given by (Schreurs & Meingast, 2015) whose defined HPO, as an inspiring, motivating, and challenging organization not only for internal and external customers within the organization.

André de Waal, from HPO Centre defined HPO as: an organization that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of time of five years or more, by focusing in a disciplined way on that what really matters to the organization. (de Waal, 2012).

Another definition of HPO as its ability to produce extraordinary results for all stakeholders (i.e., customers, shareholders, employees, communities, and suppliers).The meaning of extraordinary results is extending beyond customer service and shareholder's gain by becoming models of constructive innovation and by being places where people can learn, achieve, and grow. HPOs outcomes:

- Higher level of customer satisfaction
- Increased customer loyalty
- More employee job satisfaction
- Better service and product quality
- and innovation
- Less complaints
- Better financial results
- Competitive advantages

De Waal, (2017) focused on work practices and systems. His analysis yielded characteristics with regard to the organizational structure and design, processes, leadership, technology, employee, and culture, in addition to the external environment which influence the power of organizations to become high performance.

There are five major HPO factors that can be implemented to any type of organization. These HPO five factors of high performance are: Management Quality, Openness & Action Orientation, Long-Term Commitment, Continuous Improvement & Renewal, and Employee Quality. Every HPO factor has a number of underlying HPO characteristics. applying the HPO factors, an organization can significantly improve its performance and maintain a high quality for a long period of time, where strengthening all of the factors are equally important. It is a general framework that managers need to customize according to their own specific organizational situation. An organization can identify which HPO factors have to be improved to become an HPO by conducting an HPO Diagnosis. The five HPO-factors contain 35 aspects during which GAM organization can improve.

HPO research shows a direct and positive relationship between the five HPO factors and competitive performance: the higher the scores on the HPO factors (HPO scores), the better the overall performance of the organization, and the lower the HPO scores, the lower the overall performance. HPO research also shows that for an organization to be considered to be an HPO, it should get similar scores on all HPO factors with an average of 8.5 or higher.

According to De Waal and Akaraborworn (2014),The five HPO factors are as follows:

1. Management quality : Belief and trust in others and fair treatment are encouraged in an HPO. Managers are trustworthy, live with integrity, show commitment, enthusiasm and respect and have a decisive, action-focused decision-making style. Management holds people accountable for their results by maintaining clear accountability for performance. Values and strategies are communicated throughout the organization, so everyone knows and embraces them.
2. Openness and action-orientation:An HPO has an open culture, which means that management values the opinions of employees and involves them in important organizational processes. Making mistakes is allowed and is regarded as an

opportunity to learn. Employees spend a lot of time on dialogue, knowledge exchange and learning, to develop new ideas aimed at increasing their performance and make the organization performance driven. Managers are personally involved in experimenting thereby fostering an environment of change in the organization.

3. Long-term orientation: An HPO grows through partnerships with suppliers and customers, so long-term commitment is extended to all stakeholders. Vacancies are filled by high-potential internal candidates first, and people are encouraged to become leaders. An HPO creates a safe and secure workplace (both physical and mental) and dismisses employees only as a last resort.
4. Continuous improvement and renewal: An HPO compensates for dying strategies by renewing them and making them unique. The organization continuously improves, simplifies, and aligns its processes and innovates its products and services, creating new sources of competitive advantage to respond to market developments. Furthermore, the HPO manages its core competencies efficiently and sources out non-core competencies.
5. Employee quality: An HPO assembles and recruits a diverse and complementary management team and workforce with maximum work flexibility. The workforce is trained to be resilient and flexible. They are encouraged to develop their skills to accomplish extraordinary results and are held responsible for their performance, as a result of which creativity is increased, leading to better results.

ADOPTING HPO MODEL WITHIN GAM

If Greater Amman municipality adopts HPO within it organization that means the organization is in the right way forward for becoming one of the Municipality leaders not only in Jordan but also in the Middle east region. However, it first has to be made sure that the HPO concept is applicable to the GAM context. Greater Amman Municipality organization doesn’t use formally the HPO model but it's going to apply them by common sense, for instance, GAM performance management, Total Quality Management, and ISO 9001-2015. Performance management is of critical significance which can be achieved by translating the municipality’s strategic plan and its objectives, continuous measuring the Critical success factors (CSFs) and performance indicators (KPIs) within sectors and department levels.

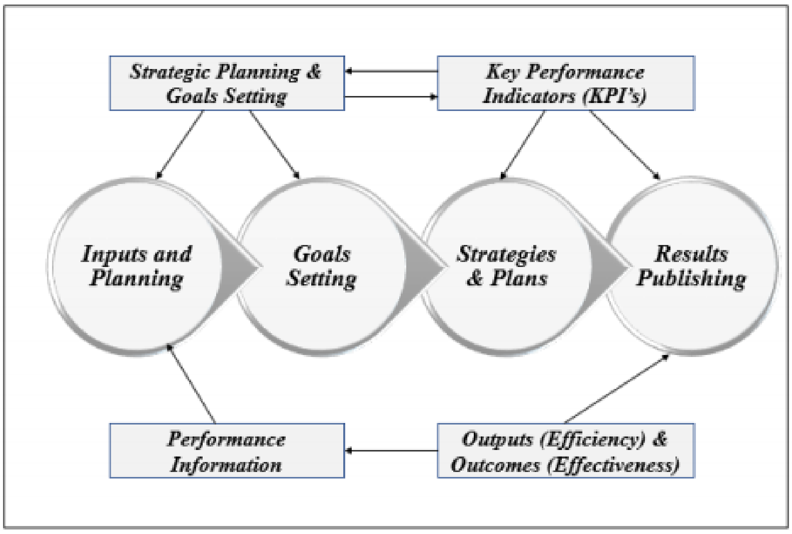


Figure 2: Performance Management System of GAM (taken from the Source: Strategic Plan of GAM (2018-2020)) [Mahmoud et al., 2020]

HPO model shows how strategy, structures, and organization systems are is changed on the basis of leadership, vision, and values. The HPO model is not about reducing the number of employees, or how to work longer or shorter every day, techniques, … HPO is focused on high performances, HPO model considered to achieve the goal and reaching the level of high performances if the organization succeed in achieving the following: quality of products and services, additional values for consumers, and financial performances [Adžić et al., 2005]. (As shown in Figure 3)

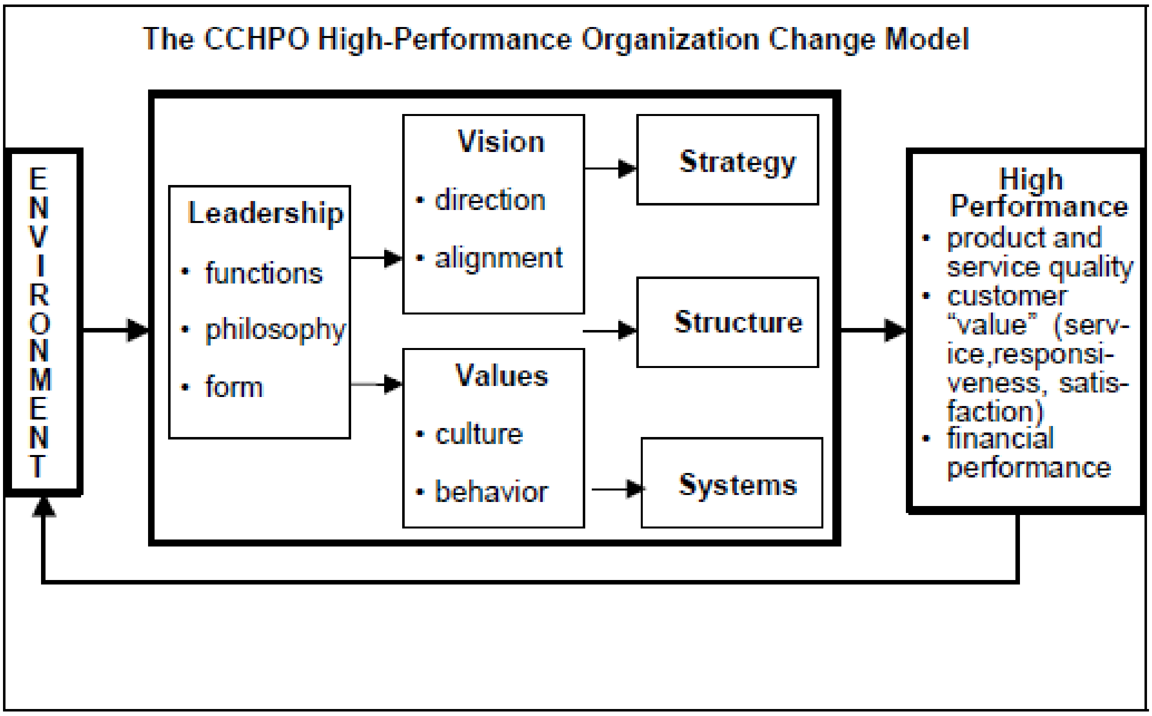


Figure 3. Model of High Performance Organization changes

OBJECTIVES AND RESEARCH QUESTION

We Chose to examine whether GAM applies the HPO model, what GAM already had best and where GAM could also be ready to do even better. This study aims to investigate to what extent Greater Amman Municipality (GAM) applies the High-Performance Organization Model HPO. In this study, we allocated a score to every aspect covered according to a booklet (High-performance organization, what is It, by (Schreurs & Meingast, 2015), and then rank them from most to less significant.

The research question of this study was as follows: Can the HPO framework be applied within the municipality of Greater Amman to measure and improve the performance at one of the governmental organizations? The article is structured as follows. Section 2: provides a brief literature review in GAM. Section 3: Describes the background of the Greater Amman Municipality and supportive case studies at which the framework was applied. Section 4: will outline the research methodology and the research outputs. Finally, in Section 5: A brief recommendations for further improvement which enable the managers to take forward for transforming their organization into an HPO. This research will add to the organizational management literature by showing how the HPO framework can assess the performance of the municipality.

LITERATURE REVIEW

A study carried at GAM by Ghazi A. Al-Weshah (2019). “Organisational excellence (OE)as a marketing tool” which shows GAM as an organization within the governmental sector generally meets the basic requirements to adopt OE but has some challenges such as lack of top management support and low available resources.

The King Abdullah II Centre for Excellence (KACE) adopted excellence models EM, these EM principles are focus on eight key principles for modern governmental organizations in Jordan. (King Abdullah Centre for Excellence, 2020).

Rawabdeh (2008) announces that the Jordan quality award (KAIIAE) is the highest level of recognition for the Quality and Excellence Award in Jordan. It enhances competition within organizations and improves their quality, a performance excellence culture, and business improvements.

(Mahmoud et al., 2020) who studied the ‘’Performance Management System at GAM’’ they recommended adopting the developed framework for further studies on the performance area of public sectors.

(AL-Droubi 2018) conducted a study on ‘The role of e-government effectiveness as leverage of E-service in the public sector (Case study of Greater Amman Municipality)’, he used an investigation based on a questionnaire distributed to the sample. The study revealed that the customers of Greater Amman Municipality are not satisfied with the e-service provided by (GAM). The reason is that the general public administration slowly follows the growing up technology and IT. Therefore, it’s a great challenge for GAM to improve its e-government and services, AL-Droubi recommended that GAM must take the feedback from the clients seriously because it reflects the quality of e-services.

(Wishah et al. 2017) investigate the outcomes of application technology for improving GAM E-services and pointed out that the smart application of GAM has a significant impact on GAM customer's satisfaction improving the quality of GAM services. A similar study carried by Suzan Darwaza (2016) shows the importance of e-governments for citizens as providing fast services at any time. One of the foremost important recommendations is continuous improvements of the infrastructure to stay pace with all new developments to provide high-quality services that exceed customers' expectations.

Looking at this literature review, the conclusion that no holistically and scientifically validated framework of what constitutes a high-performing Jordanian municipality has thus far been documented in the academic literature.

OVERVIEW OF GREATER AMMAN MUNICIPALITY

Greater Amman municipality (GAM) is incorporating the capital city of Jordan, which has more than 4.2 million people of total (10) million citizens in Jordan. GAM contains (22) districts. Administrative part contains the GAM Council which includes (37), members headed by the Mayor of GAM who directly with the Prime Minister of Jordan. The Greater Amman Municipality contains (6) sectors that provides the services for Amman customers and have 23 thounthands of employees. GAM partners includes, the goverment and private sector, citizens and non-governmental organizations.

Basic challenges of GAM growth are to extendings its services, collect and allocating sufficient revenues for improving Amman infrastructure, service with contious increasing in populations.

Vision

A leading municipality that focuses on making the city of Amman an organized, modern, smart, safe, attractive, soulful, friendly, liveable, and proud of its heritage and authenticity.

Mission

Providings high quality municipal services of excellence focusing in environment, health & infrastructure dimensions while maintaining the identity of the city of Amman cultural heritage community. (“General Amman Municipality” 2016).

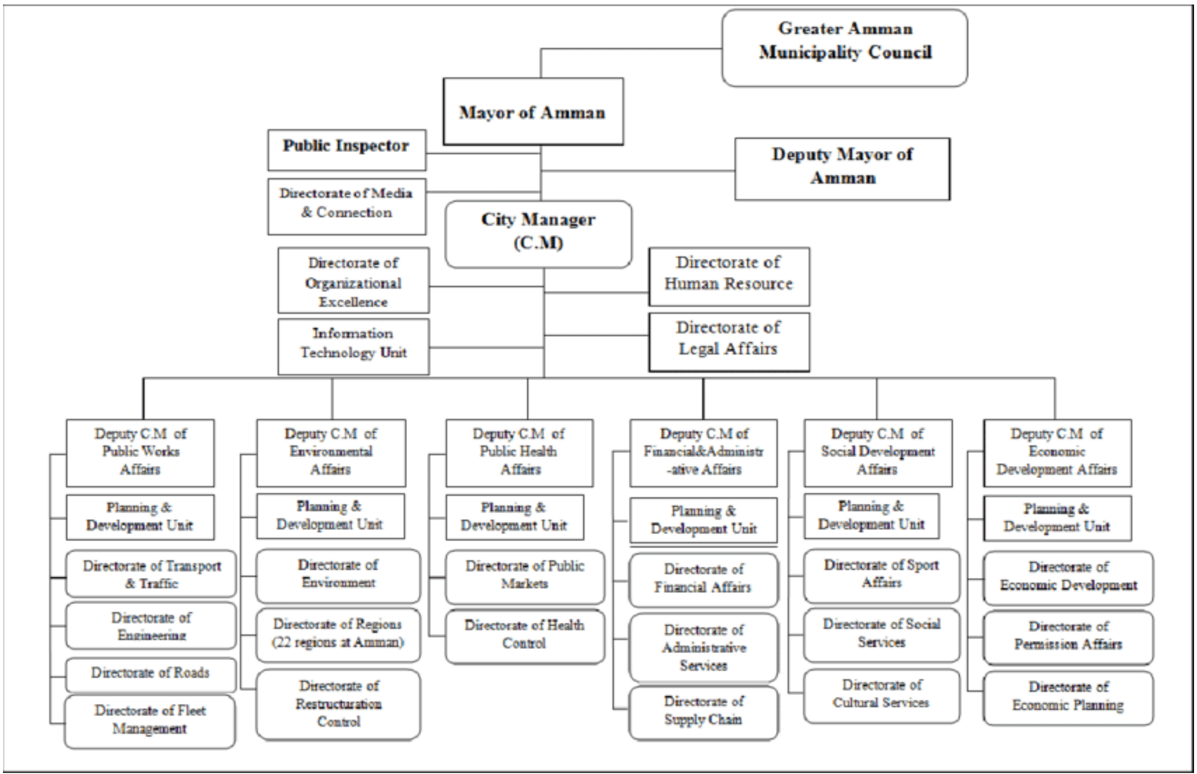


Figure 4. The Organizational Chart of GAM [Mahmoud et al, 2020]

GAM GOALS *(Source: Greater Amman Municipality)*

Building partnership, providing services, leadership , maintaining City’s architectural heritage, maintaining safety and healthy environment, transparency, internal and external communication and coordination, taking preventive measures, enhancing initiative, innovations and team work, planning for continues improvement, knowledge sharing, loyalty, empowering employees

Greater Amman Municipality values [Source: Greater Amman Municipality:

- Learning and Knowledge Transfer
- Team Work
- Belief in Change, Development and Continuous Improvement
- Encouragement of Innovation, Initiative and Creativity
- Integrity, Fairness and Transparency
- Ensuring the Stakeholders participation
- Commitment to Service Excellence

STRATEGIC PLANNING AND ITS ROLE IN ACHIEVING HIGH PERFORMANCE AT GAM

Generally speaking, strategic planning is defined as "the process of which enables the organization to deal with internal or external environmental variables, to diagnose opportunities and threats, and to allocate the necessary resources that ensure the achievement of high performance that achieves the organization's goals and mission."

Table 1. The Strategic Goals of GAM and Their Responsibilities (Source: Strategic Planning of GAM 2015) [Source: Mahmoud et al, 2020 and Greater Amman Municipality]]

Strategic Dimension	Strategic Goal	Goal Responsibility
Organizational Performance	Raise the efficiency of human resource.	Directorate of Human Resource
	Develop and automate the processes and raise their efficiency.	Information Technology Unit
	Develop the infrastructure systems of information technology.	
	Improve and develop the quality of public services.	Directorate of Organizational Excellence, Directorate of Human Resource, Environmental Affairs Sector
	Provide an organizational environment supports each of the development and improvement.	
	Improve and develop connection ways with the stakeholders.	Directorate of Media and Connection
	Enhance the control, inspection, and develop the legislations.	Directorate of Legal Affairs
Financial Management	Raise financial management according to best practices in the public sector.	Financial and Administrative Affairs Sector
	Raise the efficiency of the supply chain.	
Public Works	Raising of safety level in Amman City.	Public Works Affairs Sector
	Developing and upgrading the efficiency of public transport services.	
	Effective and efficient road and transport network.	
	Improve, develop, and raise the readiness of the assets and properties of (GAM).	
Environment and Public Health	Increase the space green land to Amman.	Environmental Affairs Sector & Public Health Affairs Sector
	Use sustainable practices and friendly environment energy.	
	Provide health, safety, and a clean environment.	
Planning and Investment	Plan, organize, and develop the city grows as an efficient way and attains the sustainable development.	Economic Affairs Sector
	Guide and attract investment to Amman.	
Community	Interact and involve the community.	Social Development Affairs Sector
	Contribute in develop the community culturally, socially, and sportily, and enhance each of the social responsibility and citizenship.	
Identification	Maintaining Amman's identification and properties.	Social Development Affairs Sector
	Make Amman center of tourist attraction.	

Strategic planning is an important process that organizations undertake to define their strategy or direction and make decisions about allocating resources to achieve this strategy, especially in the fast and changing environment. Service organizations must be well prepared and prepared to face environmental conditions and variables, so organizations must work to find new ways and methods. It helps to raise its ability to provide superior services by keeping pace with and practicing modern methods to address failure in performance, studying future variables and preparing for them, so the concept of strategic planning is one of the most important methods that help organizations of all kinds to adapt to their internal and external environment, thus increasing the effectiveness of organizations and their efficiency and drawing future steps and prepare for each expected future event.

There is widespread agreement among leaders of non-profit organizations that strategic planning is a critical component of good management, as it helps ensure that the organization continues to respond to the needs of its community, contributes to organizational stability and growth, facilitates the development of new programs, and enables the organization to continue and sustainable development in an organized and systematic way (Table 1.).

Leadership Charter

As the leadership of the Greater Amman Municipality, GAM adopts international best practices as a business model and a code of honour towards achieving its vision and mission and rooting its institutional values to be a task model in an investigation. A distinguished level in its institutional performance and achieving the satisfaction of all stakeholders, and that GAM are committed to the following:

- Translate the vision and mission of the Greater Amman Municipality into clear superior goals and results.
- Enhance the corporate culture of excellence based on honesty by providing a good example in performance and behaviour.
- Encourage team spirit and cooperation at all levels in the secretariat and with all partners.
- Participate in planning and implementing work systems, reviewing and improving them on an ongoing basis to ensure the provision of excellent services.
- Ensure the adoption and implementation of the GAM governance and good management manual.
- Cooperate and communicate with ministries, institutions, other departments and the local community to implement joint development projects and initiatives.
- Regularly review the GAM objectives and practices that are related to the needs of all concerned groups and how to meet and respond to them.
- Committed to creating effective, direct and regular internal and external communication channels with all concerned groups.
- Strengthen the role of the Trust as a socially responsible institution and stimulate the participation and participation of stakeholders in community development.
- Ensure fair, accurate and impartial evaluation of the annual performance of employees and work teams.
- Working to develop and build the capabilities of employees and support them to achieve the plans and objectives of the GAM.
- Provide the necessary resources to enhance innovation and creativity and encourage and motivate creative people, internally and externally.
- Lead the change plans and programs in the GAM and manage the results and risks involved.
- Working on preparing a new generation of leaders who are able to assume responsibility internally and externally.
- Motivate, appreciate, and reward employees and work teams for their outstanding and creative achievements.

GAM Culture

- GAM has a reward system, during which rewards are provided permanently actions and sanctions for the bad ones.
- GAM have its own code of ethics for employees.
- The municipality values the cultural side of the capital and supports cultural and artistic activities by sponsoring many festivals and events throughout the year Training
- Unfortunately, Smoking habits is perdominants although GAM banned smoking but the problem still exist even with the inspection and fining system.

GAM Incentive Systems

still losing equity and considers a weak points that GAM have to work on improving it according to employee point of view, as its subjected to the opinion of the manager, consequently losing equity within employees [Assaf et al., 2017]

GAM partners and initiatives

GAM has partnership and collaboration with most of the national (governmental and non-governmental organization) as well as international organization such as the world bank, GIZ, JICA, WHO, Bloomberg Foundation, Vital strategy, Ministry of Environment, Ministry of planning, ministry of Health, Ministry of agriculture and Ministry of the municipality and many others.

Regarding initiatives, Amman becomes, for example, a member of 100 Resilient Cities in 2014 also on the same year it became a member of the C40 CITIES Climate Leadership Group, a network of the world's megacities committed to addressing climate change. In 2018 GAM participated in Bloomberg philanthropy partnership for healthy city tell now and also in 2020 GAM working with cities4health also in initiative COVID-19 response. Amman also joins the EBRD Green Cities program in 2018.

CASE STUDIES

There are many frameworks and model that claim they contain the factors that make that the organization performs better. For instance, many organizations have their own strategic plan even that which are not working in HPO concept but are working in another management concept like leadership, HR, knowledge, and process measurement by using key performance indicators (KPIs) and RADAR methodology and business excellence (BE) models, such as implementing TQM which make an improvement, which leads to of financial and non-financial outcomes. However, TQM looks mostly at operational processes and does not show the complete and complex evaluation of the high performance of an organization [de Waal, 2020]. This section describes some efforts that Greater Amman municipality are working toward achievement High performance organization.

Examples of GAM some success stories case studies as continuous improvement and development and projects toward achievements High performance organizations:

Case 1: Financial status of GAM for the year 2019 compared with previous years:

The draft budget of the Greater Amman Municipality for the fiscal year 2019 amounting to 534 million and 800 thousand dinars.

The total estimated total revenues for the 2019 budget were (365,532,500), and the sources of financing were (169,267,500) dinars.

The total expenditures (current and capital) and loan repayments are (534,752,250), of which (216,014,000) are for current expenditures, and an amount (318,738,250) for capital expenditures.

The 2019 budget is the largest without a deficit, and the budget's growth is natural in light of adopting plans to boost revenues, and working on a financial system that keeps pace with development and the services the city needs.

The Amman Municipality has a responsibility to manage the budget and rationalize expenditures, and work to strengthen the investment system in the city, most notably the investment tape project. Whereas, the Municipality is working to rationalize expenditures and direct the return towards capital expenditures through the bio-gas project, which will positively affect the electricity bill, electronic tracking of the Municipality's fleet, the energy-saving lighting project, and accelerate work on the Oracle system for the trust sectors in order to control financial operations.

GAM assume the importance of forming a financial team of those in charge of managing financial affairs and advisors from abroad, if the need arises, to study the obligations of the financial trust for the coming years while providing proposals and implementable financial solutions.

GAM budget gave the service aspects balanced attention with the projects, and that it would be a real start to invest in major projects, the most important of which is public transport, which requires large material expenditures to provide the infrastructure for the transportation system. Whereas, the budget took into account the provision of infrastructure services and environmental projects, while finding new funding sources to support some projects and maintain cash liquidity to provide infrastructure and environmental services.

Table: Age Analysis of the Stock of Tax Arrears (FY2016) (JDs)

Year	Property Tax	Paid current	Paid Previously	Exemption	Added now and before	Incentive discount for early payers	Remaining from current	Annual Remaining	Accumulated remaining
2012	71,325,685	38,908,405	12,978,906	4,547,697	952,467	1,883,000	32,417,280	13,960,144	72,329,615
2013	77,944,086	44,084,896	19,216,617	2,916,905	574,088	2,093,904	33,859,190	10,205,852	82,535,468
2014	87,399,475	49,502,096	17,508,666	3,067,360	400,898	2,440,012	37,897,379	15,282,239	97,817,707
2015	102,872,568	58,249,661	22,528,527	6,441,763	63,308	2,879,591	44,622,907	12,836,334	110,654,041
2016	Collectible for 2016							108,521,629	
	Collected from the years before 2016							10,883,587	
	Collected from the year 2016							40,641,338	
	Remaining Receivables							167,650,745	

Source: GAM Revenue Collection Department [World bank , 2017]

Case 2: E-services transformation

The revolution on internet technology has changed the characteristics of the interaction between governments and citizens. Improving the quality of public services and its efficiency and effectives is important with regards to e-services.

The municipality of Greater Amman E-Service plan was to introduce smart solutions to improve the quality and sustainability of IT-services to apply the latest advances in information technology with the purpose on serving customer of all kind.

Greater Amman municipality applying quality assessments for continues improvement of e-services and identifying any problems or challenges and fix any gap that affect the performance of the services.

GAM provides several e-services for customers for a long time ago, but it was not satisfying the customers based on regular surveys. The e-services is evaluated to provide a feedback for continues improvement. Table 1: show main e-services that GAM provided to customers. [Alhyari et al, 2012]

E-service	
SMS	Handcrafts
Detailed traffic violations	Details of streets
Query by driver's license number	Tenders
Vocational licences	Filling complains
Fines of vocational licenses and health	Submitting an appeals
Property ownership verifications	Miscellaneous services
Property tax	

In the year 2001 to 2015, Amman Municipality started the internal automation process and related tools, as well as its associated external sites, through the use of inquiry programs such as (traffic violations, buildings, occupational licenses, building permits). And from 2015 till now GAM collaborated with the ministry of information technology and the electronic transformation will be fully completed at the end of 2010.

Stages of transformation and operation of electronic stations that have been achieved:

Examination and assessment of the readiness of electronic services.

Most of the re-engineering procedure have been completed.

More than 100 electronic services have been available to the public.

Establishing 34 electronic stations in all Amman districts

Promotion of electronic services.

GAM application of Smart phone

Some of the Challenges of the electronic transformation project: Limited financial allocation, regulations and legislations, re-engineering procedures, weak infrastructure, citizen's culture and customer satisfactions, different data-base schemes between many parties (Ministries as a partners with GAM).

In order for GAM to meet customer needs, a study of electronic service customer satisfaction that provided to them by Greater Amman Municipality and the duration of effective means of communication with them has been prepared in order to take feedback to take the necessary measures to address strengths and enhance strengths to provide services at the highest levels, and to make services more effective and responsive to the needs and aspirations of service recipients. The importance of this study comes considering that the satisfaction of service recipients represents one of the guides for the Greater Amman Municipality and one of its strategic objectives, so

that it becomes one of the main inputs to improve the quality of services provided to service recipients by appropriate means that take into account their requirements.
The study population was identified, all users of electronic services from all categories
The method of electronic questionnaires was adopted to collect data.
Directorate of communication at GAM did a field of study which was adopted in 22 districts and based on the number of electronic transactions that were submitted in each region for the year 2017, the sample size for each districts have been chosen. the questionnaire includes 6 questions and target 16 services that GAM districts provide to customer, the final results as shown below:

- The customer satisfaction rate of the service with the electronic services provided was 87%.
- The percentage of awareness of e-services provided by GAM was 93.7% during the year 2018.
- Social media sites are the most effective ways of promoting the electronic services at GAM, while the least method is the electronic stations.
- 91.% of service recipients used electronic services more than once, while only% did not use any of them.
- The evaluation of the e-service in terms of ease and quality reached 89.2%.
- Completion of the electronic service reached 73%
- The percentage of users who did not encounter usage problems was 68.2%, while the percentage of users who faced problems was 31.2%.
- The results of GAM e-service customer satisfaction shows that in order to improve quality e-services GAM should focus on the following:
- Training the customer
- Process innovation
- Frequently updating the E-services
- Improving the website need to be more efficient (quick & efficient)
- Lack of continues website updating.

In conclusion, management needs to view and think from a customer's perspective so that it is helpful for management to meet or exceed its service quality to customers' expectations. GAM should keep up with missed developments in order to serve all beneficiaries. GAM also need to make strong links between customer's satisfaction and needs with e-service goals.

Case 3: Employee satisfaction:
The GAM employee satisfaction is one of the most important strategic objectives, which is considered a major entrance to improving the work environment.
Satisfaction studies are prepared for employees on an annual basis, according to the implementation of human resources methodologies in the GAM. Which aims to communicate effectively with employees in order to improve the work environment and take feedback from employees regarding the administrative and organizational procedures in the work environment in GAM and determine the extent of employee support for the GAM vision and Mission and its strategy. With the aim of taking the necessary measures to address weaknesses and enhance strengths to reach an environment and work procedures that help in achieving goals efficiently and effectively and raise the percentage of employee satisfaction and their positive attitude toward the work environment.

In general, electronic questionnaire is distributed in a regular basis, and the number of the sample population is determined within a methodology dedicated which is based on the total number of employee in each sector and according to the percentage allocated. Employee satisfaction questionnaire includes 8 general topics and each topic have questions, with the total of 77 questions.
In this report we just presented the overall summary of the final results and mention questions related to ''effective communication'' and ''leadership" as example of sub-topic content that present in questionnaire question:
1- Effective communication questions:

- GAM works to develop communication plans based on the needs and requirements of communication between administrative levels
- GAM provides periodic effective mutual communication between employees and management through various communication methods like meetings and e-mail
- GAM implements policies to encourage employees to exchange knowledge and information, and to communicate effectively in all its departments and units
- GAM provides an appropriate number of computers and systems that ensure that employees have access to the correct and timely information to complete the work and tasks
- Several databases are available for the Municipality of Amman through which GAM can access information
- The internal website contains all the information, news and circulars that enable the employee to view the information he needs
- The information provided by the various databases is accurate, up-to-date and comprehensive
- The employees are educated about the regulations, instructions and procedures in case they are modified and developed

2-Leader questions:

- Defining and setting a framework for powers and controls to help fulfill "legal, financial and ethical obligations'' (good governance practices)
- Promote and develop a positive institutional culture to help in achieving goals and providing the best services to citizens and customers.
- Promote a culture of excellence and encourage employees to participate in continuous development and improvement processes
- Leaders are a role model in adhering to values and a code of ethical conduct
- The needs of human resources are identified and provided in a timely manner with the required competencies
- Leadership provides an appropriate environment to support employees' innovation and creativity and exchange information and ideas
- Leadership encourages teamwork by forming work teams and committees
- Take improvement and development measures based on the feedback from employees through the complaints & suggestions box, meetings and employee satisfaction questionnaires.
- Create a culture that supports the preservation of natural resources, the use of alternative energy, and the reduction of waste and spending

- Take into account employee needs and expectations when reviewing and developing human resource policies
- The organizational structures in the Municipality of Amman are within the hierarchy of powers and define responsibilities accurately.

Results:

General Overall Summary:

#	Field	Average of 2016	Target of 2018	Average of 2017	The target of 2018	Average of 2018
1	Effective communication	75.2	76	66.9	76	71
2	Leadership	71.2	73	66	73	69
3	Satisfaction with the efficiency	72.3	74	63.3	74	70
4	Professional training & development	72.3	74	63	74	70
5	Satisfaction with working condition	72.8	74	60.7	74	68
6	Participation for preparing GAM documents for King Abdullah Excellence award	--	74	59.9	74	67
7	Equal opportunity	70.6	73	57.5	73	67
8	Motivation and empowerment	71.7	74	59.1	74	67
Average overall satisfaction		72.3	74	62.1	74	68.6

Overall employee satisfaction by job:

Job	Average 2018 %
Leaders	72
Supervisors , head of section	67
Professional	64
Technical support	70

Satisfaction results by sector:

Sector	Average%
Public Works Affair	63
Economic Development Affair	65
Social Development Affair	70
Health & agriculture	72
Financial and Administrative Affair	69
Districts & Environment	64
Other independent directorate	61
Mayor , City manager, city council employee	77

Average overall satisfaction at 2018 (68.6%) which is lower than the target of the same year, but higher than the previous year.

The study didn't show any significant result according to job type. But further investigation need to deal with sectors. because public affair sectors and independent directorate got the lowest percentages (61 % and63% respectively), whereas employee who works close to higher management got the highest percentages 77%.

Case 4: customer satisfaction related to health & agriculture sector

Strategic Dimension	Strategic Goal	Goal Responsibility
Environment and Public Health	Increase the space green land to Amman.	Environmental Affairs Sector & Public Health Affairs Sector
	Use sustainable practices and friendly environment energy.	
	Provide health, safety, and a clean environment.	

Summary of the survey results on measuring citizen's satisfaction on public services related to Health and agricultural sector main services for the year 2019 compared with the previous year:

Question	2018	2019
Level of control over the shops in terms of not using the sidewalk, compliance with the licensing conditions	56	72.5
Level of compliance of food establishments with health conditions, which include wearing gloves and general hygiene	52	71
Level of satisfaction with the campaigns against insects and rodents and their role in reducing their spread in your area	49	71.2
Level of satisfaction with planting trees and greening in Amman	52	71.1

General result:

Field/domain	Target of 2017	Real 2017	Target of 2018	Real 2018	Target of 2019	Real 2019
Health & agriculture	75 %	62.1 %	75 %	51 %	75 %	71.4 %

Case 5: King Abdullah II Award for Excellence in Governmental Performance and Transparency – GAM as a Success Stories for the Sixth Round (2012/2013) [KACE, 2013]

GAM participated in King Abdullah II award for governmental organizations developmentt in 2003 (GAM from that time till now continue its participation). This lead GAM to implement a new management concept like leadership, HR, knowledge and process measurement by using key performance indicators (KPIS) and RADAR methodology. The benefits form participation of this awards is taking a feedback reports that improve it its weaknesses.

The positive effects of the participation of the Greater Amman Municipality in the award:

• The improvement in the rates of achievement of performance indicators and goals for the main operations in 2012 reached 99%.

• Completion of documenting and designing all major operations in the Greater Amman Municipality by 100%,

• Issuance through the GIS system at a rate of 98% in 2012, issuance and renewal of profession licenses electronically.

• Increasing the number of electronic services to reach 18 in 2012.

• Opening several IT centres for around 44 centres.

•Reducing employee consumption of paper per year by 20%.

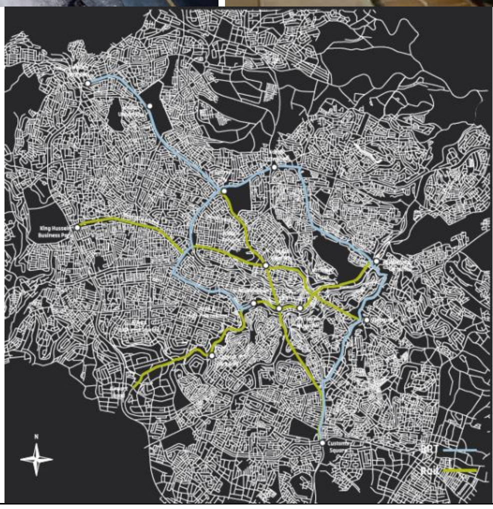
• Increasing the number of electronic systems used in implementing internal work procedures for administrative units to reach 56 systems.

• An improvement in the percentage of service recipients' satisfaction with the services provided by the Greater Amman Municipality, which reached 78% during 2012

• Commitment to respond complete complaints within the specified time limits improved, which reached 99%, and the percentage of complaints from transactions decreased to 10.0% in 2012.
• Improvement on the level of satisfaction with means of external communication improved, reached 77% in 2012.
• Commitment to the annual evaluation of the performance of suppliers for each undertaker, as the percentage of commitment to evaluating suppliers reached 99% in 2011.
• An improvement in the results of evaluating the performance of suppliers and the specified criteria, reaching 97% in 2012.
• Raising the percentage of completion of the strategic plan of the Amman Municipality for the year 2012 to 9.75% compared to the year
The previous year for 2011 was 70% and the commitment of all administrative units in the Municipality of Amman to prepare 100% operational plans.
• Activating the e-government portal (jo.gov.Jodran) and using it in inquiries for vehicle violations, electronic issuance and renewal of profession’s licenses, which were launched in the year 1-2-2011
• establishing electronic payment for services.
• The employees ’awareness of the knowledge management concept improved, reaching 89% in 2012.

Case Study 6: Bus Rapid Transit BRT is one of GAM infrastructure projects, aiming to tackle Air Pollution problem especially CO2 Emissions, and for Mass Public Transportation improvement by reducing traffic congestion in a city [C40, 2020]

Amman's Bus Rapid Transit BRT is expected to be finished and operated at the end of 2021 and is planned to increase public transport mode share from 14% to 40% by 2025. This project which owned and supervised by GAM will be considered as one of the success story as a first BRT system in the country and the project will be expanded within Amman and also to cover neighbour's cities. The design and the implementation of project is carried by Jordanian engineering and contracting companies.



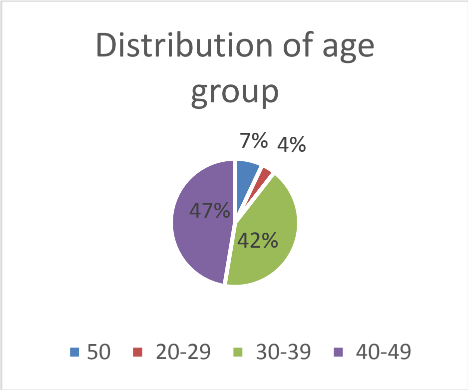
THE HIGH PERFORMANCE ORGANIZATION MODEL (HPO) AT GAM

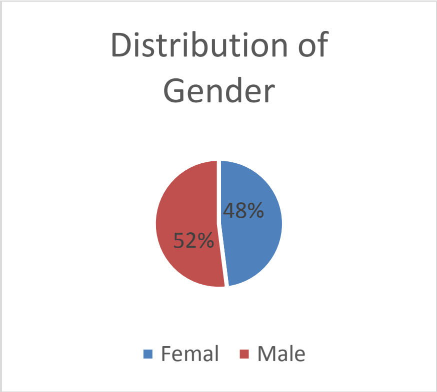
This study used de Waal's HPO Framework (2010, 2012) as a method of data collection and HPO diagnosis, a framework which describes the five factors that drive high performance at an organization. For the purposes of this research, we used Google tool to organize a google survey questionnaire, as a quick and easy tool. The first section of the survey was composed of demographic questions like gender, education, age and sectors, while the second section was composed of measures of 5 factors of HPO framework and organizations' performance for diagnosis. the web link of Google Form was shared with the GAM employee for online responses from respondents. a complete of 114 employees of various sectors and work levels are employed by the studied organizations. In this study, we distributed the online survey through sharing online links from WhatsApp group and social media belong to GAM employee, with a total of number 114 employees who respond randomly. All the questions must be answered as a requirments within the online questionnaire form that we created, thats why we didnt receive any incomplete or missing data.This study answers the question withere there is any significant relationship between the five factors of HPO framework and the GAM.

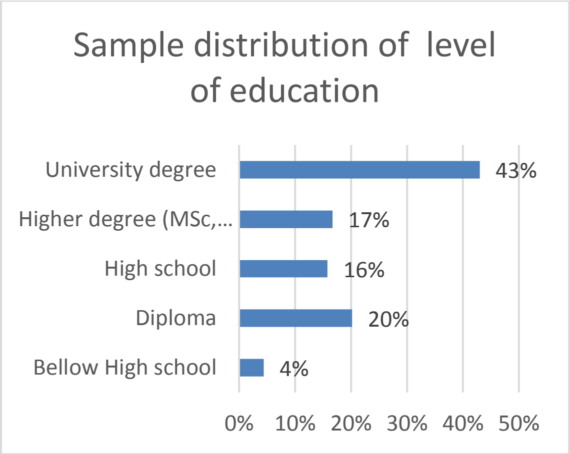
RESULTS

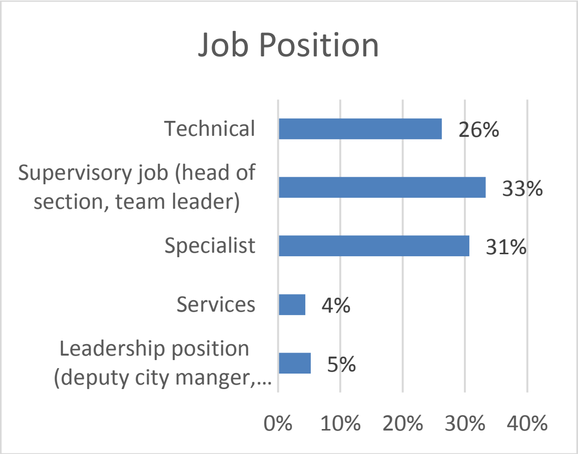
Sample Demographic: 47% of respondents were aged between 40-49 years old because it was long time that GAM didn't hire a new employee, 52% are males and 48% females, 43% have university education and 17 % hold a higher degree (MSC. Or PhD). The distribution of age group was 47 % for age group range 40-49 followed by 42% (30-39). With regards to job position 33 % work as a supervisor, 31% as a specialist, whereas 5% account for Leaders (Managers and above).

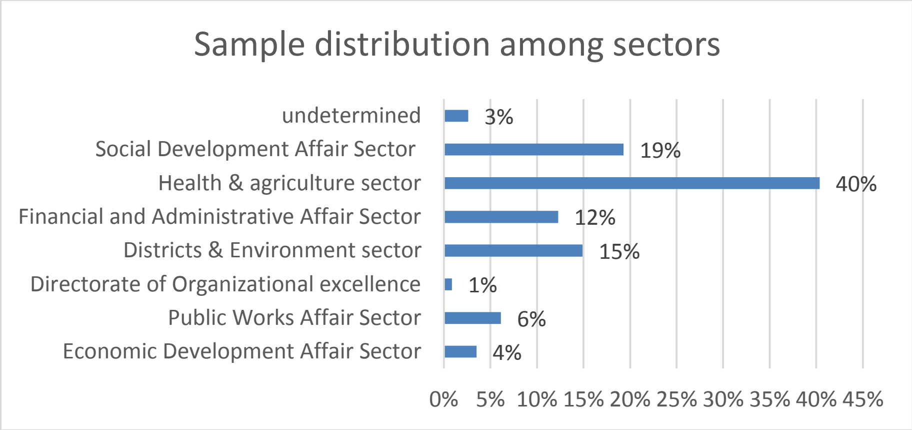
The HPO characteristics questionnaire is simple to fill. The respondents identified some ideas and suggestions that GAM should should considering it seriously by GAM leaders. Besides this participant`s opinions regarding a particular 5 factors of HPO framework. Emotions and feelings were chosen in a scale from 1-10 where 1 reflects complete dissatisfaction whereas 10 reflect complete satisfaction. However, participant's background was taken into consideration.











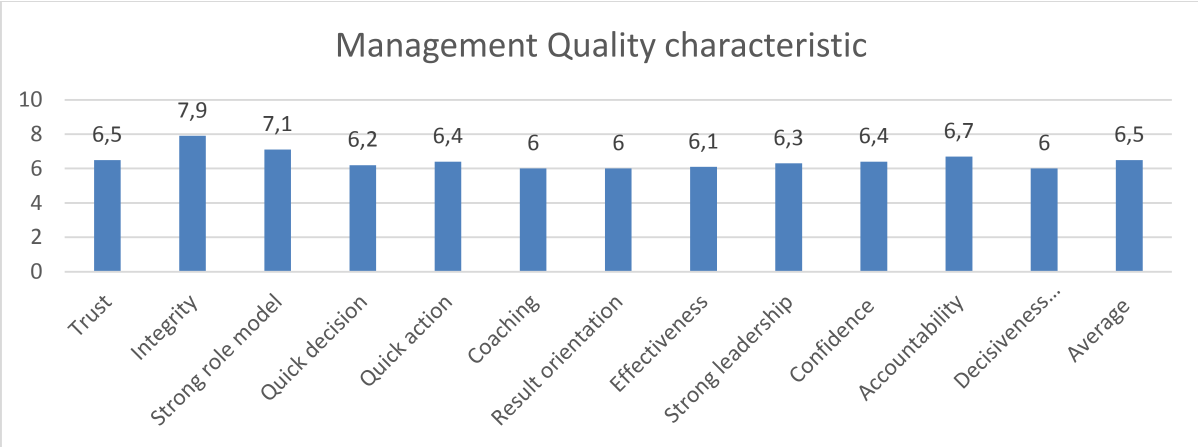
High Performance Organization Characteristics:
1-Management Quality

Management Quality characteristic	score
Trust	6.5
Integrity	7.9
Strong role model	7.1
Quick decision	6.2
Quick action	6.4
Coaching	6.0
Result orientation	6.0
Effectiveness	6.1
Strong leadership	6.3
Confidence	6.4
Accountability	6.7
Decisiveness toward non-performer	6.0
Average	6.5

Ideas from employee on how to improve

- Selection of managers should be according to their experiences, not according to good relationships
- Selection of managers should base according to competencies, degrees, and leadership qualities and within clear criteria and according to career path, good behaviour and commitment to his duties and responsibilities, not on favouritism and intermediaries.
- Look at the experiences of others partners and benefit from them.
- Pay attention to employees with high academic qualifications, especially graduate studies
- Searching for strong personal energies and competencies
- Justice
- End the favouritism and inequality
- Involve employees in decision-making.
- Managers have to make the right decisions at the right time.
- Improving the work environment.
- Improving the income of the inspector in terms of taking all the rights that are his right so that he does not fall into matters of corruption.
- Application of the principles 6 sigma to errors and defects during quality assurance work

- Activating the role of field observers/inspectors and giving him his powers
- Raise the efficiency of employees through training courses
- Return and punishment system.

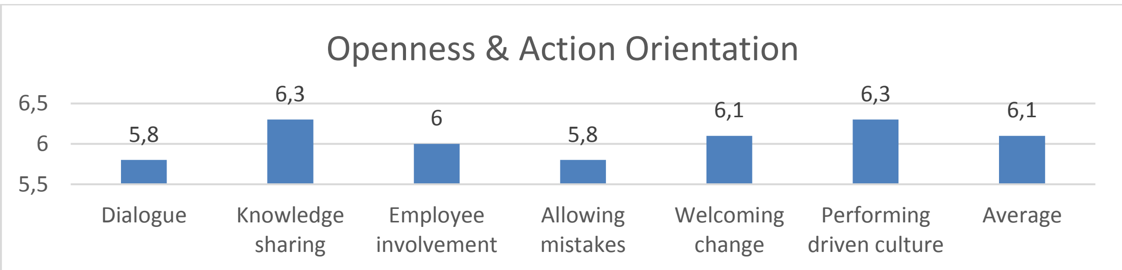


2-Openness & Action Orientation

Openness & Action Orientation	score
Dialogue	5.8
Knowledge sharing	6.3
Employee involvement	6.0
Allowing mistakes	5.8
Welcoming change	6.1
Performing driven culture	6.3
Average	6.1

Ideas from employee on how to improve

- Equality on training and training should be in a regular basis.
- Adopting the inspector’s thinking because they are on the field and are qualified and not the one behind the office.
- Everyone shares the information, not specific for some people
- Progress and prosperity
- Opening the door to every specialist in his work
- Raise employee confidence
- Personality and professional development of employees
- Complete management change
- Developing a clear plan for each employee based on his capabilities, developing it, and amending his plans and path every period based on the data and achievement

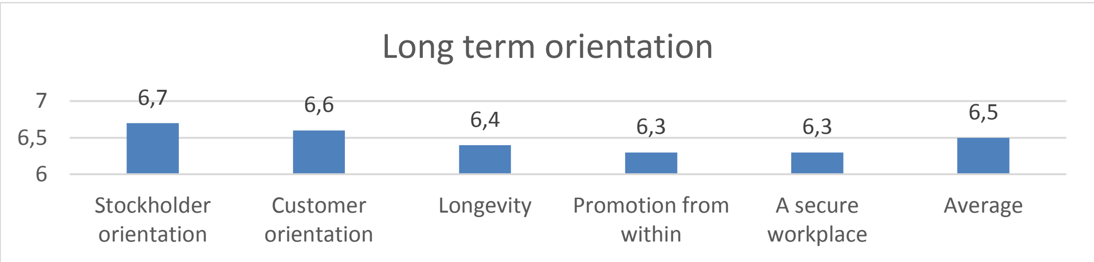


3-Long-Term Orientation

Long term orientation	Score
Stockholder orientation	6.7
Customer orientation	6.6
Longevity	6.4
Promotion from within	6.3
A secure workplace	6.3
Average	6.5

Ideas from employee on how to improve

- Job stability exists because it is a government institution and the employee who does not perform is not required to work and not affected.
- The employee must be developed and placed in the place best suited to his qualifications, personality and capabilities, and not staying in his position without change or development.
- There is no fair on reward
- It was suggested that Mayor and top management to conduct field and to give each employee the right to discuss and hear his demands directly, especially employees with high qualifications.
- Protect the employee in the field and Follow up
- Employee development and motivation



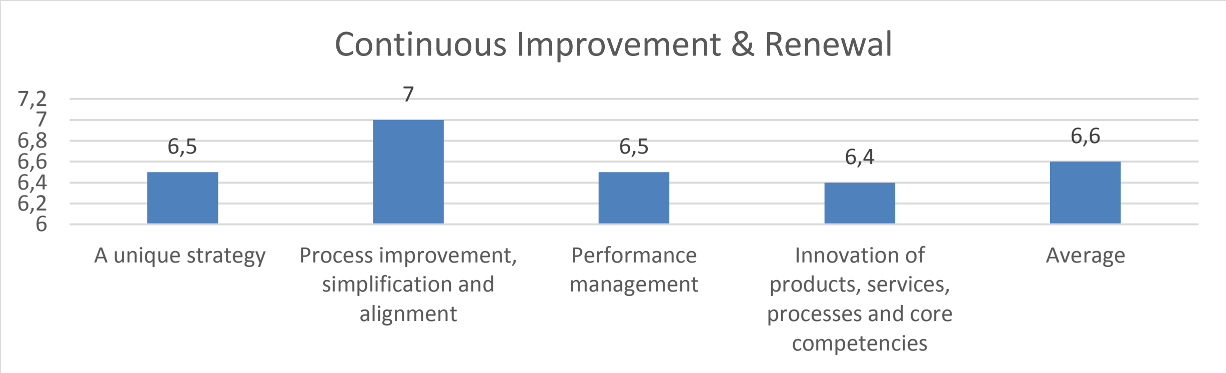
4-Continuous Improvement & Renewal

Continuous Improvement & Renewal	Score
A unique strategy	6.5
Process improvement, simplification and alignment	7.0
Performance management	6.5
Innovation of products, services, processes and core competencies	6.4
Average	6.6

Ideas on how to improve

- Continuous knowledge improvement
- Take lessons experiences from others partners and countries
- Justice and equality among employees in giving opportunities and avoiding interference from personal whims in evaluating a person
- Employee involvement
- Contracting with external institutions for adequate training within the field of work

- Facilitating transactions and not intimidating citizens, investors and professionals in order to increase the country's economy
- Employee protection in the field
- Supporting creative ideas



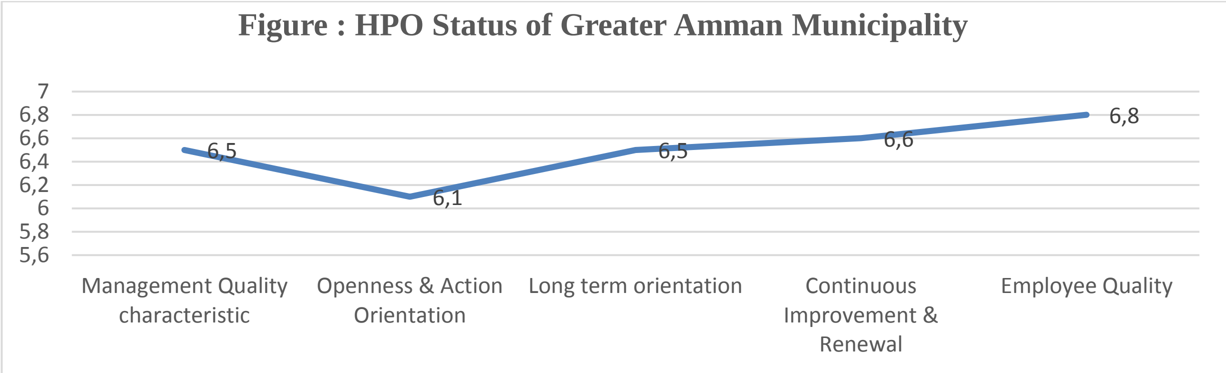
5-Employee Quality

Employee Quality	Score
Inspiration	6.6
Resilience and flexibility	6.7
A diverse and complementary workforce	6.9
Partnership	6.9
Average	6.8

Ideas from employee on how to improve

- Incentives and rewards
- All training courses related to performance improvement should be taken
- Motivate employees and choose the right employee in the right place
- Encouraging the employees and taking their suggestions
- Support employees financially
- Mutual trust between all employees
- Protect the employee in the field
- Train how to deal with crises
- Continues training courses related to job title, field work and according to his job path, to increase employee efficiency
- Conducting workshops and training courses so that the employee gets acquainted with the mechanism of work of the department in which he works and focusing on a specific cultural level for these employees

Descriptive statistics in the form of mean values are calculated to provide an overview of the respondents' rating of five factors. The average scores for management quality characteristics, Openness, and action orientation, long-term orientation, continuous improvement and renewal, and employee quality are 6.5, 6.1, 6.5, 6.6, and 6.8 respectively.



When looking into the scores of the HPO characteristics, a number of improvement areas should be identified and improved. The scores were calculated with an overall score of 6.5, to look at the HPO status of the GAM as depicted in Figure.

DISCUSSION & CONCLUSIONS

De Waal (2010) confirmed that if any kind of organization conducts the HPO framework it will achieve a positive return. The HPO research shows that there is a direct and positive relationship between the five HPO factors and competitive performance: the higher the scores on the HPO factors (HPO scores), the better the results of the organization, and the lower the HPO scores the lower the competitive performance. The research also shows that all HPO factors need to have equal scores. An organization can evaluate its HPO status by having its management and employees fill in the HPO questionnaire, consisting of questions based on the 35 HPO characteristics with possible answers on an absolute scale of 1 (very poor) to 10 [de Waal et al, 2014].

In this study, we chose to examine the HPO characteristics at the Greater Amman Municipality. We distributed an electronic questionnaire randomly among all classification of GAM employees at GAM employee WhatsApp. and Facebook group. We scored the HPO characteristics of the GAM by means of a scoring system (from 1 to 10). Over 114 employees filled out the questionnaire, awarding marks of the five factors of HPO characteristics.

According to research results, GAM still had to work in improving all HPO factors to achieve the highest performance level. A variety of improvement measures should be considered.

- Build good relationships between employee and manager based on trust.
- Management should also involve employees more in process improvement and in the decision-making process.
- Employees had to increase their flexibility and resilience, and interact more with one another and with external parties (suppliers, customers)
- Employees should share knowledge and experiences.
- Better process management and performance management so as to continuously improve.
- GAM had to pay more attention to developing and improving the strategy, and services.

Creating a High-performance organization in the public sector requirements for organizations to consider a variety of perspectives, including those of customers and employees when evaluating the performance of their senior leadership (Mroueh, & de Waal 2017). As Muldrow et al (2002) recommend that positive change over time will only occur if specific interventions are designed and implemented in target areas where survey results and subsequent action planning indicate that improvement is needed and feasible.

GAM case studies show that GAM continuously improves all the processes, by continuing to review processes and eliminating unnecessary procedures and every excess waste and improve the city environment by providing municipality services as cleaning, vector control, solid waste management, greening the city, and improving the infrastructures. GAM control and measures key performance indicators regularly. By doing this, GAM consequently, monitors goals. GAM leaders confirm that the financial and non-financial information needed to drive improvement and is reported to everyone within the organization, so people can use this data to enhance their own operations. GAM leaders are continuously improving and innovating GAM services and processes and ensure customer and employee satisfaction.

In conclusion, The findings of this research on Greater Amman Municipality corroborate with several studies in public and non-profit organization studies in terms that HPO framework is considered a good tool for evaluation, prediction, and continuous improvement as other research findings {Mroueh, & de Waal (2017) and Jamrog et al, (2018)} . However, the HPO framework does not necessarily guarantee high performance, organizations that adopt these characteristics stand a better chance of performing well [Jamrog et al., 2008; Kalimullah et al., 2019]. Showing the proof of GAM municipality performance as case studies strength its evidence to be considered as HPO. Another recommendation that the HPO questionnaire should be filled by a large number of employees in the GAM and there is a need to train employees in different sectors about HPO.

RESEARCH LIMITATIONS/IMPLICATIONS

One of the limitations is that the study sample was small in size in regards to participants from the GAM employee which may not representative of the population. The reason for that is because of the COVID-19 restriction where just only 30% is working on the site.

Another thing is the difficulty on comparing GAM result with other municipality which has an equivalent structure and characteristics since GAM doesn't apply HPO, as well as any public sector, apply HPO at Jordan.

RECOMMENDATIONS

According to the results of this research, we suggest some recommendations to high managers and decision-makers of the Greater Amman Municipality GAM.

- The importance of applying the High-performance organization model HPO at Greater which provides several advantages for sustainability and future advantage.
- Improving in human resources
- Improving in technology and E-services,
- Working in improving customer and employee satisfaction.
- GAM HPO characteristics score have to be compared with the top-performing Municipality services in the HPO database.
- Returns from applying HPO should be analyzed through financial and non-financial KPIs and comparing the current state within the HPO with competitors
- Further research comparing the HPO implementation among several municipalities
- Increasing the sample size within GAM employee and sectors.

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HOW IMPORTANT IS THE REASON FOR DOING YOUR WORK, WHEN IT COMES TO WORKING IN A NON-PROFIT ORGANISATION? WHY ARE THEY DOING THEIR WORK?

JASMINA HERITANI

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"For great leaders, the golden circle is in balance. They are in pursuit of WHY, they hold themselves accountable to HOW they do it and WHAT they do serves as the tangible proof of what they believe." Simon Sinek

Start with "why" and convince other people with your own new ideas or new innovative company products. How is this possible? How can we put the "why" at the focus of our common work?

If we look at successful speakers like Martin Luther King or Steven Jobs, we should ask ourselves what they have in common, and why they are able to inspire millions of people with their ideas.

The American writer and management consultant Simon Sinek believes that these speakers all share a characteristic in either their communication or in their presentation technique. According to Sinek, they all acted, thought and communicated in the same way, which is different to the average speakers. Usually, presentations start with the presentation of a company and a product, and in the second step they present how the product is produced or how the company produces this product.

During the first two steps, there is no talk about why a product is needed. There is no talk about the idea behind the product and about what will be changed, innovated and won with this idea. The innovative, new idea behind a product is usually mentioned only in passing or not at all.

Simon Sinek created the "Golden Circle." In 2009, the American consultant and author published his book "Start With Why: How Great Leaders Inspire Everyone to Take Action". In this book, Sinek discusses his model of the Golden Circle that he created. His new book became a bestseller and his accompanying presentation at a TEDx was his most watched talk. The Golden Circle model has been established over the years and is used extensively in practice. The Golden Circle shows why it makes sense for individuals and organisations to develop their products from the vision and not the other way round.

In this essay I would like to introduce first the model of the Golden Circle by Simon Sinek, and secondly, I would like to present a questionnaire I conducted with my two teams who work for me in two EU-projects for two non-profit organisations. In the questionnaire I checked how much the question "why" is important to them in the context of their work.

WHAT IS THE GOLDEN CIRCLE?

The Golden Circle is a concept that aims to answer the question: "Why are some more successful than others? Sinek is referring to both organisations and companies, such as Apple, as well as people who manage to lead a whole movement, such as Martin Luther King. The question here is how does an organisation or a person manage to stand out from the mainstream and become the leader of a group, or in a technical field such as Apple?

Simon Sinek believes that the reason for this is a characteristic of how such organisations and individuals think, act and communicate. To illustrate this, he has developed the model of the Golden Circle which is divided into three layers.

The largest layer and outside layer is the question WHAT. The second, smaller layer after that is the question HOW, and the heart of the circle is the layer WHY. If we ask the employees of a company or an organisation what they do, they can describe it without any problems. They can also describe what they produce or what exactly they do. They can, even if they haven't dealt with it, explain how they do it. Some of them can explain HOW they do it - mostly through a deep understanding of their own values, practices and routines - and differentiate themselves from their competitors. However, very few can describe WHY they actually do it. Why is an organisation or a person acting in the ways they are? And what is the overall master plan? The deeper motivation? The belief in something? Why is the person or organisation acting instead of not acting and why should anybody even be interested in that? At this point, I find it particularly interesting to ask which of these three questions come first for staff, how, what or why? This is exactly what I asked my two teams first and only then did they answer all three questions.

Under normal circumstances, we communicate from the outside to the inside and not from the inside to the outside. We begin with the things we have. Simon Sinek is thinking, acting and communicating differently. He starts from the inside with why, and then works towards the outside. In his Golden Circle concept, the heart, the inner layer, the because, is the foundation of our actions and communication. It is the thinking, acting and communicating from the inside out that is the decisive factor. In order to have a constantly successful, motivated and innovative team, each employee must know why they are coming to work everyday.

It is not the final result of what I do and how I do it, but the vision of the product or the mission of the employees that is important. Simon Sinek expresses it this way: "People don't buy what you do. They buy why you do it."

Communicating about my project from the outside to the inside, I would say "We are the best non-profit organisation (WHAT) because we provide excellent, integration-oriented projects and consulting for people with refugee and migration backgrounds, financed by the European Union, and can therefore perfectly realise and implement our labour market integration concepts (HOW). It is important to us as we believe that refugees and migrants are the skilled workers of the future and are a solution to the lack of skilled workers (WHY)."

If we were to communicate from the inside out, we would focus on the migrant and the refugee with their strengths and qualifications as skilled workers. The vision of our organisation is to support these people with all their skills. Why do we do this? Because firstly, we want these people to become part of German society. Secondly, we do need people to work in Germany because we have a labour shortage of qualified workers today. Then comes the question of how we do it and who we are.

The WHY defines the WHAT. This kind of organisation does not put the good project or the organisation first, but the vision of a good integration of people into the German society and the labour market. For the realisation of the goals, a project is then created which can realise this vision. When a person of an organisation acts from the inside to the outside, it is no longer the product which dominates their actions, but the **vision behind it.** This allows the person and the organisation to check and refocus their fields of action. It is not the product or the field of activity that is decisive for success, but **the vision behind it.** A vision is at the beginning of every process. If a person does not know the WHY, he or she does not know WHY they are doing it. It is not the product or the field of activity that is decisive for success, but the **vision behind it.** If a person does not know WHY I do something, why should he or she trust me to do it well?

Dees wrote the following in 1998:*"Having a clear mission statement, and therefore starting their businesses from the why much more than starting their businesses from the how or what, is something that NGOs – or social organizations – seem to be more embedded than organizations in general. NGO's in general have a mission to do good. Literature states that social organizations are able to combine the passion of a social mission with an image of business-like discipline (Dees,1998)."*

Visions provide flexibility. The concrete implementation of the vision in a project allows for a flexible and individual adaptation to the specific situation and target group. A vision gives freedom. Organisations that think in terms of vision can give their staff the freedom to implement the visions in projects. The main factor is then no longer adherent to a product category, but following the vision.

NON-PROFIT ORGANISATIONS IN BREMEN GRÖPELINGEN

As part of the staff survey, I interviewed my staff from two non-profit organisations I work for. In both organisations we work with migrants and refugees. They provide support and guidance to this target group. The aim is to support their integration into German society, and to qualify them and integrate them into the German labour market as skilled workers for Bremen companies. For many women, the first step is to get a basic education. In their homeland they did not go to school and didn't have the opportunity to learn a profession. Both of these organisations are very active in cultural work. They use culture to bring people together. They are both based in the Gröpelingen district of Bremen. This quarter is sometimes called the "Kreuzberg of Bremen." In addition to its internationality, the quarter Gröpelingen also carries a heavy legacy: the decline of the shipyard industry, structural change, and global developments which lead to high unemployment and a lack of perspective. Children and young people in particular suffer from poverty and a lack of educational opportunities. This is exactly where the two associations SEKu e.V. and Kultur vor Ort are active. They would like to give all people access to education and culture. This is the common vision of both associations.

SEKu aims to support Syrian culture and Syrian cultural workers in Bremen and in Germany. In the last few years, as a result of the Syrian conflict, hundreds of thousands of Syrians have fled to Germany. In Bremen, the number of Syrians who have applied for asylum since 2011 is around 14,000. Many Syrian artists, intellectuals, academics and professionals are among them, trying to protect their culture and develop democratic visions for their future here.

Syria is an ancient and important cultural country in Asia Minor. The great cultural monuments that are part of the UNESCO cultural heritage stand as testament to this. Many of them were destroyed in the civil war. But Syria was also known as the cultural centre of the Arab world in terms of intellectual history, music, painting and literature. SEKu e.V. wants to support the promotion, preservation and development of this culture in exile. The founding members of the association have close contact with the Syrian cultural scene in Bremen: Some of them are artists themselves, others work as social or cultural scientists in Syria or the Arab world. They see the association as a contribution to the integration of Syrians living here and to the creation of an atmosphere of tolerance in Bremen.

This is important to us for many reasons:

- In their pictures, stories and music, the artists living in exile not only reflect their own personal history, but also draw attention to the destiny of their country.
- Culture helps the Syrian refugees and migrants living here to protect their identity, overcome trauma and build self-confidence. This is a necessary condition for integration into German society.
- At the same time, culture helps to build bridges to German society and to enter into communication with the German public.
- The association supports Arabic-speaking women on their way into the German society. This is realised within the project "Arriving in Germany." As already published in 2017 in the research report of the IAB.

As part of this project, the women take part in training to improve their language skills, job application training, and coaching to apply for suitable further education/labour market integration programmes.

"*Labour market integration of refugees contributes to their integration into society and constitutes a particular challenge of public employment services. Many refugees are highly motivated to get a job. However, they often do not or hardly speak German and do not have any vocational qualification acknowledged in Germany."*

As already published in 2017 in the IAB research report, work is important for the integration of people, but there are many hurdles for refugees to overcome the problem of finding a skilled job. That is the reason for us supporting women in breaking down the barriers they currently face.

Kultur vor Ort the non-profit association of committed Gröpelingen residents who founded the cultural initiative more than 20 years ago. Today, schools, institutions, businesses and many committed individuals are members of the association. We view arts and culture as a platform for everyone in the quarter to break down barriers, to develop interest and to enter into dialogue with each other. The team consists of cultural scientists, artists, stagehands, pedagogues, philosophers, students, scientists and enthusiastic people from Gröpelingen: a concentrated load of competence for the future of urban society.

Kultur vor Ort helps to develop a new future for Gröpelingen. With artistic and cultural interventions we design models for the city of tomorrow. How will work be organised in the future? How can we find ways out of poverty? How can all people, regardless of religion, origin or gender, regardless of income and social rank, participate in society? How can we live together?

Manfred Kühn published an article in 2013 on a new way of looking at the migration issue. In his article, titled "From Problem to Potential? Immigration as an approach to urban policy in Bremen" he presented a new approach to migration. He presents migration as a positive

potential rather than a problem. This is exactly how my team works. We place migrant people with potential in the economy. These people need support from the beginning, and then they eventually become skilled workers; this is a win-win situation for everyone.
Lang and Pfeiffer found in their study that asylum seekers in Germany have on average 22% more schooling than young people in their home country.
„Our findings suggest that the asylum seekers under investigation have, on average, 22% more years of schooling than same-aged persons from their home countries; confirming positive self-selection. Notably, almost 16% have more than 12 years of schooling, which corresponds to the typical duration of high school in Germany. Almost 14% of asylum seekers in our sample have never been to school. A similar pattern is observed for parental education. Asylum seekers have relatively less or highly educated parents, suggesting that a substantial number of asylum seekers stem from poor households and from households of the upper class."

Lang and Pfeifer also found in their study that asylum seekers have on average 5 years less schooling than native young people in Germany. Reasons for this may have been flight, war and lower educational opportunities. This conclusion is very important for the successful integration of asylum seekers. They must get the chance to complete the missing education in order to work successfully in Germany in the future.

Migrants still participate less in gaining qualifications than people without a migration background. This is the result of the study published by Statista Research Department in 2020. The study determined the number of participants continuing in vocational training in Germany, from a migrant background between 2013 and 2015. During this period, the amount of participants continuing training in Germany, with a migrant background, was 25 percent. This shows that, according to the Institute for Employment Research (IAB), immigrants participated less than people without a migration background in continuing vocational training programmes. 31 percent of workers without a migration background took part in at least one continuing education course during this period. Based on the findings of this study, and other scientific research, it is well known today that people with a migration background need support in order to apply for, and take part in gaining a suitable qualification.

This is exactly what my team does in educational counselling. They support clients in qualifying themselves, in order to have better chances in the world of work. People with a migration background are often less educated, have lower German language skills and are more often in unskilled jobs, therefore gaining a qualification is their only way out. The educational counselling supports people on their way into the German labour market. Vocational qualifications, further vocational training, and the acceptance of vocational and university degrees earned abroad are the main topics of counselling. The same applies to questions about literacy and German language courses or catching up on school-leaving qualifications. The education advisors also provide initial information on the school system. Schmidt and Tippelt define the major challenge of counselling work with migrants as supporting the client with their identification, with their individual educational needs, and personal educational goals. Only if the counselling leads to the client identifying the counsellor's suggestions as his or her own personal educational goal, is the client able to follow and complete a training course.

STAFF QUESTIONNAIRE

My present team was asked to respond to these questions and then to send them to me personally or by email. I asked them first to write down which question of the three questions is the most important to them and then answer all three questions. The questions with the picture of the golden circle were handed out to eight staff members and answered by all of them. Please look at this circle (Figure 1.) and tell me which question is the most important for you?

1. Why are you doing your work?
2. How are you doing your work?
3. What is your work?

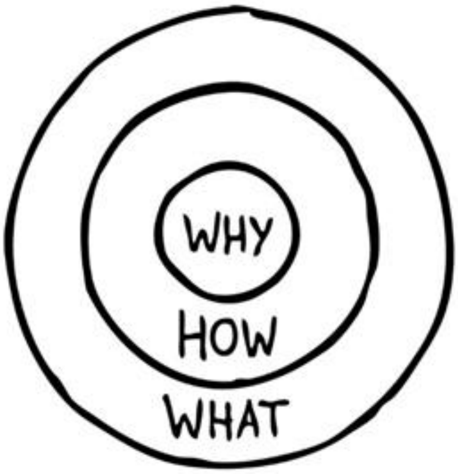

Figure 1. The Golden Circle (Sinek, 2009)

All the staff members responded to all the questions and they did it voluntarily and independently. Everyone sent me the questionnaires by email rather than handing it in to me anonymously; this means that the optional anonymity was removed by them. As the leader of the two EU projects, I have received good personal feedback from my staff, and this was very interesting for me.

EVALUATION OF THE STAFF SURVEY

Seven out of eight female staff members interviewed from my two EU projects for two Bremen non-profit organisations have put "why" - the reason why they do their work - in the first place. This selection shows that for the majority of staff, "why" they do their work is the main priority. They understood the vision behind our daily work. The vision is the guiding part of their work. The staff members have also formulated this vision in writing.

For example, Eva wrote the following:
"The most important question for me is the "Why" I work and "Why" I do the specific work I do. This is the headline, the overall theme of my life. My work has to be in harmony with my ethics, congruent to what I believe in and to what I consider to be the sense of life. The second important question is the "What" I do. It is derived from the "Why" I work and "Why" I do the

specific work I do (or I had done). For me the last important question is the question "How" you are doing your work. I don't want to say that this question is not important or that the quality of work has no significance. On the contrary, if I believe in my work, if I want to contribute with my work to a better world, the work has to be of high quality and standards in order to be convincing. But I think that if I am conscious of the "Why" and if I have defined the "What" I will always find ways to get it done (the "How")."
Eva has set the question "Why is she doing her work ?" as a guiding principle for her life. Eva has worked for many years in different Arab countries, for different organisations. Why is she doing the work? The answer has never changed. She gives the following reasons:

"Let's put aside the aspect of earning a living, which is of course one reason why people work. But for me there exists other aspects, which are more fundamental. I always wanted through my work to contribute to make the world better, to promote Human Rights, Dignity for people, peace and social justice. One very important aspect (as somebody who was born only 9 years after WWII and still noticing traces of physical and psychological destruction) was to contribute to peace – internally and internationally. One important factor was to deconstruct stereotypes of the "Other." For this reason, I studied politics, economics and later Arabic. Through my work I wanted to increase the understanding of Arab, or more generally Muslim countries (and Muslim communities within my country). I wanted to contribute to more constructive foreign politics that takes Human Rights into consideration, empowers people, and promotes fair economic relationships that give other communities the possibility to develop. At the same time I see my role in supporting the integration of migrant communities in Germany through empowerment and through mutual respect and knowledge and through promoting the development of migrants' culture in exile as an important bridge or mutual understanding."

Influenced by biography, born nine years after the Second World War, her vision in her work is to work for human rights, peace and international understanding. This statement clearly shows that she agrees with the vision of the Syrian Exile Cultural Association. The vision of the association is to enable international understanding through culture and communication between different national groups, but also communication between Syrians with different political positions. The very young association has successfully achieved this because this vision is supported by the staff.

As a second example, I would like to mention a member of my team from Kultur vor Ort. Sahra, a young staff member in my project at Kultur vor Ort, has also defined "Why does she do her job?" as the most important question.

She answered the "Why?" in the following way:
"The most important question for me is "Why are you doing your work?" I work in the social sector and I like to be able to do something for people. Through my work I get to know many new perspectives and cultures. This varied work enriches me personally and I develop positively."

She then added more specific detail to her response: *"The opportunity to help people in need is very valuable, because it's the only way to make work really fun. Not all people come into the world with the same opportunities, so I think it is important to support disadvantaged people. My personal story also motivates me, because my grandparents are also guest workers in Germany and left their home country to achieve better life opportunities."*

Sahra is aware of the vision of the non-profit organisation Kultur vor Ort and this vision shapes her work. In a district where many people are affected by poverty, have themselves been refugees and survived war and have had no chance of education. The vision of Kultur vor Ort is to enable these people to participate in society through culture and to give adults the chance of education and further training through outreach education advice. Sahra also has a clear autobiographical reference to "Why is she doing her work?" Her grandparents came as "Gastarbeiter" (guest workers) and she got the chance to go to school and study in Germany. She wants to make this opportunity possible for other people through her work as an educational counsellor.

As a third example, I would like to introduce an employee from my local culture team. Mira, a second young employee in my project at Kultur vor Ort, also defined "Why is she doing her job?" As the most important question. The following answer was given:

"The most important question for me is "Why?" For me, this question refers to the motivation behind my work and this is the most important basis for me in everything I do. The "Why" for me is highly connected to the question of "What?"because it has a lot to do with my values, which seems to be the motor of my activities and which I try to implement in my work. The question of "How?" to me is more the "means to an end" to reach the goal of implementing my values which are hidden behind the question "Why?"

"One aspect of the question "Why do I work?" would be, of course, the need to earn my living, but let's put this aside, because this is answering the general question, why do people work in general. I would rather reflect on the question "Why am I doing my specific work?" which is more fundamental to me."

She wrote crealy in her answer, that she has, of course, to live from her job, but the money is, for her, not so important as the vision why she is doing this specific work

"Coming from a family where physical work in the fields of food production and handicraft is quite highly regarded, I always had the wish to broaden my horizon to contribute to solidarity in society on a local and on a global level. This is why I started my studies in the field of cultural studies. The theoretical input was very interesting and eye-opening in terms of realising my own quite privileged position in society. Learning more and more about inequalities and power structures, I had the wish to contribute to a societal transformation towards a more caring society, and I want to do so on a hands-on level rather than on a theoretical level."

She has no migration background and also has no migration history in her family. She has a deep inner interest in getting to know other cultures and people, and in supporting them.

CONCLUSION

Simon Sinek has developed the golden circle in order to have a concept with which he can present what is important if a company wants motivated employees. Employees must know and be convinced of the company's vision. Only then can they successfully implement the company's vision and produce and market a product with conviction.

The survey of my employees shows that the question "Why do they do their job?" is the first question for most of them. This is as stated in the study by Spruijt, Spanjaard and Demouge "The Golden Circle and Innovation- what companies can learn from NGOs when it comes to innovation." This study says the following about NGOs:

“The results lead to the preliminary conclusions that NGOs perform better than companies on the why of innovation and the how of innovation. There is no indication that they score better – or worse – on the what of innovation….In other words: preliminary results show that NGOs and social organizations are better able to organize innovation from the why and how, rather than starting from the what than companies are. They therefore seem to perform better in initializing, launching and enabling innovation, but are still out of balance on the ‘commercialization’ side and therefore less able to successfully implement their innovations.”

It is interesting to note that my staff describes the why, i.e. the vision, in the same way, but how they do their work is described in different ways.

Also, the OECD published in 2012 a similar result: ***“****More specifically, NGOs and not-for-profit organizations are often included in the definition of social entrepreneurship: NGOs deliver services in a participatory nature, engaging incommunities – its stakeholders – and pioneering leading towards social cohesion and NGOs strive for social inclusion through workforce integration of marginalized people eg. long term unemployed, disabled, homeless and/or minorities (OECD, 2012).”*

All my co-workers mention autobiographical reasons in their answers as to why they do their work. Their own migration experiences, the migration history of their parents, their own war/post-war experiences, their own fleeing, the interest in other cultures and people are reasons why they can identify with the vision of the two non-profit organisations. They know that they were lucky to have received a good education. They had opportunities that not everyone has. That is what they want to change with their work. This is what one of employees answered to the question why: *“To be a part of an association that tries to help at the ends where the system struggles to support individual needs.”*

The identification with the vision of their work makes their work effective. The vision at the heart of their work is “to give people opportunities" and that is the goal they want to achieve in their daily work. They are flexible in looking for solutions when there are hurdles which are difficult to overcome.

I have a highly motivated team that often works six days a week and is definitely not as well paid as people who work in big businesses. That has never been an issue for my team. The topic at our joint team meetings is always our vision to be able to support every person who comes to us to become part of German society, and to find their way into the labour market through further education. According to Simon Sinek, the awareness of the why in work brings us innovation. This is true for my colleagues. They are always looking for new ways and solutions to support people. All of the co-workers cited the words ‘supporting people’ as an important part of their work.

Staff motivation increases when they know why they do their work, and identify with it personally. For this, the leadership of the team must clearly formulate the "why." That is what Regina Mehler told us, "Only when there is absolute clarity at the top for each individual about what they stand for, what their contribution is to the individual issues and what they can do to achieve the company's goals, can they live the values of the company...".

Finally, as the director of the two projects "Arriving in Germany" of the Syrian Exile Cultural Association and the "Outreach Education Counselling" of Kultur vor Ort, I can take away from the survey of my staff that most of them are aware of our vision, i.e. "Why do we do our work?" One staff member is still in the process of identifying herself with the vision and putting it at the forefront of her work. As a leader, I have to accompany this staff member intensively on this path.

The employee must be the most important person of the company or organisation, as Allen wrote in 2017 in his article with this citation of Branson:

"Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients."
— Richard Branson, Founder, Virgin Group

I agree with those words. My employees come first. They can only advise clients successfully if they are satisfied, and can identify themselves with their work. It is my daily goal and task to ensure that this happens with every one of my employees.

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GENERATIONAL DIFFERENCES WITHIN AN ORGANIZATION ACCORDING TO DENISON MODEL

BERNADETT NAGY

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INTRODUCTION

The Denison Model connects organizational culture with organizational performance through four main aspects, which are the Adaptability, Mission, Involvement and Consistency. Effective organizations have high level of practice for all four attributes. Each four sections have three subsections for detailed analysis. Every subsection contains four questions, therefore altogether there are forty-eight questions to measure the organization's performance. "Beliefs and Assumptions" are in the middle of the Model, it is challenging to access it (Figure 1) (Denison & Neale, 2016). The key questions, which need to be answered for the four main sections are shown in Table 1.

Table 1. Key questions about the organizational culture (Denison & Neale, 2016)

Mission	Adaptability	Involvement	Consistency
"Do we know where we are going?"	"Are we responding to the marketplace/ external environment?"	"Are our people aligned and engaged?"	"Do we have the values, systems and processes in place to create leverage?"

The Model divided into four semicircles as well. A heavily externally focused organization (Adaptability and Mission) is devoted to adapting and responding to the external environment. It is constantly observing the market and has a strong sense of where the market is moving.

A greatly internally focused organization (Involvement and Consistency) is dedicated to the dynamics of internal integration of systems, structures, and processes. It is proud about the quality of the products and services, and values its people.

The strong internal attention is associated with higher standards for quality and employee satisfaction.

A flexible organization (Adaptability and Involvement) is able to change in response to the environment, with a strong emphasis on its customers and people.

A flexible organization typically involves a higher level of product and service innovation, creativity, and rapid response to the customers' and employees' changing needs.

A stable organization (Mission and Consistency) is able to stay focused and predictable over time. It typically involves high return on assets, increased investment and sales, and strong business operations. (Figure 1) (Denison & Neale, 2016)

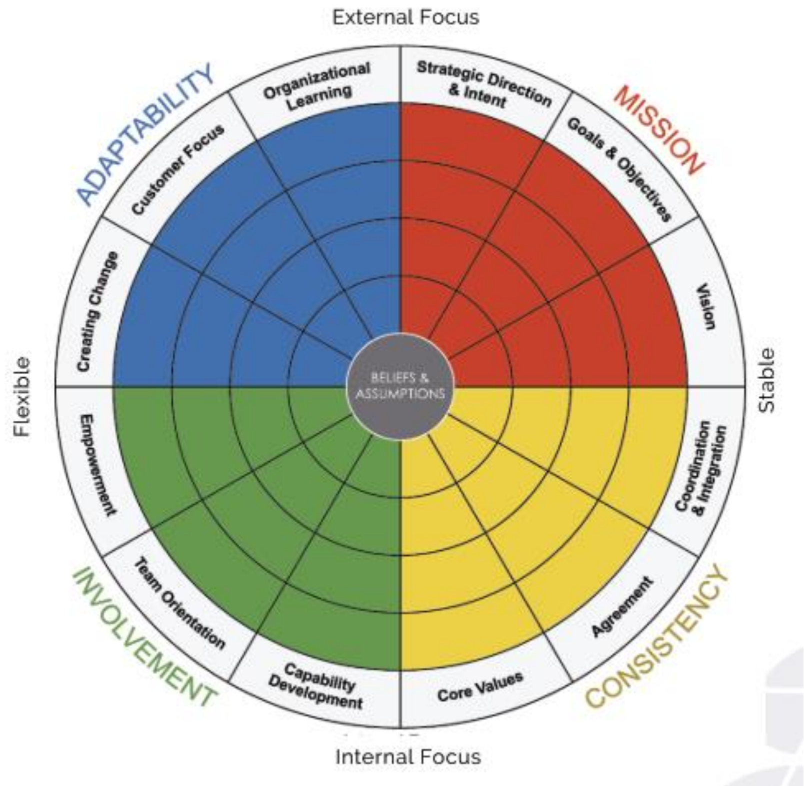

Figure 1. The Denison Model (Denison & Neale, 2016)

HOW THE DIFFERENT GENERATIONS AFFECT THE ORGANIZATION'S CULTURE AND PERFORMANCE BASED ON THE DENISON MODEL AND VICE-VERSA?

To deliver high level of performance, the four main aspects and the four semicircles need to be reached by not just the management, but by the employees as well. All generations have their own, different working and decision-making style at the working place. The aspects of the Model can be adjusted for the company's culture, if the employees and management are reached based on their generational attributes, besides they are involved and trained accordingly. Figure 2 clarifies the time-line of generations.

↓	Veteran generation (1925 - 1946)
	Baby boom generation (1946 - 1960)
	X generation (1960 - 1980)
	Y generation (1980 - 1995)
	Z generation (1995 - 2010)
	Alfa generation (2010 +)

Figure 2. Time-line of generations (Bencsik, Juhász, & Horváth-Csikós, 2016)

INVOLVEMENT - “ARE OUR PEOPLE ALIGNED AND ENGAGED?”

For a successful company it is important, that everyone believes that he or she can have a positive impact. According to Salahuddin’s (2010) research, Baby Boomer believe in self-commitment, while Veterans recognizing the value in surrounding themselves with others. (Salahuddin, 2010). Based on Clarke’s (2012) study, shared leadership means that no individual can complete all leadership tasks, rather complementary qualities are needed to enable individuals to leverage each other’s strengths to increase effectiveness. (Clarke, 2012) Generation Z strives for a competent, confident, and forward-thinking mindset, while Generation Y, as digital natives guide Generation Z to use technology and soft personality traits to make business decisions, and become leaders within an organization that includes Generation X, who remains engaged to an organization, team, and current supervisors, as the following Table shows *(*Table 2)

Generation Y is most likely to want inclusive treatment, and expect leaders who can provide fun and excitement in their workplace. (Seaman, LaPerla, Schwartz, & Bienstock, 2018) . They prefer to work with leaders who bring people together to achieve goals jointly. (Al-Asfour & Lettau, 2014) Although in Bencsik’s 2016 research the writes emphasizes, that Y Generation is only ready for knowledge share, if it is forced, or if there is a presence of self-interest (Bencsik, Juhász, & Horváth-Csikós, 2016).

Generation Z is raised with the idea of a connected world and want to connect and share their achievements with everyone. (Desai, 2017) While Generation X agrees in the success of working together in teamwork, they believe that knowledge sharing should be limited for self-interest only. Meanwhile Generation Z regards teamwork and knowledge sharing, but mostly on a virtual level. (Bencsik, Juhász, & Horváth-Csikós, 2016) Based on Mayangdarastri & Khusna’s (2020) research, although higher pay and bonuses are one of the causes why millennials change jobs, two further reasons are closely related to career development. They are willing to learn to go the advanced path. As this generation values the most self-growth and self-realization compared to any other generation, millennials will be loyal to an organization that better understands the specifics of their characteristics. (Mayangdarastri & Khusna, 2020)

Table 2. The Conceptual Model: The Integration of Generations X, Y, and Z into the workforce using Formal, Informal, and Rational approaches to shared leadership. (Seaman, LaPerla, Schwartz, & Bienstock, 2018)

	Generation X	Generation Y	Generation Z
Formal Leadership Characteristics	Independent Committed to Team Committed to manager Productive Leader Manager Figurehead	Lead with and through technology Liaison Resource Allocator Negotiator	Competent Determined Forward Thineers
Informal Leadership Characteristics	Self-reliant Skeptical of Authority Lack interpersonal skills Power of Control	Enthusiastic about learning Flexible Comfortable with Change Affluent Ethnically diverse Better Educated Humility Unselfish behavior	Self control Loyal Self Confident
Rational Leadership Characteristics	Expect Collaboration Resist micromanagement Hierarchical culture Top down assignment of project parts In person communication	Like and Expect Structure Technology Savvy Team builder Common targeting Shared reasoning Shared communication, often with technology	Technology innovators Intrinsically motivated

CONSISTENCY - "DO WE HAVE THE VALUES, SYSTEMS AND PROCESSES IN PLACE TO CREATE LEVERAGE?"

It is important to adjust the organization's values to the management's and employees' value system, as it is an essential dimension for the company's success (Csapai and Berke, 2015; Ladislav, Zsigmond and Machová, 2021). Matching value system helps to reach consensus on difficult issues (Poór et al., 2021). Generation X is cynical and pessimistic. They believe that loyalty should be forward the individual instead of the organization. They are sceptical of authority, resistant to micromanagement, but await collaboration and creativity from their leaders. (Knouse, 2011) Meanwhile as Table 3 shows, X Generation is hard working, opened, has a respect for diversity, curious, and practical. While hard working attitude is also present in Baby Boomer Generation's case, they are more likely to be improved in soft skills, patience, EQ, and respect for traditions. Although Y and Z Generations are more present focused, Y generations tend to be more mobile, besides Z Generation seeks more safety. (Bencsik, Juhász, & Horváth-Csikós, 2016)

Table 3. Generational behavioural characteristics of different age-groups (Bencsik, Juhász, & Horváth-Csikós, 2016)

	Baby Boomer	X Generation	Y Generation	Z Generation
Values	Patience, soft skills, respect for traditions, EQ, hard work	Hard work, openness, respect for diversity, curiosity, practicality	Flexibility, mobility, broad but superficial knowledge, success orientation, creativity, freedom of information takes priority	Live for the present, rapid reaction to everything, initiator, brave, rapid information access and content search

ADAPTABILITY - "ARE WE RESPONDING TO THE MARKETPLACE/ EXTERNAL ENVIRONMENT?"

Generation X consider themselves in the organization as independent, flexible and internal entrepreneurs. (Knouse, 2011) Rather, they define the problem, develop solutions, and create their own results at their own speed. (Seaman, LaPerla, Schwartz, & Bienstock, 2018) According to Knouse's (2011) findings, Generation Y is more able to adapt compared to Generation X, they feel very good about change, likely to be wealthier, better educated, ethnically diverse. Relationship and instant gratification are greatly appreciated by them. They are interested in compiling information and they are enthusiastic about learning. (Knouse, 2011) Generation Z is not afraid of constant change or challenges, they tend to be even more educated. (Bencsik, Juhász, & Horváth-Csikós, 2016) While based on Magano et. al.'s (2020) research, they are oriented towards others, sociable, helpful, companions with a good ability to relate each other, and at the same time they respect each other. There are difficulties in expressing the message and sharing problems, and have little practice in speaking in public, they also have problems in time management and achieving deadlines. It can lead to lack of confidence and low self-esteem, difficulty in dealing with criticism, and can be impulsive. (Magano, és mtsai., 2020). For a successful company customer comments and recommendations often need to lead to changes, and there is a need to view failure as an opportunity for learning and improvement. It can be a challenge for Generation Z.

MISSION - "DO WE KNOW WHERE WE ARE GOING?"

Generation Y is ambitious but without clear aim. They want to be successful, but they have no particular plans. (Knouse, 2011) Generation Z is motivated by itself. (Bencsik, Juhász, & Horváth-Csikós, 2016) In Salahuddin's (2010) research participants used a 1-10 ranking scale to determine preferred traits in admired leaders (Table 4).

Table 4. Ranking of Admired Leaders by Interviewees (Salahuddin, 2010)

Characteristics	Veteran	Baby Boomer	Generation X	Nexter
Ambitious	2	10	10	8
Caring	4	4	3	10
Competent	1	1	4	1
Determined	9	9	5	2
Forward-looking	10	2	5	5
Honest	3	5	1	4
Imaginative	6	6	7	9
Inspiring	8	3	9	7
Loyal	7	7	2	6
Self-controlled	5	8	6	3

Based on Table 4, Baby Boomer Generation and Generation X were the most likely to be ambitious, followed by the Nexter Generation, although Veteran Generation likely to be the least ambitious. Among the examined Generations in Salahuddin's (2010) research, none of the Generations expected to be competent, with one exception, which is Generation X, but even this Generation does not have high scores in this particular trait. Veteran and Baby Boomer Generations have the highest possibility to be determined, with high scores. At forward-looking manner, the Veteran Generation gained the highest possible score, while the other Generations did not even reach above five points 97nt he zero-ten scale. Each Generation categories are considered to be loyal, with only one exception, which is the Generation X. Baby Boomer Generation is possible to be the most self-controlled, while the least self-controlled is the Nexter Generation expected to be. If we look abruptly at the results, we could say for example, that while Veteran Generation is the best in forward-looking manner and the worst in competent besides ambitious behaviour, Baby Boomer generation is most likely to be the opposite for forward-looking and ambitious behaviour. But this statement would need further examination, 98nt he reason that causation does not mean obvious correlation.

CONCLUSION AND SUMMARY

As The Denison Model was analysed from the organization's generational differences perspectives, the analysation can lack some of the Model's aspects. Denison Model was developed to master a organization's performance, yet not necessarily only for employee and management perspective, but for units within a company as well, besides its profitability and market share competency. „Beliefs and Assumptions" core part of the Model hardly can be approached within this analysation. But, to deepen the current work, and to have more profounded and narrowed correlation results, conceivable correlation research could be done in the future for generational differences based on this study.

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DIFFERENCES LEADERSHIP STYLES IN GENDER PERSPECTIVE

EDZA ARIA WIKURENDRA

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Although the sex difference, namely men and women, is biological, gender treatment is considered normal where women are expected to be feminine, and men are expected to be masculine. Women and men have sex-role stereotypes that will affect their personality and behavior. The purpose of writing this essay is to see whether the leadership style of male managers is different from that of female managers and to discuss how male and female managers describe their leadership style tendencies. This essay discusses some experts' femininity and masculinity characteristics, transformational versus transactional leadership styles, and male managers' and females' views on their leadership styles.

INTRODUCTION

The relationship between male stereotypes and organizational values is striking. Organizations are often rational, strategic analytical, decision-oriented, tough, and aggressive, and so can men. The implication is critical for women who wish to run such a world. Thus far, attempting to develop these values has often been interpreted as violating traditional female stereotypes, leading to criticisms such as being "too assertive" and attempting to play the male role.

Much discussion that has been carried out over the past two decades has questioned whether a male manager and a female manager are different (Kőműves, Berke and Póra, 2016). In the early 1990s, a study concluded no gender differences in leadership (Parker, 1996; Powell, 1990, 2018).

Research by Burke and Collins (2001) provides additional evidence. This study report that the leadership style of female accountants is different from that of male accountants (Burke & Collins, 2001). Gender differences in leadership styles and management skills were identified based on collecting personal data from a sample consisting of male and female accountants. The results obtained support the latest findings on the differences in leadership styles practiced by men and women (Alimo-Metcalfe, 2010; Helgesen, 1995; Loden, 1985; Robinson & Lipman-Blumen, 2003; J B Rosener, 1991; Judy B Rosener et al., 1990; Yammarino & Bass, 1990).

This essay aims to see whether there are differences in leadership styles between male and female managers and their tendency to apply transactional leadership styles or transformational leadership styles. This paper is used to benefit researchers, managers, and employees. This article is organized as follows: the first part is an introduction, the second part discusses femininity and masculinity, the third part is transformational versus transactional leadership style, the fourth part discusses the leadership style of male and female managers. This essay concludes with a conclusion.

FEMININITY AND MASCULINITY

Many authors have researched women's and men's leadership styles and classified feminine and masculine characteristics, as shown in Table 1. The question then is whether these gender characteristics reflect real differences?

Table 1. Feminine and masculine characteristics, according to some experts

Researcher	Femininity	Masculinity
Capra	• Responsive • Cooperation • Intuitively unites	• Many demands • Aggressive • Competitive
Boydeli and Rammond	• Illogical • Part of nature • Systematic • Right brain • Be obedient • Soft • Win-win • Free distance	• Logical • Separate from nature • Mechanical • Left brain • Dominant • Separator • Hard • Win-lose • Controlling control
Marshall	• Dependent on each other • Merger • Support • Cooperation • Receptivity • Watch out for patterns • Whole being	• Self-protrusion • Separation • Independent • Competition control

Source: (Sparrow & Rigg, 1993)

Martha Tilaar, in her book "Leadership Quotient, Indonesian Women Leaders," explains that the movement to seek gender equality is a movement that has been started at the beginning of the 20th century. Women's tendency to demand equal rights with men is known as the feminism movement. The feminist movement is getting more intense (Tilaar & Widarto, 2003).

The movement has grown more varied in line with the increasingly felt need for women's actualization. One of the worldwide movement variations was triggered by International Women's Day, held on March 8, 1986, in Paris, which gave birth to this post-feminism movement, which developed in 2 significant streams. The first stream examines women's identity more deeply, while the second streamlines the demands for equality between women and men. For example, it is questioned about two significant definitions in this context: feminine versus masculine and female versus male. The first concept relates to women's social, cultural, and psychological construction, while the male-female is more of a biological idea. Feminism and post-feminism movements, in general, reject differences in both natural and social structures. They reject passive attitudes and dependence as characteristics of women. According to them, women have equality with men.

TRANSFORMATIONAL VERSUS TRANSACTIONAL

Much of the previous research on leadership has focused on identifying personality traits known as effective leadership. The 1990s saw a new trend in leadership research. Researchers focused on two contractionary management styles: transformational versus transactional leadership. The first time the idea of transformational leadership was put forward by Burns (1978) was developed by Bass (1985) (Bass & Bass Bernard, 1985; Burns, 1978).

Transformational leadership develops positive relationships with subordinates to strengthen employee and organizational performance. Managers who display transformational leadership encourage workers to look ahead to their own needs and focus on the group's interests.

Resener (1991) places greater emphasis on women than men in the transformational leadership style. This leadership style involves participation, motivation, and power (with charisma), while the transactional approach involves stimulation by providing rewards and punishments to employees (J B Rosener, 1991).

Burke and Collins (2001) reported the results of their study that women may be more able to show that they use an interactive leadership style than men, called transformational leadership. This leadership style is closely related to seven general management skills, namely (1) delegation, (2) conflict management, (3) coaching and developing, (4) personal organization and time management, (5) communication, (6) personal adaptability, tenacity, desire to be responsible, seriousness, objectivity, knowledge and directness and (7) problem analysis and decision making (Burke & Collins, 2001).

With gender differences in work, it becomes a problem for women. Traits traditionally attached to women are considered ineffective. These traits include using more intuition than linear logic, preferring the basis of agreement over the competition, and encouraging participation rather than giving orders (J B Rosener, 1991). In his article Rosener (1991) comments, "when women act like women, they are often seen as not like leaders, not managerial and unprofessional."

At the perceptual level, an ideal manager in stereotypes has masculine characteristics. Consequently, if women are to advance the organization, they must learn the objective knowledge and behavioral skills needed to be equal with their male counterparts.

VIEWS ON THE LEADERSHIP STYLE OF MALE AND FEMALE MANAGERS

Rajan and Krishnan (2002) say that there are differences between a male and female manager in terms of emotional stability, aggressiveness, leadership skills, self-confidence, certainty (Rajan & Krishnan, 2002).

Resener (1991) conducted a study on the leadership styles of male managers and female managers and found several things (J B Rosener, 1991):

a. Women use "transformational leadership" more than men, motivating people by transforming individual self-indulgence into group goals.
b. Women use "interactive leadership" styles by encouraging participation, sharing power and information, and enhancing their self-esteem.
c. Compared to men, women prefer to think of the origin of their power as the interpersonal ability to have money rather than positions in organizations.

d. Women as leaders believe that people perform best when they are happy about themselves and their work, and she tries to create situations that help that equation.
e. Every management aspect tries to make people feel part of the organization, from setting goals to deciding on a strategy.

Still, according to Rosener (1991), men tend to be more than women in terms of (J B Rosener, 1991):

a. Adopting transactional leadership styles (providing rewards or punishments for subordinates).
b. Use the power that comes from their organization's formal position and authority.

Research by Marshall (1984) found that for women, the challenges and satisfaction in a particular job are more important than the promotion of repeated promotions for that job (Marshall, 1984).

On the other hand, Powell (2018) reports observed differences in men's and women's specific behaviors. For example, when subordinates perform poorly, men usually look for the cause of this. If the problem is incompetent, they may use training, but they tend to punish if there is a lack of effort (Powell, 2018). On the other hand, women tend to take a consistent approach, using training and punishment in each case. Women also tend to use fewer secretaries and do not like to use anything that becomes a barrier between themselves and their subordinates.

A general woman is described as being people-oriented, working with and through other people, including staff, clients, and the board of directors, from the results of interviews conducted by Sparrow and Rigg (1994) with two groups of housing managers (consisting of groups of male managers and women's manager's group) in the United Kingdom. This research resulted in male and female managers' views on the aspects and women asked in the interview. The male style tends to be more political outwardly, lively, and full of strength and traditionally acts closer to wisdom, customs, and traditions (Sparrow & Rigg, 1994).

In their approach to decision-making, women are depicted as making decisions that are considered, not decisions that are bluff or ambiguous. The critical term is making decisions based on recognition. It is described as objective, analytical, systematic, sometimes slower, less confident, and based on male decision-making rules. Kőműves, Berke and Póra (2016) confirm some findings in their own research.

In group leadership, the women's approach tends to show concern and understanding of the people trying to develop them, using that knowledge and vision as a management source, taking a participatory approach, while the men's course manages. The group is more paternalistic and protective, maintains a certain distance from the group, and in some cases is leading, influential, and aims to guide through self-confidence by showing reasonable effort at work. The views of male and female managers on the aspects in question are shown in Table 2.

Shoya Zichy, in her book Women and The Leadership quotient of women leaders. In the book, she describes eight types of female leadership, namely the type of trustees (trust), the kind of conservator (who maintains), the kind of tactician (who prioritizes tactics), the kind of realistic (who prioritizes practical realities in the field), the strategic type (which prioritizes steps. -rational steps to master the situation), the kind of innovator (who prioritizes innovations in solving problems), the sort of mentor (which emphasizes the motivation given to his followers), and the type of advocator (which focuses on efforts to motivate his followers with ideas or a brilliant hint) (Zichy & Kellen, 2001).

Martha Tilaar, an Indonesian women entrepreneur, writes about the spirit of women's leadership in Indonesia. The book was written based on 30 years of experience and observations. Based on his words, he concluded that the spirit of leadership is universal. This means that Indonesian women also have hearts, abilities, and qualities that are not inferior to foreign countries (Tilaar & Widarto, 2003).

Table 2. Views of male and female managers from the results of the Sparrow and Rigg study

Aspect	The Female Manager's View	Male Manager's View
Job Priorities	• Team • Effective service management	• Vision • Entrepreneurship is the ability to package ideas to achieve goals
Workstyle	• People-Oriented • Work with others regularly • Participative	• Political • Using force • High profile lively • Confidence • Awareness that grows from events originating in the external environment • Paternalistic
Approach to decision making	• It tends to be slow • Familiar with key aspects	• Fast • Action-oriented • Objective • Analytical • Systematic
Interpersonal relationship with the team	• Understanding slow • Sensitivity • Care for Individual Feelings	• Support his team • See/pay attention to something after they feel attracted • It depends entirely on the team
Interpersonal relationship with clients	• Empathy • Understand different needs	Put pressure on the group

Source: (Sparrow & Rigg, 1994)

Martha Tilaar then categorized the female Indonesian leaders into several groups from her observations of leaders' various characteristics. This grouping is carried out to outline the features and characteristics that stand out from each observed leader. Martha Tilaar classifies Indonesian women leaders' characters based on several types of flowers that are well known and grown in Indonesia, namely roses, orchids, jasmine, lotus, and Cempaka. First, the rose type (Rosace) is the type of leader who has a lot of self-confidence. This type also appears as a person who can enliven the atmosphere around him, is very communicative and popular. The second type is the type of orchid type of leader who is very tenacious, intensive, diligent, challenging, and active in facing various challenges. This type appreciates teamwork. The third is the jasmine type. The jasmine type is a simple, self-effacing, sincere, and thoughtful leader type. The fourth is the lotus type. This type is the type of leader who is honest and independent. The last one is the Cempaka type, a leader full of responsibility, nurturing, and giving role models (Tilaar & Widarto, 2003).

Table 3. Perceptions of male and female managers about the characteristics of managers who have leadership skills

Aspect	Perceptions of Female Managers	Perceptions of Male Managers
Communication and interpersonal skills	• Connect with other people at the same level • Personal approach (can provide personal information and respond in a friendly manner) • Enjoy with anything • Communicative	• Be confident as a speaker • Can affect other people • Easy with other people • Two-way communication • Can communicate effectively with many people
Workstyle	• Use creative people • Have skills • Busy, but "can be bothered." • Be loud and provide support • Can solve problems in the organization with the concept of "love." • Start with the assumption that everyone wants to do a good job	• Movers • Clarity of purpose • Give clear orders • Independent • Career driven organizing
Another personal quality	• Self-aware (feel comfortable with himself) • A complementary view of others who judge him • Realize that they are quickly criticized/criticized • Be honest with their values • Able to communicate with different people inside and outside the organization	

Source: (Alimo-Metcalfe, 2010)

A manager must be chosen based on several skills to become an effective leader. For example, to be successful, a manager should develop and train his subordinates, consume things, solve conflicts, analyze problems, and make decisions. A manager must also respond to work challenges positively, use time efficiently, and delegate work. Burke and Collins (2001) stated that transformational leadership is the most effective leadership style (Burke & Collins, 2001).

Research developed by Quinn (1988) and Denison et al. (1995) indicated that eight managerial roles must be demonstrated if the information manager is sufficient (Denison & Hooijberg, 1996). The administrative part is identified using the Quinn model's competitive value framework. The executive roles are (1) innovator, (2) intermediary, (3) procedures, (4) director, (5) coordinator, (6) supervisor, (7) facilitator, and (8) advisor. Quinn interviewed 149 managers and peers, staff, and bosses to determine female managers. The research results found that all-female managers' perceptions showed a better role in coordinating, monitoring, and advising than male managers. Their staff stated that female managers often performed five roles: innovator, procedure, director, coordinator, and advisor. In contrast, their peers said that male and female managers had differences in 2 managerial positions, namely "intermediary and advisor." Meanwhile, between male and female managers (Quinn, 1988).

CONCLUSION

Women and men have sex-role stereotypes that will affect their personality and behavior. Socially a woman is more passive, accommodating, and intuitive, while men are more aggressive, active, and dominating. Gender is a variable that has an impact that cannot be ignored. Men and women differ in their influencing styles and abilities to influence others. Rosener (1991) and Burke and Collins (2001) state that women are more likely to have a transformational leadership style while men are more likely to have a transactional leadership style (Burke & Collins, 2001; J B Rosener, 1991).

Sparrow and Right (1994) argue that there is no universally most effective leadership style with the increasing diversity of organizational settings (Sparrow & Rigg, 1994). It depends on the situation and the people being managed. Traditionally and stereotypically, a person-centered approach is associated with a feminine style, and a task or work-oriented approach is associated with a masculine style.

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ROLE OF CORPORATE SOCIAL RESPONSIBILITY FOR ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE

NOUR ABDELJAWAD

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ABSTRACT

The present research aims to discuss the role of the Social corporate responsibility CSR towards achieving the sustainable competitive advantage. In summary, social responsibility of the institution has become an imperative for contemporary institutions, considering that they aim to integrate and take into account social aspects in their activities, and in their relations with their stakeholders. It has also become an essential part of management thinking and a slogan raised by the world's largest companies and the key to their success in the contemporary time. As the institution wishing to remain private and continue and they are active in an environment dominated by intense competition, to go beyond the traditional outlook based on economic goals and effective contribution for solving social problems and well-being of different groups, with the need for their integration into the environmental dimension, which aims to protect the systems of environmental pollution and other risks (Al Danaf, Berke, 2021; Gelencsér, Végvári and Szabó Szentgróti G., 2021). I suggest that it's important for all institutions to pay attention at social responsibility, which achieves the organization's competitive advantage and thus achieve its goals, and there is a need to structure an independent management in the organizational structure of the social responsibility in the institution.

INTRODUCTION

Given the changes and requirements imposed by globalization on business organizations, whatever their activity and location, they are required to show social responsibility and achieve compatibility between their financial goals and social requirements as a condition to ensure their survival and continuity.

Institutions has also no longer rely solely on their financial positions for building their reputation, and institutions are no longer valued depending on its profitability only, as a modern concept has emerged that has aroused and continues to cause great controversy in the scientific community.

Various arguments are created each for and against the practice of CSR. Followers of the expansion of the firm theory believe that the only real goal of a firm need to be to create profits for its owners (Penrose, 1959).

CSR gaining popularity in the 21st century, which has become a competitive strategy and actually often in the center of attention for corporations to increase profits, customer satisfaction, customer loyalty, corporate reputation, and positive attitudes towards the company's brands (Calabrese et al., 2016). The aim of this article is to point out the role of corporate social responsibility in sustainable competitive advantage.

Milton Friedman is considered one of the first to know social responsibility in the seventies of the last century, as he believes that social responsibility is the organization's use of its resources and engaging in actions directed at increasing its profits as long as the rules of the game are respected in the sense of participating in free and open competition without deception or fraud. (Ramanna., 2020).

Porter M. &. Kramer M.,2007 published an article name'' strategy & society: the link between competitive advantage and corporate social Responsibility''. Through this study, the researchers tried to show social responsibility as a mechanism or a means to achieve advantage Competitiveness, so that the study concluded that the enterprise's social responsibility activities contribute to achieving. The best results, especially those related to creating value for the customer and stakeholders, and their significant role in Reputational risk management. The two researchers believe that the financial and social factors must: Agree more than differ. Business leaders need to realize that social responsibility is an opportunity rather than an opportunity Restricted to business, especially after the social factors take a large place in the area of construction and support competitive advantage, as the satisfaction and loyalty of stakeholders has become one of the most important requirements for building a competitive advantage Sustainable under the current competitive environment. The study also found that social and environmental performance is strength drive towards achieving innovation within the organization, and that productivity is enhanced for the availability of environmental conditions and conditions that appropriate social impact, in turn, on the economic performance, which necessarily leads to interdependence between social benefits and their positive reflection on methods of building competitive advantages (Porter and Kramer, 2007).

As Carroll, suggested: "Corporate social responsibility is in line with economic, legal, ethical and charitable expectations on the part of society at a certain time. In general, this definition is considered the most comprehensive and became the basis for several theoretical models developed later after Carroll's definition. Corporate social responsibility includes four main dimensions (Carroll 1999; Arli and Lasmono, 2010).

As shown in Figure 1.

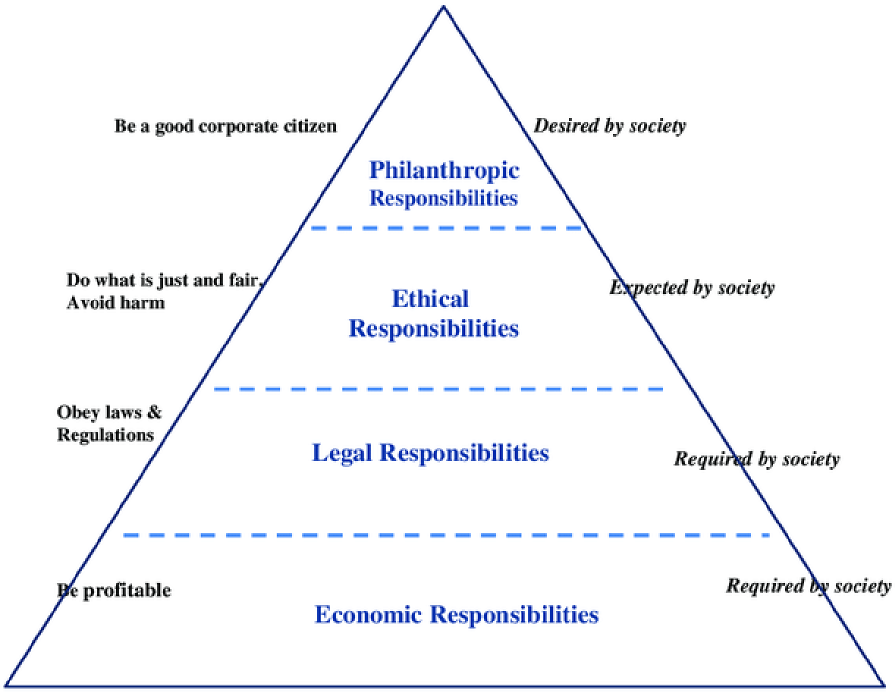

Figure 1: Carroll's Pyramid of CSR (Carroll, 2016).

Economic responsibilities connected to the condition of the company's existence to be productive and profitable. Legal responsibilities mean that companies carry out their duties in accordance with economic laws. Ethical responsibilities require adherence to applicable corporate behaviour laws, while charitable responsibilities (Philanthropic) reflect the desire to see companies work in the field of improving the welfare of society (Geva, 2008). This definition broadens the concept of corporate social responsibility, and in many cases we have only heard about the charitable aspects. Moreover, the results indicate that consumers view economic responsibilities differently from other responsibilities, and it would be logical to separate the concept of corporate social responsibility from the economic aspect.

The European commission defines CSR as a concept that integrates social and environmental concerns in the various activities of the organization and interaction with the various parties dealing with the organization (Rosati , 2018); The European commission emphasizes that social responsibility is a voluntary concept that does not require imposing laws or setting of specific rules that organizations are bound to carry out their responsibilities towards society (Luetkenhorst,, 2004).

Whereas, the World Business Council for Sustainable Development (WBCSD) defines it as "the continuous commitment by business organizations to act ethically and contribute to economic development and improve the quality of life of workers, their families, the local community and society at large aiming to improve the life quality’’(Dahlsrud, 2008).

The World Bank, Business for Social Responsibility (BSR) define it as operating a Business in a manner that meets or exceeds the ethical, legal and social expectations that a society has of business (Ararat, 2006 and BSR organization). And also “The commitment of business owners to contribute to sustainable development by working with their employees, their families and society”.

CSR is also been defined by the International Organization for Standardization (ISO) and in accordance to ISO 26000 specification as: “A translation of its decisions and activities towards society and the environment by adopting transparent and ethical behaviour and contributing to achieving sustainable development, health and well-being of society, taking into account the expectations of the parties of interests, and respecting them (Hahn, 2012).

By studying the previous definitions of social responsibility, it can be said that the phenomenon of its multiplicity and difference reveals the lack of agreement on a specific and unified definition that there is a clear development in the concept of corporate social responsibility, but all of them aim to define the objectives of the institutions' adoption of social responsibility.

Based on the above, corporate social responsibility CSR can be defined as the rational contribution to social activities through two main dimensions. The first is internal, which is the administration’s contribution to the development and improvement of working conditions, and the second dimension is external, represented by the institutions ’initiatives to intervene to address the problems faced by society.

In light of all these developments and changes taking place in the business environment and their effects on society, the environment and the economy, developed countries have realized the importance of adopting social responsibility as an integral part of business organizations in various countries of the world, and their general policy towards customers, competitors, society and the environment. Thus, the organizations were able to improve their image and were able to enhance their reputation and position in light of the fierce competition and thus achieve a competitive advantage.

Gaining a competitive advantage has become one of the pillars and basic pillars that business organizations must possess in order to achieve preference in the market by acquiring a part of it, preserving it and expanding it. It does not end with the organization obtaining a competitive advantage, but also requires it to continuously strive for its development in order to maintain it.

THE IMPORTANCE OF SOCIAL RESPONSIBILITY

Although there were those who opposed the idea of the institution's adoption of social responsibility, there is general agreement that social responsibility within certain limits is important and beneficial for enterprises in their relations with their societies. Its importance lies through its contribution to:

- Creating the satisfaction of members of society by providing social justice and the rule of the principle of equal opportunities and thus achieving social stability.
- Achieving social solidarity among the segments of society, especially those with special needs
- Achieving social welfare by improving the quality of life of individuals in society
- Achieving the satisfaction of stakeholders as a whole, including external ones, which leads to their continuing to deal with the institution because they feel safe and secure.
- Dealing with honesty and transparency at work, thus increasing social cohesion and advancement in society, because social responsibility is based mainly on transparency.
- Fulfilling the corporate social responsibility brings many benefits, including:

Benefits for the institution

Many global experiences indicate many advantages that accrue to the institution, which can be summarized as follows:

- Improving the reputation of institutions that are built on the basis of efficiency in performance and success in providing services, mutual trust between the institution and its stakeholders, the level of transparency with which these institutions deal, the extent of their observance of environmental considerations and their interest in human investment.
- Facilitating access to bank credit, especially in light of the introduction of some indicators that affect the credit decision of banks. Some indicators include the Dow Jones Sustainability Index, which was launched in 1999, which means arranging international institutions and companies according to the degree to which they take into account social dimensions and environmental considerations during their economic activity (Visser, 2013).
- Attracting the most qualified human resources, as the organization’s commitment to its responsibility towards the society in which it operates represents an element of attraction to the distinguished human elements, especially for large local companies that work in specialized fields and use new technology
- Good management of the social risks that result from the institution’s activities, especially in light of globalization.

Benefits for society

- Social responsibility has many benefits for society.
- Increase in social justice and the development of social stability.
- Improving the quality of life of the community and developing the state of social stability.
- Increasing awareness of the importance of integrating the needs of society and various stakeholders.

Benefits for the country

And adopting social responsibility brings benefits to the state, including

- Reducing the burden on the state to perform its health, educational, cultural and other functions and services;
- Maximizing state revenues due to the institutions' awareness of the importance of contributing to bearing the environmental and social costs;
- Contributing to technological development, eliminating unemployment and other areas that the modern state finds itself unable to carry out all its burdens;

Benefits for the environment

There are many advantages and benefits that accrue to the environment as a result of the Corporation's adoption of its environmental responsibility, the most important of which can be summarized as follows:

- Contribute to tackling global warming and protecting the ozone layer
- Reducing the amount of waste and thus reducing the risks from emissions and radiation emissions
- In addition to preserving energy resources, especially non-renewable ones, and preserving biological diversity, which is in continuous deterioration due to wrong practices of institutions.

DIMENSIONS OF SOCIAL RESPONSIBILITY

Archie Carroll was the first who give a comprehensive and integrated concept of social responsibility, and the first who lay the theoretical foundations for it. Whereas he believes that the organizations have four types of responsibilities, which are represented in a pyramid, consisting of financial responsibility in the base, followed by legal responsibility, and then moral responsibility.

1. Economic responsibility: is the primary role that the institution plays as a unit economic entity alkaline, it has to produce goods and services desired community, with a responsibility to provide employment opportunities, and the goods and services of good quality and at affordable prices reflect the true cost of production.
2. Legal Responsibility: The corporation must respect the laws and regulations that governments determine that they do not violate them, so as not to fall into legal problems. With the provision of equal work opportunities for all without discrimination, and this responsibility extends to the environmental aspect by

preventing pollution of water and soil while preventing the arbitrary use of resources and the treatment of waste.

3. Ethical responsibility: The institution must assimilate the ethical, behavioural and psychological aspects of the societies in which it operates, and the reality is that these aspects were not decided up on by means of laws. The organization must be committed to doing what is right, fair and honest.
4. Philanthropic responsibilities: They are the total voluntary initiatives undertaken by the Foundation, such as charitable donations.

COMPETITIVENESS: THE CONCEPT OF COMPETITIVENESS, AND SUSTAINABLE COMPETITIVE ADVANTAGE

CSR was discovered as a tool for business success in many sectors such as at banks institutions. There is a positive association between effective implementation of CSR initiatives, brand perception, and competitive advantage (Amoako and Dartey-Baah, 2020).

The elaboration of a concept of sustainable competitive advantage requires, first of all, the introduction of two basic concepts, competitiveness and competitive advantage. So as the sustainable competitive advantage of the latest model and contemporary latter with the addition of a feature of sustainability and continuity, as indicated in this regard to the existence of three main parts in the competitive advantage, the first is the description associated with the institution, which serves as a passport granted to it to enter into the business world wide and outside the boundaries of geographical which they operate locally, which is called competitive, and the second part is linked to the market share owned by the company compared to competitors, while the third and final part, it represents a sustainable competitive advantage that expresses the possibility of the company in the development of competitive advantage and maintain to improve its competitive position in the market.

Researchers did not agree to provide one single and specific definition of competitiveness, as some define it at the enterprise level as: “the ability that the institution possesses at a certain time to resist its competitors.” Also known as the enterprise's ability to meet the different desires and diverse consumers. "This is done by raising the factors of production, productivity, and improve product design, improve quality and reduce costs, and this is what they can to withstand the competition in national and foreign both markets.

In this regard, it is indicated that there are two types of competition in the business world, directly represented in the ongoing struggle between the institutions that operate in the same sector and produce the same products or services, and indirectly.

Back to the competitive advantage theory to the Professor of Business at Harvard University, USA ‘Porter M.’, the first who develop a model of competitive advantage based on partial variables, as defined: "the institution's ability to achieve consumer needs, or the value that wishes consumer, improved image, improved relationships with stakeholders obtained from the product posed. As for (Fahey et.al 2004) defined it, focusing on the mental standing of the institution, as: “Any positive thing that may distinguish the institution or its products from its competitors, in which the two levels of competitive advantage need to be considered, namely the competitive advantage of the sponsorship and competitive advantage in the market (Fahy et al., 2004).

Based on the previous definitions, it can be said that the competitive advantage is the state that unifies and distinguishes an enterprise over its competitors. By serving its customers with the finest goods and services, or by optimal use. For resources and cost reduction, or through a good reputation and image.

THE CONCEPT OF SUSTAINABLE COMPETITIVE ADVANTAGE

In recent years, the theory of sustainable competitive advantage has appeared, which is considered one of the promising theoretical frameworks in the literature of management, especially strategic management. The topic of sustainable competitive advantage has been accorded great importance to management scholars.

Chaharbaghi and Lynch (1999), define sustainable competitive advantage as follows: "The means by which the organization can meet the current and future needs of the market (Chaharbaghi & Lynch, 1999). According to this definition, sustainable competitive advantage has three basic signs (Ekmekçi, 2011):

1. The sustainable competitive advantage is the preservation of limited resources
2. The sustainable competitive advantage depends on the market needs, and the enterprise must take it into account;

Sustainable competitive advantage is future-oriented;

The importance of the institution's ownership of a sustainable competitive advantage can be summarized as follows:

- It gives the organization a qualitative and quantitative edge and an advantage over competitors, thus allowing it to achieve high performance results.
- Contribute to a positive impact on the perceptions of clients, and the rest of those dealing with the organization, and motivate them to continue dealing with it;
- Allows the organization to follow development and progress in the long term;
- The loyalty and satisfaction of customers and other parties will be greater towards the institution's products, making it difficult for competitors to penetrate these customers.

CHARACTERISTICS OF SUSTAINABLE COMPETITIVE ADVANTAGE

The characteristics of sustainable competitive advantages are supposed to be understood in the context of a continuous correct and comprehensive perspective. Therefore, these characteristics can be reflected in the following:

- To be continuous in the sense that the organization is making a head start in the long term, not in the short term;
- To be relatively relevant in comparison to competitors, and to compare it in different time periods, and this characteristic of this keeps the organization from understanding the advantages in an absolute framework that is difficult to achieve;
- To be renewable according to the requirements and conditions of the external environment, and the capabilities and resources of the organization's internal;
- To be flexible, meaning that competitive advantages can be substituted for others easily according to the considerations of change.
- The occurrence in the external environment or the development of resources and capabilities of the organization from another side;

- That the use of these competitive advantages is commensurate with the objectives and results that the organization seeks to achieve.

THE ROLE OF SOCIAL RESPONSIBILITY IN ACTIVATING THE MOST IMPORTANT PILLARS OF SUSTAINABLE COMPETITIVE ADVANTAGE.

Dealt with many of the research study of the relationship between social responsibility and to achieve sustainable competitive advantage, and among the most important of those carried out by the World Wide Web auditing firm KPMG in 2002 entitled "The role of corporate disclosure practices of social responsibility" (Kolk , 2020), where the study was conducted this on more than 250 global companies, to extrapolate catalysts that make companies adopt behaviours responsible and sustainable, and it was thus concluded that the most important reasons for the study to determine which motivate companies to contribute to social responsibility, which included both: economic considerations, promote ethical considerations, support innovation and learning, motivate workers, manage and reduce risk, raise capital Or maximizing owners' rights, improving reputation, improving their position in the market, supporting and strengthening relationships with suppliers, reducing costs, and therefore this relationship will be clarified through the following:

Social as a means of attracting responsibility, maintaining qualified labour: management theory suggests that social and environmental responsibility of the institution after the internal-oriented workers, a positive impact on their performance, as research shows that a good relationship between the enterprise and its workers leads to motivate and improve their performance, in addition to reflection Positive attitudes from external parties, which inevitably lead to attracting and polarizing workers and new competencies due to their good reputation and workers' satisfaction with them.

There were many empirical studies to confirm this relationship, including those who carried out by both researchers David Montgomery and Catherine Ramus in 2003, which focused on studying the outcomes of the adoption of social and environmental responsibility on the decision to choose the workplace, through three basic aspects: the nature of the relationship with the worker's Environmental sustainability and relationship with external stakeholders. This study was conducted on a sample of American and European universities that pay considerable attention to social and environmental aspects. The result was that 90% of respondents willing to give up many of the financial advantages versus working for institutions that pay attention to their employees and treat them well, without discrimination treatment of them, while 94% of them are willing to give up on the amount of wages of the institution that takes into account the criteria of the previous three (Montgomery and Ramus, 2003). This is the same conclusion reached by R Frank (1996), when he presented four separate studies, which concluded that many employees and workers are willing to receive less than compensation at those organization that have social and moral values (CHONG and TAN, 2010).

SUMMARY

The following is a summary of the importance of respecting social responsibility towards workers in achieving the institution's competitive advantages:

- The human element is the most important creator of renewal and innovation in the institution, as the job satisfaction of the worker makes him a creative person who devotes all his energies to the service of his institution.
- If the management ethics do not drive the worker to innovation and renewal, it at least does not make him think of adopting a negative attitude towards his organization or creating a formal organization hostile to management;
- Considering the worker at the canter of the institution's interests and not just a tool for performing the tasks, and improving his social status has a direct impact on the effectiveness of the institution.
- Adoption of CSR on the part of the institutions towards their workers is considered a canter for attracting human competencies in the labour market, as a qualified human resource is an advantage that the institution competes for.

SOCIAL RESPONSIBILITY AS A CATALYST FOR CREATIVITY AND INNOVATION (PORTER, M. AND KRAMER, M., 2007)

Researchers, ''Porter Michael and Mank R knamer'', pointed out that one of the most important motives for adopting social responsibility for the institution goes far beyond the issue of cost reduction, but rather is a source of many innovations that enhance our capabilities. Although the study of the relationship between these two variables are complex, and confirms many of the research and studies that the adoption of social and ethical behaviours necessarily leads to take into account many factors and social, are motivated to work hard to create and create new ways of working, new processes, and the introduction of new products adapted to the requirements of the Sustainability, which allows it to enter new markets. This relationship can be illustrated through the following points:

Innovation resulting from training and development (R&D), workforce stimulation and stakeholder participation: The corporation can embody its ethical and social commitment to its ethical and social commitment in its internal dimension through its training activities. For the institution to consider these activities as creating value and of great importance in enhancing the capabilities and skills of current workers and future, which focused on a study to clarify the relationship between the organization of work and innovation, which included a number of institutions belonging to the 15 countries of the European Union. the study concluded that Creativity and innovation are more in companies that give workers a high percentage of freedom to act and solve problems, in contrast to the institutions that restrict their employees and give them a small percentage of freedom of action.

Innovation as a reaction imposed on the institutions of environmental challenges: many institutions found in the environmental and social awareness when consumer opportunities create excellence advantage by offering eco-friendly products, and the need to change the hostile behaviours towards the environment and move forward towards the whole future of the Green and purity with the pioneering strategic thinking of enterprises.

The experience of the company "Toyota" as an example, which has taken this approach competitive strategy apart from other competitive companies by concentrating production plans on solving environmental issues and the adoption of social responsibility, translated at the launch of the first car-friendly environment under the brand "Prius ''," hybrid cars. "Strategy Based on the fact that it provides an environmentally friendly product, as well as its long-term outlook regarding potential climate changes in the environment, this project started in the year 1997, and it was sold in Japan only in the year 2000.

CONCLUSION

In summary, social responsibility of the institution has become an imperative for contemporary institutions, considering that they aim to integrate and take into account social aspects in their activities, and in their relations with their stakeholders. It has also become an essential part of management thinking and a slogan raised by the world's largest companies and the key to their success in the contemporary time. As the institution wishing to remain private and continue and they are active in an environment dominated by intense competition, to go beyond the traditional outlook based on economic goals and effective contribution to solving social problems and well-being of different groups, with the need for their integration into the environmental dimension, which aims to protect the systems of environmental pollution and Other risks.

I suggest that it’s important for all institutions to pay attention to social responsibility, which achieves the organization's competitive advantage and thus achieve its established goals, and there is a need to structure an independent management in the organizational structure of the social responsibility in the institution.

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KAPFERER'S BRAND IDENTITY PRISM – CASE OF SOMOGYI KOSÁR SHOPPING COMMUNITY

BOGLÁRKA SZERB

»«

In this study I investigate Somogyi Kosár what is a shopping community. The non-profit organization connects the local producers and the costumers. The main purpose of their work to support the local farmers and supply the costumers with quality and healthy foods and products. I use Kapferer's Brand Identity Prism to examine the organization. The model has two dimensions: (1) the constructed source vs. the constructed receiver, and (2) Externalisation vs. internalisation. In these two dimensions six expects are divided, what are the following: (1) physics, (2) personality, (3) culture, (4) self-image, (5) reflexion and (6) relationship. These six aspects can help the brand managers to assess their strengths and weaknesses of their brand and also helps to find how to create brand loyalty and financial value for their consumers.

SHOPPING COMMUNITY

The literature identifies shopping community as an element of the Short Food Supply Chain (SFSC) (Kápolnai and Nagyné Molnár, 2020). SFSC is characterized by the small size of plant, the small volume and generally the sustainability and environmental awareness in some form (Jarosz, 2008). According to Szerb et al. (2018) and Horváth et al. (2019) SFSCs have maximum four actors: (1) Farmers who produce the product, (2) Processor (if it is relevant for the product) who can be the farmer themself (3) Place of sale and (4) the Consumer. Shopping communities identify themself the connection between farmers and consumers, as a form of purchase, a tool for local economic development (Kápolnai and Nagyné Molnár, 2020).

In my case study I investigate Somogyi Kosár what is a member of Kosárközösség (Basket community). According to their webpage (www.kosarkozosseg.hu) the definition of basket or shopping community is the following: „Shopping communities (also known as basket communities or bag communities) are groups organized on a voluntary basis in which local farmers and buyers come into direct contact. In shopping communities, in addition to the above two groups, there is a need for participants who organize the formation and operation of the community" (Kosárközösség, nd1). The first Kosárközösség was in Nyíregyház. This community provide the knowhow and software for the other basket communities to help their operation.

OPERATIONAL FRAMEWORK

The operation of these communities is provided by a non-governmental organizations. The technical framework is that the community maintains an online interface for, among more other things, information flow and pre-ordering of customers. The practice is that after the customer have placed the pre-order, the organizers/volunteers forward the requested orders to the farmers/producers. Producers deliver the requested quantity of the products to the place of delivery. Then the organizers/volunteers put together the packages ordered by the customers. Customers can pick up the product on a pre-determined time frame on the delivery day (Kápolnai and Nagyné Molnár, 2020).

ACTORS

Communities have five actors, (1) the farmer/producer, (2) the consumer, (3) the organizer, (4) the volunteer and (5) the supporter. Farmers/Producers produce food locally or craftsman, Customers tend to buy regularly from the portraits of local producers. Organiser are the key of the community, they organize the background of the life of the community, they need have managerial skills to manage the other four actors' operation. Volunteers help with handover days or local community marketing responsibilities. As I mentioned before shopping communities are non-profit organizations, it is very important to have supporters who help the community with tools, providing venue, expertise, or financial resources (Kosárközösség, nd2).

In my study I investigate how the organizers build a brand of Somogyi Kosár. Of course the target group of the community is not only the buyers but the volunteers and the farmers/producers too. But according to Kapferer's Brand Identity Prism (Figure 1.) I examine how the organizers reach their customers.

KAPFERER'S BRAND IDENTITY PRISM

Brand identity is the basic concept of branding, an idea of the managers what a brand should be (Ianenko et al, 2020). It is not so easy to define brand. Literature has a wide and various delimitation of brand. It is a term or design, a vision but also it carries meaning and associations and also what the given product/service represents for the consumer (Ciceo, 2013). According to Ianenko et al (2020) „Identity is a planned image of a brand defining directions for all of the firm's marketing activities".

J. N. Kapferer was the first who proposed brand identity in 1986. According to him brand identity „specifies the facets of brands' in-uniqueness and value" so he emphasizes the functions of differentiations and the effects of customers (Ianenko et al., 2020). He judged the companies because many of them have forgotten the essence of their own brands (Ross, 2020). To help the companies to solve this problem, Kapferer create the Brand Identity Prism (Figure 1.) which illustrate the interdependence of their elements (Ross, 2020). In his model, Kapferer points the six facets of brand identity: (1) physique, (2) personality, (3) culture, (4) relationship, (5) reflection and (6) self-image. This model has two dimensions one takes into consideration the position of its six elements between the business (Sender) and the client (Recipient) and the second is located the elements between external and internal range of position (Lombard, 2018; Berke, Csupor and Szigeti, 2018).

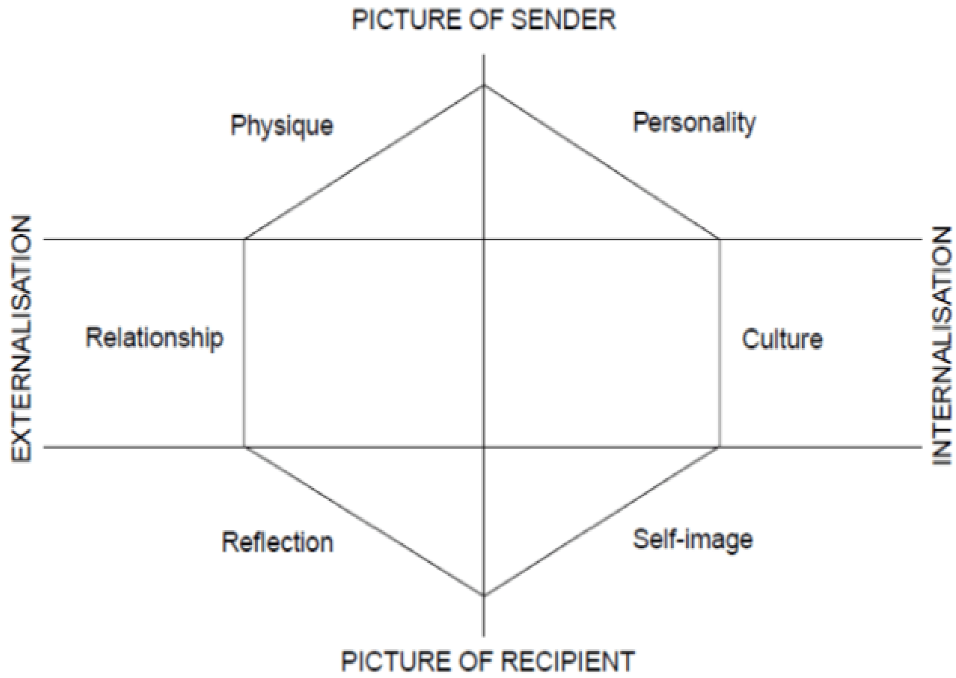

Figure 1. Kapferer's Brand Identity Prism
Source: Bhattacharya et al., 2017

The group of Externalisation has three aspects (Kapferer, 1992, 2004):

- Physique: this element should be the basis of the brand. It contains all of the physical features of the brand, which are pop in consumer’s minds when the brand name is mentioned.
- Relationship: what the brand stands for. It can symbolize a relationship between people. This aspect is more important for brands of services.
- Reflection: it shows the stereotypical user of brand. According to Kapferer the managers do not have to make realistic reflections of their actual target group in their campaigns, but it should reach the group also that will be their target.

Internalisation has the following three elements (Kapferer, 1992, 2004):

- Personality: the character of the brand. The communication of the brand should have their own character with a specific type of writing, specific design, colours for example.
- Culture: The direct connection between the brand and the organisation. It contains the system of value and basic principles which is the base of the behaviour of the brand.
- Self-image: the way the target group (wants to) see themselves. Brand manager should take this aspect into account when they build the brand. The advertising can be easier if the managers know how their target group see themself.

Big international companies (e.g.: Levi’s, Starbucks, Coca-Cola) use Kapferer’s Brand Identity Prism to assess their strengths and weaknesses of their brand. But the model is not only used for products the literature shows wide range of applicating the model (. Kovács (2020) used the model in city branding. He identified the attributes which can strengthen the Kaposvár brand. Bhattacharya et al. (2017) applicate the model in Indian political branding. The aim of their research is having a deep insight of Indian political marketing focusing the young voters.

THE CASE OF SOMOGYI KOSÁR

In this part I applicate Kapferer's Brand Identity Prism in the case of Somogyi Kosár.

As I identify in the literature review Somogyi Kosár and other Shopping Communities are one kind of Short Food Supply Chain. I find it interesting why the costumers use this channel rather than local markets or local shops. According to Kapferer's Brand Identity Prism I try to show the strengths of Somogyi Kosár's branding.

PHYSIQUE

- Logo
- Local, healthy food from local farmers,
- Craft made products from local producers.
- Webpage, web shop, weekly newsletter.

The aspect of Physique shows all the physical features of the brand. Somogyi Kosár has a very representative logo (Figure 2.), a basket with full of fresh vegetables and with an embracing hand. It symbolizes the healthy, fresh and local food what the customers expect and the friendly and supportive community where they want to belong.

Figure 2. Logo of Somogyi Kosár
Source: www.somogyikosar.hu

The other important physical factor is the webpage. The customers find valuable information about the community, the farmers/ producers and their products. The webpage has a web shop function as well, where the customers can place their pre-orders. It is easy to use and each product has a photo so the buyers can see what the actual product is. Customers get weekly e-mail about the new farmers/producers and their new products and also some interesting news and information about the community every day.

RELATIONSHIP

- Supporting local farmers/producers and economy,
- Weekly e-mail with news,

- Personal contact on handover days.

In my opinion, the Relationship is essential factor in the case of Somogyi Kosár and other shopping community. It is important for the target customers to be able to support local farmers/producers and the local economy through the community. As I mentioned above, they got weekly e-mail what is very important to keep their interest and feel that they are unique and get the new information from the first hand. Each week there is personal contact between the consumers and the organizers/volunteers during the handover day.

REFLECTION

- Conscious, eco-friendly consumers,
- Urban families, citizens,
- Busy people.

According to Kapferer the brand managers do not have to be realistic when they think about their target group. Somogyi Kosár try to reach people who do not have time, place or opportunity to grow their own vegetables/ fruits, but they are willing to buy fresh and local food with the most eco-friendly way. Also they want to reach the urban citizens who do not are not yet committed to local products.

PERSONALITY

- Environmentally friendly,
- Conscious,
- Curious.

During the handover days customers can meet the organizers when they can imagine the personality of the community. Also there are videos about the producers/farmers on the webpage of Somogyi Kosár, so customers can tie a person to the actual product. If we want to formulate actual personality traits, Somogyi Kosár would be conscious, environmentally friendly and curious in new local, healthy products.

CULTURE

- Friendly, recipient
- Environmental-friendly,
- Supporter,
- „Localized”,
- Conscious.

The aspect of culture contains the principles and system of the value of the organization. The aim of Somogyi Kosár is very obvious (Somogyi Kosár, nd):

- Providing market for local products,
- Providing their customers healthy food,
- Local economy development,
- Community building: building personal relationship with their volunteers, producers and customers, as this is the basis of trust,

- o Facilitate the flow of money in the local economy,
- o Dissemination of knowledge, joint learning, formation of producer and consumer attitudes.

According to their principles, the behaviour of the community is conscious how to develop local economy and built reliable connection between producers and customers.

SELF-IMAGE

- Conscious,
- Environmental-friendly,
- Important for the local economy.

The last facet is about how the actual consumers see themself. The customers who buy products via Somogyi Kosár are conscious shoppers. They want to think that they do some very important thing to develop the local economy and support the local farmers and producers via the purchase. Also they are environmental friendly, because they choose the short food supply chain against to the hiper- or supermarkets, where the products come from abroad. They can avoid transportation and outflow of money from the local environment.

CONCLUSION

In my study I investigate Somogyi Kosár shopping community with Kapferer's Brand Identity Prism. Shopping community is a kind of Short Food Supply Chain they have only three factors from the producers to the customers. According to the new trend this kind of communities are more and more popular, because the consumers are more conscious with the environment and their health as well and also they are willing to support the local economy. That was my reason to examine the strength of the brand of Somogyi Kosár. In my opinion according to Kapferer's brand identity prism the community has a strong identity and has built a strong brand.

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THE OPPORTUNITIES AND CHALLENGES OF A KAIZEN IMPLEMENTATION TO THE DECENTRAL ORGANIZED NETWORK OF SAVINGS BANKS IN GERMANY

STEFFEN ROBUS

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Kaizen is a management method for the continuous improvement of business processes. It was developed in the USA and Japan and made world famous by Toyota. It is essentially characterized by the company-wide thinking in continuous improvement of all employees, the focus on quality and standardization, as well as the consistent avoidance of waste. As part of this work, we want to show the opportunities and challenges that can be achieved through the uniform introduction and use of KAIZEN in the Savings Banks finance group. Our focus is on the consideration of the necessary prerequisites and the design of a first approach for a practical implementation in the decentralized group of legally independent credit institutions.

KAIZEN – Origins and Definitions

KAIZEN is a mindset and is synonymous with continuous improvement. It also stands for intensive teamwork, quality management and customer centration. The word KAIZEN is Japanese and consists of the parts KAI (to change) and ZEN (to improve) – "change to the best". It is often associated with a process-oriented way of thinking, but it is much more. It is a general way of thinking (Brunner 2017).

KAIZEN was improved by Maasaki Imai, a japanese engineer (Imai 2012), in the time after World War II that was characterized by a scarcity of resources. In Japan it was therefore necessary to enable the most efficient production possible. During this phase there was an increasingly intensive professional exchange between Americans and Japanese. And so, it is understandable that the first time of KAIZEN, in which Japan the production facilities of i.e., the Ford Motor Company took as a model for their own production facilities i.e. for the Toyota Motor Company, was very much characterized by standardization. Later, KAIZEN was more shaped by the focus on avoiding waste. Therefore, there is a very close relationship between KAIZEN and Lean Management (García-Alcaraz et. al. 2017).

There is no uniform definition of KAIZEN, but a lot of different explanations.
The founder of KAIZEN, Maasaki Imai, described it by:

"The starting point for improvement is to recognize the need. This comes from recognition of a problem. If no problem is recognized, there is no recognition of the need for improvement. Complacency is the archenemy of KAIZEN" (Imai 1986).
Beyond these famous words, there are different definitions. García-Alcaraz et. al. (2017) describes KAIZEN very general as continuous improvement which can be applicated to different areas of life for a steadily enhancement.

A more company orientated definition, where KAIZEN can be more seen as a tool than a philosophy is found at Brunet and New (2003). They see KAIZEN as ongoing improvement activities of the employees to achieve a specific organizational goal. Here KAIZEN is subordinate to the corporate goals and are accordingly understood in a more targeted manner.

Suárez-Barraza and Lingham (2008) have a focus on the incremental improvement of the work processes by improving the workers behavior and thus more and more avoid waste. By reducing waste, the organization will be led to a higher work performance and increased innovation.

As we mentioned above, KAIZEN can also be interpreted as a tool for Lean Management that supports the value maximization of every activity of the company and the strict avoidance of waste (Krajewski et al. 2006). These principles can be found very prominent in the Toyota Production System (TPS). This system became very famous for his efficient production. García-Alcaraz et. al. (2017) mentioned that one of the key elements is the philosophy of continuous improvement which is recognized by all employees.

KAIZEN is also understood as a general quality management system (e.g. Deming 1986; Ishikawa and Lu 1985). Although the focus of the definitions presented is partly different, the goal is the same for all of them - continuous improvement and avoidance of waste. KAIZEN still evolves.

THE MAIN SYSTEM OF KAIZEN

On the way to achieve a KAIZEN strategy, organizations must implement elementary systems. In his first book about, M. Imai (Imai 1986) names a lot of systems and methods regarding to KAIZEN (see Figure 1).

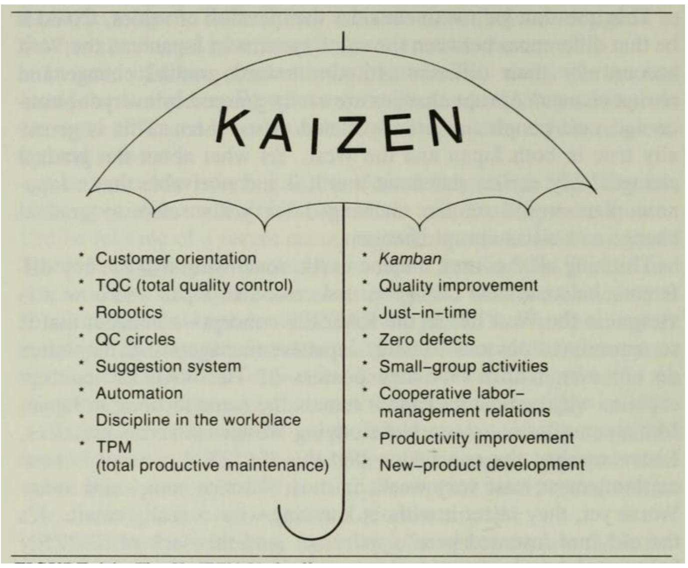

Figure 4. The KAIZEN Umbrella (Imai 1986)

Later, in "Gemba Kaizen: A Commonsense, Low-cost Approach to Management" (Imai 1997) he concentrated the approaches, which are necessary to implement to the following:

- Total Quality Control (TQC) / Total Quality Management (TQM)
- A Just-In-Time (JIT) production system
- Total Productive Maintenance (TPM)
- Policy Deployment
- A Suggestion System
- Small-Group Activities

Total Quality Control and Total Quality Management is characterized by the fact that all components of a (production) process as well as all employees of a company are involved in the quality management. The quality management itself controls both the quality of the output factor, but also optimizes the process and should avoid waste.

The Just-in-Time production system was originated by Taiichi Ohno for the Toyota Motor Company, and it aims to minimize eight types of waste regarding i.e. overproduction, inappropriate processing, waiting, transportation, motion, inventory, defects, underutilization of employee skills (Ohno 1988, García-Alcaraz et al. 2017). It leads to a production system which is very flexible regarding the customer orders.

Total Productive Maintenance aims to maximize the efficiency and lifetime of the used equipment in the production system and so eliminating production losses caused by equipment or machinery breakdowns.

Total Quality Management aims to improve the product – Total Product Maintenance aims to improve the equipment and thus the efficiency of the production. An implementation is done by i.e., the 5S activities: removing unnecessary equipment, sort all items after the usage, keep machines and environment clean, extend the concept of cleanliness on oneself, build self-discipline, and use standards (Ohno 1988). KAIZEN is more effective if the goal is defined, which must be done by the Policy deployment. This goal should be defined by the top management of a company and then cascaded down to the lowest operational level with specific action plans (Ohno 1988). To combine motivating aspects for employees by participating and economic benefits of improvement ideas, a Suggestion System should be implemented.

The primary goal of this system is to establish a culture in which every employee constantly thinks about improving processes, regardless of whether his suggestions have a major financial impact. Last, Small-Group Activities should be used to execute special tasks and projects. These small groups should be composed in an interdisciplinary manner and the cooperation should be voluntary. The work should have a workshop character or take place in so-called quality circles (Ohno 1988). All these instruments should be introduced before you start working on the KAIZEN Strategy.

PRACTICAL METHODS AND TOOLS OF KAIZEN

There are a lot of methods and tools for the KAIZEN implementation. We show the most important ones here briefly (see also at Imai 1986, Brunner 2017):

- Plan-Do-Check-Act (PDCA) Cycle
- Tools of Quality 7Q
- 5S Methodology
- Avoidance of the 3 Mu's
- 5W's (Why)
- 4M Checklist / 7M Checklist
- Quality Cycles

A powerful and very common concept for continuous improvement is the Plan-Do-Check-Act Cycle. The PDCA Cycle, also Deming cycle, called after William Edwards Deming, an American engineer who made important contributions to the development of the process-oriented view of the activities of a company and for quality management. Through his close collaboration with Japanese scientists and engineers, he also influenced the development of modern Japanese production facilities (for more details, see Crainer 1998).

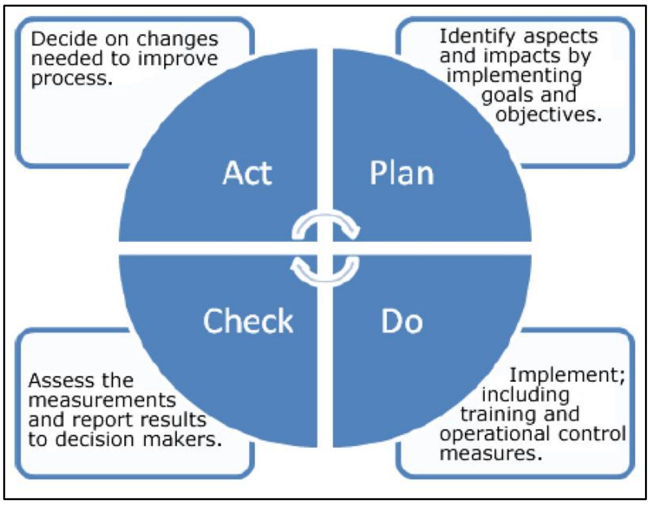

Figure 5. The PDCA-Cycle (Sanz-Calcedo 2015)

The PDCA cycle has four steps to achieve improvement. In the first step (Plan), potential for improvement is analyzed and identified, and a concept for implementation is developed. In the second step (Do), the concept is further optimized with the involvement of the specialists and selectively tested and piloted. In the third step (Check), the results of the second step are carefully checked.

If the improvement measure is successful, the management approves it for the broad rollout. In phase four (Act), the improvement measure is fully rolled out and included in the company's binding process organization and regularly audited. This creates a new standard. This is mostly related to changes in the organizational structure and the implementation of training measures. The improvement of this standard again begins with phase one (Plan) (Brunner 2017).

The Seven Tools of quality (7Q) are also very common tools to implement a KAIZEN strategy. All these methods are about the control of defined quality parameters, the identification of deviations from the defined target of these parameters and the analysis of causes for deviations. The 7Q are the Check sheet, Run chart, Control chart, Cause-and-effect diagram (also known as the Ishikawa diagram, see Ishikawa 1985), Histogram, Pareto chart, Scatter diagram.

It starts with the Check sheet, where the outcomes of the defined quality parameters are systematically recorded. The distribution of the quality outcomes can be analyzed with a Histogram. Here, for example, frequency clusters can be identified. It is also used to determine the statistical range of the data and can be used to define critical levels for the quality parameters later. To analyze the causes of incidents / quality deviations more precisely, the Pareto diagram is used, in which the causes for the incidents are first prioritized according to her frequency. Using this diagram, one can now determine which cases you want to analyze more precisely. Since the incident analysis often ties up valuable resources, it is very important to prioritize. The cases now selected can be analyzed with the Cause-and-effect diagram. In this way, four possible influencing factors man, machine, material, and method have to be specified further (4M checklist).

With the extended variant (7M Checklist), the influencing factors management, measurement and mother nature are added. The four or seven causes are specified using the 5 Why's (5W's). Accordingly, a cause can be specified with sufficient accuracy by asking five times. Assumed (possibly only statistical) relationships between various influencing factors for incidents can be identified and displayed with the Scatter diagram.

Thus, the quality outcomes over time are visualized with the Control chart or Run chart. Pre-defined limit values (lower critical level, critical level, upper critical level) for the quality parameters form the tolerance ranges in which the values of the quality parameters are allowed to move. Very effective quality management can be carried out with these tools.

After discussing the 7Q, we go further to present equally important KAIZEN methods – the 5S methodology. The 5S came from the Japanese words seiri (organisation), seiton (neatness), seiso (cleaning), seiketsu (standardisation) and shitsuke (discipline) (Gapp et. al. 2008). The goal of the 5S is to maximize the efficiency and effectiveness by reducing workload and errors by simplifying the process (seiri and seiton), to maximize effectiveness by contributing to a healtier life and wellbeing (seiso and seiketsu) and to enhance discipline by training and education (shitsuke), which again leads to more satisfied life (Gapp et. al. 2008).

As one can see, the 5S are not just methods of quality management, but also show that the KAIZEN philosophy should have an impact on the whole life. A strict separation between work and private life is hardly possible because one also influences the other. KAIZEN tries to improve the whole of life and to make it more satisfied and meaningful. This is reflected well in the attitude and dealings in Japanese companies.

Finally, we want to look at the avoidance of the three MU's (Muda, Mura and Muri). The three Mu's deal with the question of which activities in the creation of a product or service are really value-adding in the interests of the customer. According to organizational theory and practical observations (see the literature about the Toyota Production System, e.g., Kato 1998) only a certain part of the entire activity is really value-adding. All activities that do not generate any added value represent a kind of waste. With the help of the 3 MU's one differentiates between Muda, Mura, and Mudi. Muda means waste in kind of overproduction, excess inventory, rework necessarily, waiting time, excess conveyance, excess motion and over processing. Mura means the waste of unreasonable burden on people or machines. Finally, Muri means the waste which results by an unequal treatment on people or machines.

The method of the 3 MU's is an excellent approach, based on the customer needs, to put the value-adding processes in the foreground and to focus on them. All other activities that are assigned to the 3 MU's should be improved or omitted. Of course, for logistical reasons, for example, it may be necessary that material is transported from the warehouse to the production hall - nevertheless, this activity does not add value and should therefore be examined for potential for improvement.

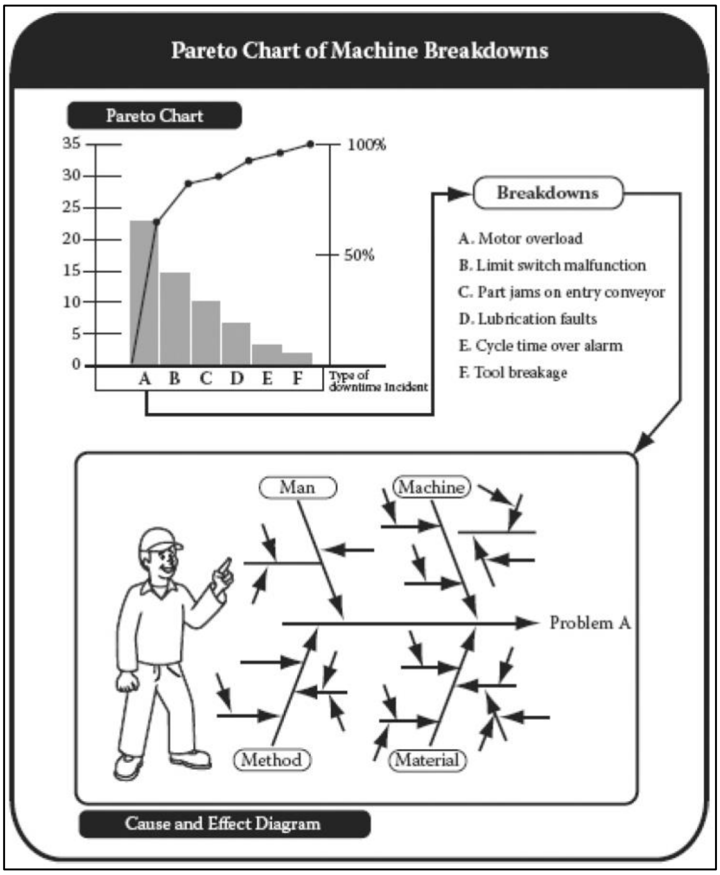

Figure 6. The PDCA-Cycle (Sanz-Calcedo et. al. 2015)

THE BENEFITS OF KAIZEN

As described by García-Alcaraz et. al. (2017) and Rahman and Hafiz (2019) many positive effects can be achieved through the introduction of KAIZEN. So, for example a reduction of the process time, a productivity improvement, an improvement of the quality and qualification of the employees. Similar results also found by Ishijima et. al. (2019) by investigating the effects of quality and employee skills caused by the introduction of the 5S-KAIZEN-TQM approach into public hospitals in Egypt.

Key Facts and Challanges of the German Savings Banks Group

With 379 institutes nationwide (December 31, 2019), around 13,000 branches and almost 205,000 employees, Savings Banks (in German: "Sparkassen") are represented throughout Germany. Together with the network partners within the Savings Banks Group, they ensure a comprehensive range of banking services for all sections of the population. As a universal credit institute, the Savings Banks conduct all the usual banking transactions with private households, companies - especially from medium-sized businesses and crafts - as well as municipalities and institutional customers. In the 2019 financial year, they combined total assets of more than 1,300 billion euros (Deutscher Sparkassen und Giroverband).

Twelve regional Savings Banks and Giro associations act as umbrella associations for the Savings Banks and their municipal sponsors, bundling their interests and representing them in the regions (Deutscher Sparkassen und Giroverband).

The Savings Banks are facing increasing challenges in defending and expanding their market position. The establishment of platform providers in Germany for banking services has resulted in an increase in transparency for the offerings of the German banking industry. This increases competition and reduces margins. In addition, the FinTech's are increasingly bringing new market participants with different cost structures than the Savings Banks and increasing competition. The increased regulation of the banking industry after the financial crisis by i.e., Basel III increases the complexity in the Savings Banks through additional audits and reporting obligations. In addition, the cost-income ratio deteriorated due to the increased holding of equity. These effects are exacerbated by the historically low level of interest rates in the European Union, as this further reduces the possible interest margin.

There are few possibilities for product differentiation in banking services and especially in loans, the interest rate (the price of the loan) is the most important factor in the purchase decision. Another important factor is the speed with which the service is provided. In contrast to a restaurant or theater visit, a massage treatment or a museum tour, the process of providing the service is rather irrelevant for the customer and not a positive experience. For the customer only the result, e.g., the disbursement of a loan, the opening of a bank account or the successful transaction of a security are important. The less of his time is tied up in the process, the better.

The Savings Banks were in third place with their market share (in terms of business volume) in Germany in 2019 at 18%. If one adds the market share of 10% of the Landesbank’s, these are also part of the Savings Banks finance group, the Savings Banks have the highest market share (Statista). This is still high but has to be defended due to the circumstances described above.

From this it follows that the Savings Banks finance group must reduce its costs intensively to be able to pass them on to its customers in the form of reduced prices without completely lose its profits or even making losses. In addition, and this is immensely important for the younger generation of customers in particular, the Savings Banks must drastically increase their process speed to be able to offer their services more quickly.

STATUS QUO, CHALLENGES AND BENEFITS FROM THE INTRODUCTION OF KAIZEN IN THE GERMAN SAVINGS BANKS

As already described above, the Savings Banks organization is a network of decentralized and independent banks with their own owners - mostly the public sector of the respective region. This has advantages, as for example the credit risk is highly diversified and should a savings bank get into trouble, it is isolated and can be saved by other Savings Banks. But there are also a lot of disadvantages to this organization, and these are mainly characterized by a lack of standards in many areas.

The result is that many overarching activities (staff activities) occur separately in each savings bank, although they could achieve synergy effects through bundling. In addition, the individual business processes at almost every savings bank prevent comparability and the possibility of passing on best practices.

In the following, I would like to discuss approaches for an introduction of KAIZEN and how the results achieved can help the savings bank n to better defend and expand their market position in future by reducing costs and increasing speed. As described above, the introduction of KAIZEN can also be expected to have positive effects in the Savings Banks organization. Of course, these are not identical to those that can be implemented in a production company, but there are effects that also come into play in the service industry. For example, an increase in customer satisfaction can be expected through the introduction of a quality management system. In addition, both customer satisfaction and cost efficiency could be achieved by optimizing processes and increasing the process speed when introducing a PDCA method over all Savings Banks.

To determine the status quo for the implementation of a kind of management systems that are already in use, I conducted a brief survey with the heads of the organization in Savings Banks. In this context, I interviewed a total of 30 Savings Banks whether they 1. use a complaint management system, 2. use a quality management system, 3. whether they use a structured PDCA method and 4. whether they use KAIZEN.

Table 5: Introduced Management Systems in the Savings Banks Organization

Complaint management implemented	**Quality management (overlapping) implemented**	**PDCA methodology (overlapping) implemented**	**KAIZEN Strategy Implemented**
30 (100%)	**7 (23,3%)**	**3 (10%)**	**0 (0%)**

As you can see from the steps in Table 1, all Savings Banks have implemented a complaint management. This is a first step in capturing deviations from customer expectations. However, the establishment of such a system in the savings bank organization is mandatory. It is more surprising that only 7 out of 30 Savings Banks state that they have a cross-functional quality management system in use because the Savings Banks promise their customers high quality in the provision of their services. Only 3 out of 30 Savings Banks stated that they had established a cross-functional system for continuous improvement. None of the Savings Banks surveyed stated that they had introduced KAIZEN. Based on this status it can be anticipated that an overlapping introduction of KAIZEN in the Savings Banks organization is useful and would have similar positive effects like described above.

REQUIREMENTS AND APPROACHES FOR IMPLEMENTING KAIZEN IN THE GERMAN SAVINGS BANKS ORGANIZATION

Now I would like to discuss my approach to introducing KAIZEN in the savings bank organization. This approach consists of three main components. The implementation of first a Policy Deployment, second a Quality Management and third a PDCA-Methodology. Therefore, I use the explanations of Ishijima et. al. (2019) and García-Alcaraz (2017). But before I explain the individual points in more detail, the prerequisites must be examined. The introduction of KAIZEN or another (quality) management system that is used equally across all Savings Banks and from which mutual impulses for improvements and benchmarking can be drawn has essential requirements.

REQUIREMENTS FOR IMPLEMENTING KAIZEN IN THE GERMAN SAVINGS BANKS ORGANIZATION

I would like to mention the essential requirements from my point of view. In the first step, the conceptual standardization of business processes must be finalized by a special Savings Banks committee. In particular, the different, existing starting positions must be addressed here. A standardization of business processes will not find acceptance if individual Savings Banks have to accept a significant deterioration in efficiency with the introduction of the standard.

This is currently ongoing project work, but it is far from being completed. Only if the process organization is the same (up to a certain tolerance value), meaningful comparisons (in terms of quality and performance between the Savings Banks) can be drawn. This standardization must be worked out in a superordinate savings bank committee and must be approved by all Savings Banks. After the approval, these standardization concepts have to be implemented in the second step. In this context it makes a lot of sense that the Savings Banks use a common documentation system in which e.g. legal changes required are introduced automatically and in the same way at all Savings Banks.

IMPLEMENTATION OF A POLICY DEPLOYMENT

As we explained above, in the Policy Deployment a top-level instance set the main goals of KAIZEN and these goals must be cascaded down to the lowest operational level with specific action plans. The highest authority of a savings bank - the executive board or even the supervisory board is not the highest authority here. A legitimized authority in the form of a committee must be created by the Savings Banks itself to set these goals. If the goals are binding, the committee must be given appropriate legitimation for instructions and goal fulfillment from the Savings Banks.

This committee should define goals for both the quality of the services provided and for process efficiency. To what extent the fulfillment of the goals is mandatory should be left open here. The goals can primarily be used as a benchmark for the individual savings bank. In addition, the committee should create a clear map of the management, business and support processes.

IMPLEMENTATION OF AN OVERLAPPING QUALITY MANAGEMENT SYSTEM

After the introduction of the overarching committee for the specification of efficiency and quality goals, an overarching quality management should be introduced in a second step. This would first have to be implemented in such a way that a uniform methodology is used at all Savings Banks. In this context, I suggest using the 7Q consistently.

At the beginning, the quality parameters defined by the overarching committee must be systematically recorded in an electronically and automatically Check sheet (ideally via an interface to the core banking system). From an efficiency point of view, this system should be linked to all Savings Banks so that data exchange for making the data available can be guaranteed without manual effort. The quality boundaries must be defined too. After that, an overall evaluation of the outcomes of the quality parameters of the different Savings Banks are possible. On the one hand, this evaluation serves as an overview and benchmark, but at the same time shows the need for action for a deviation in quality.

This transparency will also increase the pressure to resolve the issue and speed up the implementation. This would be a big improvement for the Savings Banks, since the uniform corporate design and the external appearance do not distinguish the customers whether it is a (legally independent) savings bank from Bavaria or North Rhine-Westphalia. If the quality of a savings bank does not meet customer expectations, this customer will generally not recommend the Savings Banks to others. Therefore, the Savings Banks must see themselves even more as a common group - also about the performance and quality promises.

In the next step, quality deviations should first be prioritized according to the causes and then examined in more detail. It can be assumed that the causes of quality deviations across the various Savings Banks are comparable. Synergy effects can thus be realized if a superordinate working group carries out an evaluation based on the principle of the cause-and-effect diagram and then issues a central recommendation for the individual Savings Banks. However, it is unrealistic to believe, and it is by no means sensible not to have a comparison with the existing framework conditions and, if necessary, an individual analysis carried out by the responsible persons. The respective responsible persons in the savings bank are then responsible for correcting the individual deviations in quality.

The systematic and comprehensive recording, evaluation of the defined quality parameters and individual remedial action offer real added value.

IMPLEMENTATION OF AN OVERLAPPING PDCA-METHODOLOGY

The continuous improvement of business processes is essential for every company to remain competitive. This is all the truer in the financial services industry, where the purchase decision is mostly determined exclusively by price, at least in the lending business. Precisely because product differentiation is more difficult than e.g., in the automotive industry, business processes must be permanently checked for efficiency potential and adjusted (Pató and Herczeg, 2020).

A great and so far, unrealized potential lies in the knowledge and ideas of the individual Savings Banks for process optimization that are decentral distributed and so far, often not used across the different banks. Implementation in accordance with PDCA could therefore look like this for the Savings Banks and create added value. First, a working group should be put together from representatives of the Savings Banks – maybe a representative from previously defined regions (e.g., the association areas of the Savings Banks). This representative brings with it a high level of technical expertise and should nevertheless be changed regularly.

After developing the optimization measure, this representative could then act as a multiplier for the rollout of the optimization measure in the respective region. Because of the requirement of process equality described above, a discussion and understanding of the respective ideas is easily possible. After the conceptual elaboration of the optimization idea, a pilot must be carried out in selected pilot Savings Banks for testing. Here, Savings Banks should be selected at random in order not to distort a later (statistical) evaluation of the results.

After piloting and, if necessary, adjusting the optimization idea, it must be rolled out successively. Possibly. a new, extended piloting makes sense. The introduction of the PDCA methodology should go hand in hand with the introduction of a digital and automated system for measuring process performance. A link to the data of all Savings Banks should also be established here to enable a comprehensive evaluation and benchmarking. This means that the success of the implementation of optimization measures can then be traced.

In addition, there will also be differences in process performance between the Savings Banks. The savings bank with the best performance can then easily be identified and the know-how passed on. Based on the status quo in the savings bank organization, this would mean considerable added value for all those involved.

CULTURAL CHANGE

However, the introduction of the systems and methods just described is worthless if they do not go hand in hand with cultural changes in the savings bank organization. From my point of view, we must continue to work on reducing the hierarchies. Nowadays, many results are quickly developed in temporary organizational structures (including projects). Thinking and sticking to the rigid structures of the current organizational structures prevents factual decisions (politics continues to play a major role here) and the speed of implementation. In addition, the understanding of responsibilities must be changed.

I therefore propose a strict separation between disciplinary and technical management. The disciplinary manager develops and accompanies employees in their work and also takes care of cultural aspects. The process manager takes care of the operation and further development of the business processes. In an agile framework, this is the responsibility of the product/process owner. However, the responsibility for the business processes should not be borne by the process manager alone.

Every employee who works in the context of the business process should feel responsible for the operation and further development and should be obliged to regularly make suggestions for improvement. For barriers regarding the KAIZEN implementation, see also Suárez-Barraza and M.F., Lingham, T. (2008).

CONCLUSION

In this essay I presented the philosophy and the methodology of KAIZEN and showed approaches for an implementation in the organization of the Savings Banks. First of all, I asked managers in 30 Savings Banks about the status quo of the use of various management systems. I discovered that apart from a system for handling complaints, consistent use of quality management systems, systems for the continuous improvement of business processes or even KAIZEN has not yet been established in the savings bank organization. Based on these results and an extrapolation to the entire savings bank organization, the realization of great potential for process and quality improvements seems possible.

I created a sketch for the introduction of KAIZEN across all Savings Banks. In doing so, I noticed that various requirements must be met for an introduction. Above all, the standardization of business processes. In this context, the establishment or use of superordinate committees to determine the standardized working method. When I introduced KAIZEN, I then concentrated on the introduction of an overarching policy deployment, an overarching quality management system and an overarching PDCA methodology. Finally, I addressed the need for culturally necessary change and showed that an introduction should be accompanied by a breakdown of the hierarchy and a stronger separation between specialist and personnel responsibility.

The introduction of KAIZEN should lead to an increase in process efficiency, an improvement in quality and thus customer satisfaction, but also the qualification of employees. Further research approaches lie in the concrete elaboration of an implementation plan, a study to examine the interlinking of technical and organizational tools, as well as a plan tailored to the Savings Banks for the further development of the corporate culture.

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KAIZEN AND IMPLEMENTATION IN JAPAN MANUFACTURING INDUSTRY

EDZA ARIA WIKURENDRA

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The term Kaizen or Just in Time is often used as an improvement strategy in quality management and management alternatives that western and American countries have dominated. Still, in its development, this management system has received the attention of management analysts after seeing the rapid development of the Japanese economy, which often troublesome American hegemony in the global economic arena. Kaizen is not a shortcut but a continuous process to create the desired results. Kaizen words (read: kai-seng), literally Kai = change, and Zen = better. In simple terms, the definition of kaizen is a continuous improvement effort to be better than the current condition. Some people call it the term Kaizen Teian which means: "Kaizen" means "continuous improvement", while "teian" means "system". The main goal of Kaizen is to eliminate waste that does not add value to the product or service from the consumer's perspective. These wastes need to be eliminated because they create costs that reduce profits. Also, consumers do not want to bear these unnecessary costs.

INTRODUCTION

After World War II, America helped the Japanese economy get back on its feet and move on. Industry experts are brought in from America to develop management training programs. One of the programs in the training is the improvement in 4 stages, or what is later known as Kaizen, which means continuous quality improvement.

In Japanese, kaizen means continuous improvement. The term encompasses the notion of improvement involving everyone, both managers and employees, and involves a modest cost (Budiharjo, 2016). Kaizen (改善) consists of two kanji, namely 改 (kai), which means 改 め る change, and 善 (zen) means 良 い (yoi) kindness. In Chinese, it is called gaishan (改善), gai (改) means change or remedial action shan (善) means good or profit. The concept of kaizen is a process-oriented way of thinking, whereas the way of thinking of Western countries tends to be more about results-oriented reform (Imai, 2005).

Kaizen's philosophy considers that our way of life, such as work-life, social, or home life, should focus on continuous improvement efforts. Improvements in kaizen are minor and progressive. The opposite of innovation, which is generally used in western management, is a massive change through technological breakthroughs, management concepts, or cutting-edge production techniques. Kaizen is not dramatic, and the kaizen process is based on common sense and is low cost, guaranteeing progressive progress that rewards long-term results. So kaizen is a low-risk approach (Handayani, 2005).

William Edwards Deming became a name with a very high reputation in Japan. Its contribution is very significant to the progress of the Japanese economy. The industry and business world in Japan has succeeded worldwide because of Deming's teaching on total quality control. Products manufactured in Japan are superior to global competition. Finally, the Emperor of Japan 1960 gave the award to Deming. In the United States, Deming

conducts consulting business for many multinational companies. His famous story is when Deming successfully led the loss-making Ford to become the most profitable automotive company to beat GM and Chrysler. President Reagan of the US awarded the medal nationwide to Deming in 1987 (Aguayo, 1991).

The techniques taught by Deming made many companies more productive and qualified; market share increased while costs decreased. Planning in management must include a long-term strategy that emphasizes improving quality and reducing costs and waste. Kaizen has been the key to Japan's competitive success and has been widely adopted for various application methods. One company that is successful in implementing kaizen is Toyota. Apart from the business world, kaizen can also be applied to self-development as taught by Anthony Robbins with the term CANI (Constant And Never-ending Improvement) (du Plessis, 2020).

The core elements of kaizen are a will to change, move forward and prioritize quality, always provide consistent efforts, the involvement of all employees, and communication (Al-Hyari et al., 2019). Discipline and teamwork are the main things in improving worker morale to run the kaizen quality cycle. All employees must provide suggestions for improvement.

The management lessons taught by Deming are:

a. They are creating constant goals in improving product quality to be competitive ahead of the competition.
b. Dare to change to take responsibility for leading and facing challenges.
c. They are reducing dependence on supervision by building high-quality production systems.
d. Minimizing overall costs and building trusted relationships with suppliers.
e. Create an education system for employee self-development, job training, and leadership.
f. Encourage supervision that helps people and machines perform better.
g. Eliminate worry and anxiety for people to work effectively.
h. Remove barriers between departments so that all employees work together well.
i. Eliminate slogans, unnecessary numbers, goals and quotas, and anything useless in managing employees.
j. Make all employees actively participate in transformation and achieve change for the company's betterment.

Some things that management needs to avoid, according to Deming are:

a. Inconsistency of goals.
b. Emphasizes short-term profit only.
c. Annual performance evaluation, unnecessary written figures.
d. Excessive costs.
e. Poor management.

Poor management for Deming is:

a. Long-term planning is less important.
b. Too dependent on technology and management theories.
c. Do not develop solutions to improve product quality.
d. Blaming other employees, inspection department, quality control department, rather than being responsible as managers, supervisors, and workers for determining quality

e. There are many reasons for and lack of communication and initiative in working together to achieve company goals.

MEANING KAIZEN OR JUST IN TIME

Kaizen comes from the word KAI which means improvement, and ZEN means good. Kaizen is defined as continuous improvement. Key features of kaizen management include paying more attention to the process rather than results, cross-functional management, and using quality circles and other tools to support continuous improvement (Berger, 1997).

Some people may be familiar with Kaizen (read: kai-seng). Kai = change and Zen = better. In simple terms, Kaizen is a continuous improvement effort to be better than the current condition. Some people call it the term Kaizen Teian which means: "Kaizen" means "continuous improvement", while "teian" means "system". So, Kaizen Teian means a comprehensive corporate system that is carried out in continuous improvement to achieve a better condition than today to bring a new breath to every company or organization.

Kaizen's application in the company includes continuous improvement involving all employees, from top management to lower-level management (Alvarado-Ramírez et al., 2018). Kaizen or continuous improvement always goes hand in hand with Total Quality Management (TQM). Before this Total Quality Management (TQM) philosophy is implemented or before the quality system can be implemented in a company, this philosophy cannot be implemented so that continuous improvement (Just in time) is an effort inherent in the Total Quality Management (TQM) philosophy itself. So that Kaizen can also be a comprehensive and integrated viewpoint that has the characteristics of customer-oriented, overall quality control (Total Quality Management), robotics, quality control groups, advice systems, automation, workplace discipline, productivity maintenance, kanban, quality improvement, timely, flawless, small group activities, cooperative relationships between managers and employees and new product development.

KEY TO KAIZEN IMPLEMENTATION

Broadly, there are eight main keys to the implementation of just in time or kaizen in industrial activities, namely :

a. Produce products according to a schedule based on customer demand
   Kaizen systems usually produce products according to customer orders with a pull production system assisted by using a kanban card.

b. Producing small lot size
   Another characteristic feature is producing in small quantities according to customer demand will save costs and resources in addition to eliminating the distribution of goods in the process, which is a kind of waste that can be avoided by using the scheduling of the production process in addition to also using the pattern of mixed production evenly (Heijunka) which is meant by heijunka is producing various kinds in one production line.

c. Eliminating waste

To avoid waste on supplies, purchasing and scheduling by using kanban card system that supports pull production system, in addition to producing production well from the beginning namely abstinence from receiving, abstinence processing and abstinence from handing over defective products by cooperating with suppliers with supplies, i.e., reducing the number of goods that come, eliminating buffer supplies, reducing purchase costs, improving raw material handling, achieving small quantities of inventory and obtaining trusted suppliers.

d. Repairing of production flow

The production arrangement is carried out based on the five disciplines in the workplace, namely the 5-S, which include:

1) Seiri concept (整理) or sorting

   The concept of Seiri is a discipline in the workplace by separating various tools or components in their respective places so that finding them later if needed, will be easier. Seiri separates the things that are needed from those that are not needed, then gets rid of those that are not needed (concise). There are many unnecessary items in every factory. Unnecessary goods mean that these goods are not needed for current production activities (Gupta & Jain, 2014). To determine what items need to be disposed of, the items must be separated into what is needed and what is not needed. This is called "Seiri Visual".

2) Seiton concept (整頓)

   This concept neatly arranges and recognizes objects for easy use. The Japanese word seiton (整頓) means to arrange objects in an attractive (neat) way. In the context of 5 S, this means arranging things so that everyone can find them quickly. To achieve this step, the indicating plate is used to determine the name of each item and where it is stored (Vo et al., 2019). Seiton allows workers to easily identify and retrieve tools and materials and return them to a location near their place of use. Guide plates are used for easy placement and retrieval of the required material.

3) Seiso concept (清掃)

   This concept always prioritizes cleanliness by maintaining tidiness and cleanliness (cleanliness). This is a basic cleaning process wherein an area is swept and then mopped with a mop. Since floors, windows, and walls have to be cleaned, seiso is the equivalent of a large-scale cleaning activity carried out every year in a Japanese household.

   Although large-scale company-wide cleaning occurs several times a year, each workplace needs to be cleaned every day. These activities reduce engine damage due to oil, ash, and trash spills. For example, if a worker complains that a machine is broken, this does not mean that the machine needs adjustments. In fact, what is needed may only be a cleaning program in the workplace (Monden & Hamada, 1991).

4) Seiketsu concept (清潔)

   Seiketsu is a continuous effort to maintain the 3-S mentioned above, namely Seiri, Seiton, and Seiso. In principle, strive so that a good workplace can always be maintained. In a well-maintained workplace, vulnerabilities and irregularities can be recognized immediately to prevent various problems as early as possible (Sutrisno, 2019). Maintaining a clean workplace without rubbish or oil droplets is a Seiketsu activity, seiso and seiketsu are closely related.

5) Shitsuke concept (仕 付)
Shitsuke is a method used to motivate workers to perform and participate in maintenance and repair activities continuously and make workers accustomed to obeying rules (diligent) (Budiharjo, 2016). This is considered to be the most difficult component of the 5-S. Japanese workers are expected to practice self-control, not management control (Monden & Hamada, 1991).

e. Perfecting product quality
One of them is to perfect product quality by looking at management principles, namely maintaining process control and making everyone responsible for achieving quality, increasing management's view of quality, fulfilling product quality control strictly, giving authority to employees to carry out product quality control, giving corrections to product defects by employees, achieved 100% inspection of product quality and achieved a commitment to long-term quality control.

f. Responsive people
The application of the kaizen system no longer uses the pillars of finance, marketing, human resources but uses cross-functional or cross-disciplinary measures so that all employees must master all areas in the company or organization according to their level and position. Errors in the process are always marked when the system or device process is stopped. All employees are focused on improving, known as jidoka, where all employees are responsible for achieving good products and preventing mistakes (Romero et al., 2019).

g. Eliminates uncertainty
To eliminate uncertainty with suppliers by establishing lasting relationships and having one supplier located close to the company who is still a relative of the owner of the company, it is in the production process by implementing a pull production system with the help of kanban cards and evenly mixed production (Heijunka).

h. Emphasis on long-term maintenance
The characteristics of maintenance by adhering to a long-term contract, improving quality, flexibility in ordering goods, ordering in small quantities that are carried out many times, making improvements continuously and continuously.
Another term that aims to compensate for this kaizen system is reengineering, which completely overhauls the business process to its roots. America created this system to catch up with Japan, whose economy was once assisted. If this overhaul has been carried out, continuous and continuous maintenance and improvement can be implemented.

KAIZEN SEGMENTATION

Kaizen is divided into three segments, depending on the needs of each company (Chung, 2018):

a. Management-oriented Kaizen focuses its attention on the most important logistical and strategic issues and provides momentum for the pursuit of progress and morale.
b. Group-oriented kaizen, implemented by a quality control group, Jinshu Kanshi（人種 監視) group for voluntary management using statistical tools to solve problems, analyze, implement, and establish new standards or procedures.
c. Kaizen is oriented towards individuals, manifested in the form of recommendation, where someone must work smarter if they don't want to work hard.

Kaizen is the single most important concept in Japanese management and is the key to Japan's success in competition. Japan has always thought that not a single day passes without an act of improvement (Lina & Ullah, 2019). Kaizen is a unifying tool for philosophy, systems, and tools to solve problems developed in Japan for 30 years in a company to do well again. Kaizen can be started by realizing that every company has problems (Budiharjo, 2016). Kaizen solves problems by forming a corporate culture where everyone can pose their problems freely (Imai, 1998).

DIFFERENCE BETWEEN KAIZEN AND INNOVATION

An important aspect of kaizen is the prioritizing process. This is in contrast to the management used in Western countries, which only assess employee performance based on the results obtained and not on their efforts (Imai, 1998).

Below is a description of the differences between kaizen and innovation in terms of their characteristics, as listed in Table 1.

Table 1. Differences between Kaizen and Innovation

Kaizen	Innovation
General Orientation	Expertise Orientation
Orientation to Humans	Technology Orientation
Attention to Deepening	Caution for the Long Leap
Built with existing technology	Look for New Technologies
Information open, shared	Closed Individual information
Workgroup	Individual

Source : (Imai, 1998)

KAIZEN CONCEPT

The concept of kaizen includes several things, namely (Shang, 2017):

a. 3-M Concept (Muda, Mura, and Muri)
   This concept was formed to reduce the number of work processes, improve quality, shorten time, and achieve efficiency (Budiharjo, 2016).
   1) Muda (無駄) is defined as the reduction of waste.

2) Mura (村) is defined as reducing differences.
3) Muri (無理) is defined as reducing tension.

b. 5-S Movement (seiri, seiton, seiso, seiketsu and shitsuke)
The 5-S concept is a process of changing attitudes by applying structuring, cleanliness, and discipline in the workplace. The 5-S concept is a culture of how a person treats the workplace properly. If the workplace is neat, clean, tertiary, individual work can be created. With this work, the four main target areas of the industry include:
1) Work Efficiency
2) Work Productivity
3) Work quality
4) Work safety can be more easily fulfilled.

c. PDCA concept (Plan, Do, Check, Action)
The first step of kaizen is to implement the PDCA cycle (plan, do, check action) as part of the means that ensure the sustainability of kaizen. This is useful in realizing policies to maintain and improve or improve standards. This cycle is the most important concept of the kaizen process (Imai, 2005).
Plans are concerned with setting targets for improvement because kaizen is a way of life, there must always be improvements in all areas and the formulation of plans to achieve these targets. Check refers to determining whether the implementation is on track as planned and monitoring the progress of the planned improvements. Action (action) is related to the standardization of new procedures to avoid the recurrence of the same problem or set new targets for subsequent improvements (Imai, 2005).

d. Concept 5W + 1H
One of the mindsets to run the PDCA wheel in kaizen activities is asking the basic questions 5W + 1H (what, who, why, where, when, and how).

IMPLEMENTATION OF KAIZEN IN THE JAPAN MANUFACTURING INDUSTRY

The Kaizen concept was born in Japanese state companies, especially those engaged in manufacturing. This concept makes the industry in Japan have a very strong foundation. Kaizen is identified with the meaning of improvement, but the meaning of Kaizen is much deeper than an understanding of improvement. For an industry in Japan, Kaizen is a business philosophy that involves all elements from the leadership level to workers contributing to manufacturing processes, such as work and time efficiency, work environment and safety, waste management, production processes, and other processes (Abdulmouti, 2018). With a concept of regulation of production factors, an industry can produce the best product in terms of quality and quantity.

Kaizen is well instilled in manufacturing workers in Japan with the aim that they will later play an important role in industrial development. Kaizen activities that are carried out are always oriented towards the outcome of the production process, which affects the development of the manufacturing. The question is what differentiates a company from other companies in achieving good development, even though these companies have a similar system. The answer can be seen in the illustration below:

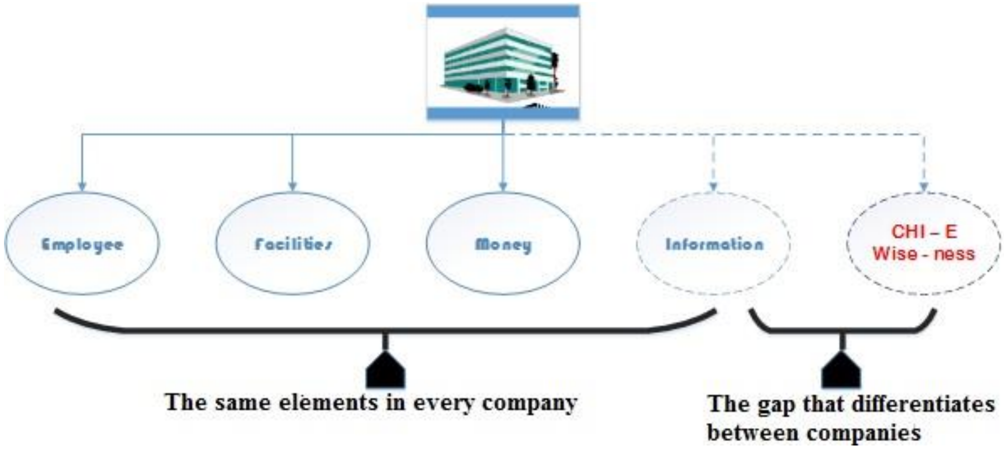

Figure 1. Elements of production factors in a company

The illustration above explains that every company has production factors with identical elements, namely employees, facilities, finance, and information. According to the concept in Japan, one more element is CHI - E, which means wisdom can also be interpreted as ability or wisdom (Otsuka et al., 2018). Japanese people prefer to interpret it as WISE - NESS, which they interpret as Brain Power. The difference in the implementation of the CHI-E has created a gap in other elements between companies. CHI - E is essential "Human Resources Development". Employees, facilities, finance, and information can be duplicated; while the concept of human resource development has become a "secret recipe" of a company, it is almost impossible for other companies to imitate it. Applying the Kaizen concept can support the development of reliable human resources.

Embedding a concept of thought into someone is not an easy matter, especially if the purpose of the concept is to change an individual's working pattern, there will be a lot of resistance and resistance at first. The concept of Kaizen itself is not a concept that must be applied quickly and forcefully. Kaizen was initially implemented on a small scale with targets that were achieved and the benefits felt by the organization that carried it out so that individuals in the organization would automatically be patterned following the system Kaizen had formed. Kaizen implementation in manufacturing workers in Japan is generally carried out with the following steps (Brunet & New, 2003):

a. Basic development of Kaizen activities

Objectives	Planning a standardized workplace.
Implementation Points	Cultivate a mindset and work patterns through 3-S, visual control, and standardization.

b. Kaizen activity

Objectives	Achieve results from the application of Kaizen, for example, cost reduction occurs, increased work performance, and others
Implementation Points	1. Finding problems such as inefficiencies by identifying the root causes and planning solutions.

	2. Observe and verify the effectiveness of the implementation of the problem-solving plan.

c. Independent activities (improvisation, modification, adjustment)

Objectives	Promote the continuity of Kaizen activities within the company.
Implementation Points	1. Implementing Kaizen in system development and formation. 2. Formulate Kaizen activity objectives, plan future Kaizen strategies each year, implement them, and carry out confirmation and evaluation of the results.

d. Standardized workplace

Objectives	Build a standardized workplace.
Implementation Points	Maintain the concept of thinking from visual control and standardization through 3-S : a. By applying the 3-S, we can learn to be more alert and well-organized. b. By applying visual control, we can identify abnormalities more quickly. c. By applying standardization, we can apply standardized work procedures.

The Kaizen concept always starts with 3-S. 3-S is an abbreviation of the first 3 letters taken from Japanese words, namely seiri, seisou, seiton, which can be translated back to sort, shine, and set. Seiri (sort), which means concise, is to separate objects that are not needed from those still in use and then discard objects that are not needed. It takes decisiveness and the ability to identify potential goods in doing this. Then Seisou (Shine), which has a clear meaning is to carry out systematic cleaning of equipment and work materials to make them easier to identify, and the last is Seiton (Set) which means neat, the implementation can be in the form of placing the workpiece neatly and in a well-designed manner. The object is intended to be returned to its original position after use.

The meaning of 3-S that must be emphasized is 3-S is not just a way to make the workplace look more attractive. The final results expected from the implementation of the 3-S in the manufacturing industry are:

a. Identifying abnormalities
   A production line already knows the capacity that can be produced, when there is a change in the amount of capacity, whether it is reduced or increased, the production line can identify the cause quickly.
b. Work becomes easier to do
   Work performance will increase if the work equipment is placed in such an order (using the Seiton principle).
c. Establishment of a safe workplace
   Establishing a safe work environment will reduce the risk of work accidents.

3-S is the most basic and important method in the kaizen concept. After 3-S is well established, the next thing to do is a visual control. Visual Control or in the Japanese concept known as Mieruka, has the meaning of visible change so that when applied to the manufacturing industry, the meaning is detecting abnormalities in a process that can adversely affect production output such as overproduction, production does not reach the target, production defects, product deformation, and malfunctions (Takahashi & Lennerfors, 2011). So in the manufacturing industry, it is very important to have someone who can perform visual control. It can be concluded that the purpose of visual control in manufacturing is to follow up accurately so that the ability of the manufacturing process to respond quickly to changing requests or targets can be improved. Then visual control also aims to prevent defective or damaged production results, work accidents, and trouble on the production line. A simple example of implementing visual control is shown in the following figure 2 :

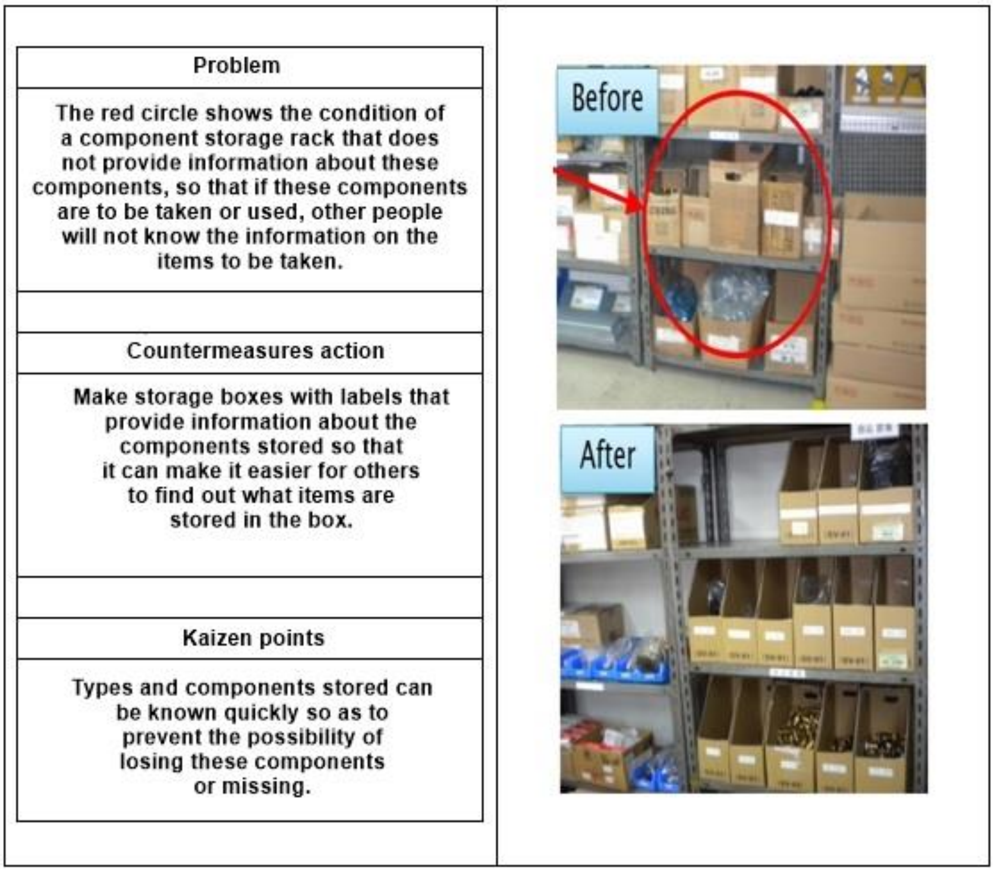

Figure 2. An example of arranging components in a factory warehouse

Figure 2 illustrates an arrangement of components in a factory warehouse. The circled image in red shows the initial condition of the inventory setup that does not apply 3S. If left alone, problems can arise, for example, a worker will need a longer time to search, then a warehouse supervisor cannot quickly check the stock because there is no information in the inventory. This condition does not seem like a big problem, but if traced further, the implications can have a big impact, for example, the production line will be slower in producing products, then the production capacity will decrease, so the company experiences losses. To overcome this, 3-S and visual control were implemented, namely by creating a storage box with a label system, then the components were placed in the box and arranged in such a way, and then the label box was written with information about these components, such as the names of the components and their numbers. So that workers can more quickly find what he needs, it can be concluded that the implementation of 3-S and visual control cannot be separated. If one is not done, maintaining a production process will be more difficult. Implementing 3-S will make visual control easier to perform, and implementing visual control will make 3-S easier to maintain (Yik & Chin, 2019).

The optimal conditions achieved after implementing 3-S and visual control are maintained in a system manner by making standardization. Standardization is a commitment to follow all sequences and procedures/instructions that have been given. There are many ways to apply standardization, for example, in a production process, a manual working procedure is created in the form of a form, as shown in Figure 3.

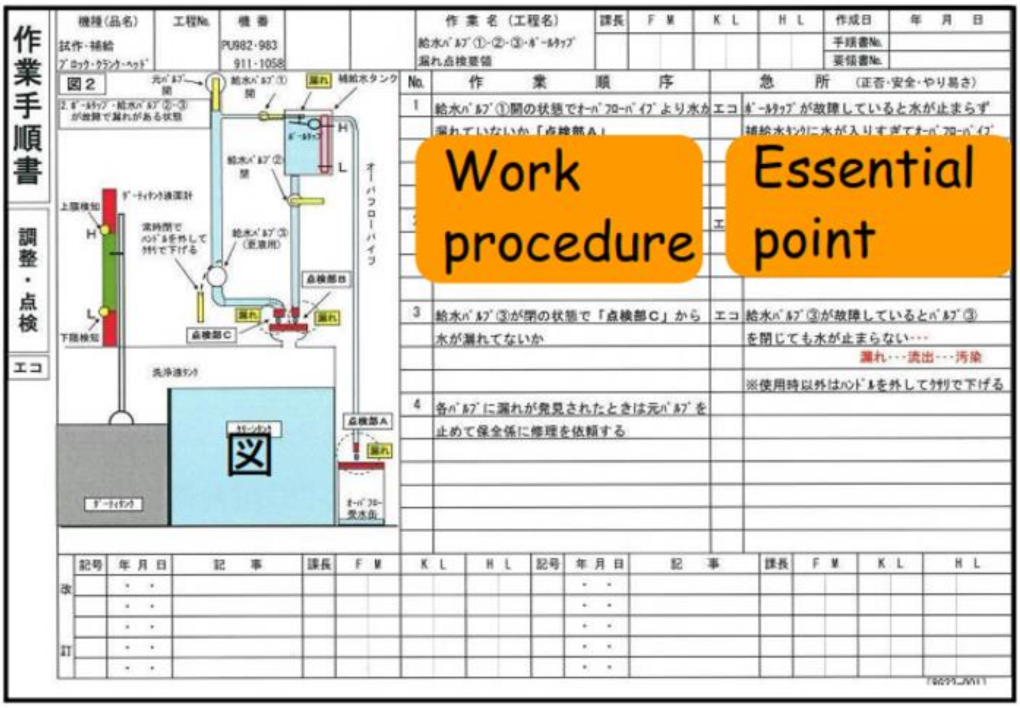

Figure 3. Manual working procedure form

There are two important things in this form, namely work procedures, which are steps of processing, and in the form of instructions. When a worker works by following the instructions listed, the worker can produce products effectively, and inspection actions can be easily carried out. Work procedures will prevent production errors or missed work steps. Then the next thing in the manual working procedure form is an essential point that contains the main procedures for producing a product, suggestions for carrying out instruction steps, and things that must be done to maintain safety and quality. Standardization is very important in Kaizen, it cannot even be called Kaizen if there is no standard.

CONCLUSION

A company or organization with high quality always tries to satisfy its customers. Top management's commitment is not sufficient to deliver quality services or products. Each organization must implement integrated quality management and involve every person.

The main goal of kaizen is to eliminate waste that does not add value to the product or service from the consumer's perspective. These wastes need to be eliminated because they will cause costs that reduce profits. Also, consumers do not want to have to bear these unnecessary costs.

Kaizen is carried out by all employees, from the operator level to top management. The two main pillars of kaizen are QCC / QCP (Quality Control Circle / Project) and SS

(Suggestion System). Kaizen culture in a company or organization can grow if these two pillars support it. And both pillars are built on foundations with what we know to be problems.

Kaizen has a concept of thinking about the problem as follows:

a. A problem is a collection of something valuable that triggers "remedial ideas" to emerge suddenly. Usually, if you're not having a hard time, "improvement ideas" won't emerge.
b. If there is a mistake, fix it immediately. Asking the current way of working, it is better to think of ways to implement the fix than find reasons why it can't. Avoid classical reasons/theories.
c. Don't rely on using the money for kaizen, it's better to do kaizen on work first than on equipment. And most importantly, don't wait for it to be perfect, 50% is already realized.
d. Looking with your own eyes, look for the real cause honestly by looking for the cause so that the root of the problem can be known properly.
e. Kaizen is limitless because the most extensive space in the world is room for improvement. Here the formula used is "compared to the knowledge of 1 person is still better idea 10 people".
f. In doing kaizen, employee safety and quality should not be forgotten because it benefits the company.

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