Trinity Management Review

INTRODUCTION

The theme of the third edition of Trinity Management Review is "Being Productive at the Workplace". The current issue stresses on the importance of productivity in an organisation. The main article focuses on the need to address the problem of workplace stress faced by the employees. The article examines the role of well being of an individual in determining productivity. The article identifies the various causes of stress and also discusses the various measures that can be resorted to by the employer to combat the problem of stress.

The issue also contains a Case study of Furnware furniture company which is fighting with the problem of achieving productivity in order to survive. The organization is also trying to combat competition by achieving a balance between product quality and cost. The case study tries to explain the importance of innovation in enhancing productivity and examines the challenges which will entail with the implementation of the same.

Another article of this edition is based on an interesting *Eisenhower's Urgent/Important Principle*. The article focuses on the importance of differentiating between urgent and important activities. Time Management is considered to be an important factor in contributing to productivity in organizations.

Another article in this edition is concerned with self improvement as a technique to increase productivity. It highlights the importance of self-motivated individuals who are excited about their jobs and they therefore carry out their responsibilities to the best of their ability and production numbers increase as a result. The study also brings out the importance of self-motivation in improving the quality of environment in workplace.

The last article of this edition gives useful suggestions to the employers in increasing productivity. The workplaces can make use of these tips to make themselves more productive.

The expert review of the current issue focuses its attention on few methods with which one could increase productivity at work. In the end some tips for the employers/ managers are also given.

Overcoming Workplace Stress to Increase Productivity
Dr.Shaily Saxena
Associate Professor

Introduction:
Stress at the workplace has been a common phenomenon in all organizations these days. While some workplace stress is normal, excessive stress can interfere with the productivity of the employees and impact their physical and emotional health. While workplace stress is inevitable, the responsibility to ensure that it does not impact the efficiency of the employees and of the organization lies with the employer.

Understanding Stress
Stress is a phenomenon that disturbs our physical or mental equilibrium. It is an omnipresent part of life. It poses a challenge or a threat to our well-being. Stress is the feeling we have when we are under pressure.

Workplace stress
Various reasons have been identified to be contributing to workplace stress. Dealing with stress-related claims also consumes vast amounts of management time. So, there are clearly strong economic and financial reasons for organisations to manage and reduce stress at work, aside from the obvious humanitarian and ethical considerations. Employers can take steps to reduce stress among employees by identifying the reasons for such stress which may have been caused due to the following reasons:

- Demand: Employees are expected to cope up with the demands of their jobs. If the workload is excessively high coupled with unrealistic deadlines it makes people feel under pressure and overwhelmed. In comparison to this insufficient workloads also act as stressors as people develop a feeling that their skills are being underused.
- Control: In many cases employers indicate that their employees are able to have a say about the way they do their work. A person can reduce the impact of high demands if they have high control over their work. A lack of control over work activities may lead to stress among employees.
- Support: In order to put their efforts in the right direction it is important that the employees receive adequate information and support from their colleagues and superiors. Weak or ineffective management may leave employees feeling that they don't have a sense of direction, or over-management, which can leave employees feeling undervalued and affect their self-esteem.
- Relationships: Relationships can be one of the biggest sources of stress, especially where people experience bullying and harassment. Employees may be subjected to unacceptable behaviours, e.g. bullying at work. A lack of interpersonal support or poor working relationships lead to a sense of isolation.
- Role: Employees indicate that they face problems in understanding their role and responsibilities. This is witnessed in difficulty settling into a new promotion, both in

terms of meeting the new role's requirements and adapting to possible changes in relationships with colleagues.

- Change: Change does not have to be at an organisational level to have an impact on individuals or teams, for example, changes in team members, line managers or the type of work or technology used by the team can be just as stressful. Failure to keep employees informed about significant changes to the business, causing them uncertainty about their future leads to stress.

Dealing with stress

Modern organizations nowadays are taking proactive steps to deal with the problem of stress. The various practices include:

- Ensuring that the individual targets are challenging and realistic at the same time. Employees are provided support in prioritising work, cutting out unnecessary tasks and providing time-management training if necessary.
- Making sure that the staff members take their holiday entitlement.
- Make sure every employee has a well-defined role - and that they know what this is. Where possible give employees more autonomy, allowing them to plan their work schedule and decide how to tackle problems.
- Many organizations are working on the idea to promote healthy living, which can help people keep fit and deal with workplace stress more effectively. Resorting to stress counselling is also done in some businesses. Some organisations pay for confidential one-to-one counselling sessions for their employees, who can discuss both work and non-work related problems with a professional counsellor. Such schemes are known as Employee Assistance Programmes.
- The art of meditation has made its way into the corporate environment and is one of the best ways to reduce stress in the workplace. Companies like IBM Corp., Medtronic Inc., Surface Logix Inc., and Shuster Laboratories Inc. are offering meditation programs on-site to their employees to help them reduce stress. Meditation workshops have become a valuable training tool in the workplace because meditation has so many practical applications. It is a skill that can be easily learned and can be done anywhere, anytime stress occurs.

- Humor promotes openness to new ideas by relaxing people and making them less likely to criticize mistakes or new ideas. This leads to risk taking, which is the basis of creative thinking

Case study on "Furnware" Work productivity

Dr. Jaspreet Kaur
Associate Professor

Furnware is Hastings oldest manufacturing company, which was funded in the year 1934.It is at present a privately owned company. Furnware has been a world leader in the design and manufacture of furniture in the education sector. The company consists of about 65 staff, operating from the factory 24 hours a day. This number of employees was limited to 18 in 1993.The company has an annual turnover of over $10 million.

Productivity challenge

In the year 1989, Furnware, Hastings oldest furniture manufacturing company, was the key supplier of school furniture for the Ministry of Education. In the new reform strategy of the education sector known as "Tomorrow Schools' there was a formulation of the central tendering system which allowed each school the purchasing power to buy their own furniture. Thus now Furnware was competing to provide schools with the best possible product. This also had to be done at a reasonable price.

The productivity achievement

The key problem for the company now was to bring in Innovation and the development of superior quality products which could cater to the needs of Furnware's customers .This could be the only strategy to deal with the competitor cheap products. The company thus needs a concrete research and development knowledge base which will be a differentiating factor from its competitors. For the same the company will have to inculcate the following:

- Stress on innovation which could be a competitive edge
- Increased networking businesses and customers who relate to the similar fields
- Enhanced knowledge of work processes for the manufacturing of the product
- Enhanced evaluation and review processes for a better product development and improvements
- Staff training that is relevant to the process for the new product development

Task: List the major ways in which the staff can be trained and motivated to increase their productivity at work to inculcate the company's innovation and networking initiative to beat competition.

Effective Task Management for Enhancing Productivity
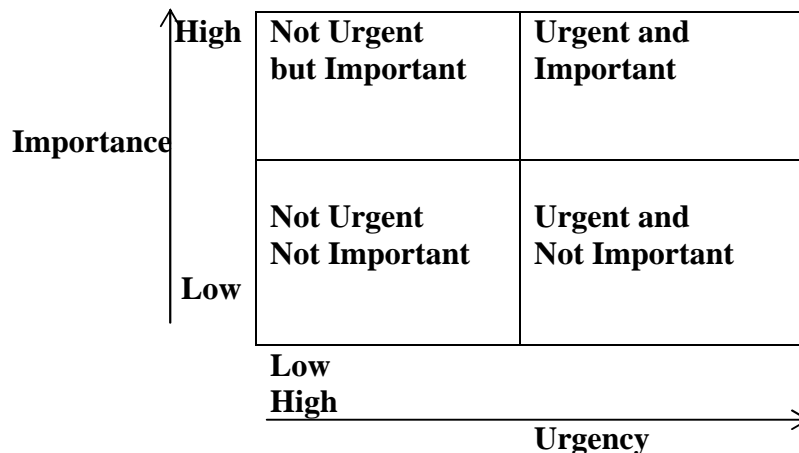Pramod Kumar Nayak
Assistant Professor

Every person who engages himself or herself in a task and every individual who contributes towards accomplishment of a task definitely have a notion in mind that how to accomplish the task effectively and efficiently. If, the task performed yields result in term of productivity than we can say there is a contribution towards enhancement of productivity. Lot of brainstorming sessions are conducted in organisations worldwide for effective task management. One of the popular principles is *Eisenhower's Urgent/Important Principle*, "What is important is seldom urgent and what is urgent is seldom important." which helps a person quickly identify the activities that he/she should focus on, as well as the ones he/she should ignore.

When one uses this tool to prioritize his/her time, he/she can deal with truly urgent issues, at the same time as he/she works towards important, longer-term goals.

To use the tool, one has to list all of one's tasks and activities, and put each into one of the following categories:

- Important and urgent.
- Important but not urgent.
- Not important but urgent.
- Not important and not urgent.
- Then schedule tasks and activities based on their importance and urgency.
  For this the Matrix of Urgent/Important can be used.

	High	**Not Urgent but Important**	**Urgent and Important**
Importance			
	Low	**Not Urgent Not Important**	**Urgent and Not Important**

Low
High

Urgency

Some of the ideas which help one to put/list the tasks in each quadrant in this 2X2 matrix are as follows:

- **Important & Urgent:** In this quadrant the critical activities/tasks are to be listed which are Important and Urgent in nature. One can do these tasks first.

- **Important & Not Urgent:** In this quadrant the tasks which are related to the Goal of the tasks are to be listed and the tasks are Important and not in urgent in nature. One can schedule these tasks.
- **Urgent & Not Important:** In this quadrant the tasks are to be listed which are Urgent but not important in nature and are things that hindering you achieving your goals, and prevent you from completing your work. One can delegate the tasks to others.
- **Not Urgent & Not Important:** In this quadrant the tasks to be listed which can be avoided and can be ignored.

Reference: *Stephen R. Covey, The7 Habits of Highly Effective People.*

Self Motivation: An Essential Key to Increase Workplace Productivity

Sakshi Goel

Assistant Professor

Our places of work and the people who work in them are two key assets in making sure to provide a great quality of life for the future. It is the people in workplaces around the country who collectively drive our economy with their ideas, innovations, skills, capital and strong work ethic. The workplace environment plays a crucial role for the employees. Nowadays employees may have a large number working alternatives, and then the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. The success of every organization is dependent upon the employee's work performance, loyalty, commitment etc. The best way to ensure employees commitment & loyalty is motivation. Motivation levels within the workplace have a direct impact on employee productivity. Workers who are self-motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. Employee motivation has always been a central problem for leaders and managers. The level of employee's self-motivation determines the productivity, the quality of environment in workplace. If employees are fully satisfied with their job and highly motivated then work performance, efficiency & productivity level increases. Personal productivity is an ongoing process that heightens further as you acquire the right mindset and attitude necessary for a motivated work ethic. Self -Motivation requires discovering and understanding the self efficacy, drivers and needs, since it originates within an individual. Employees' self-motivated attitude directly leads to their commitment towards organization, personnel productivity & business profits. Employers should also understand that they need to provide a work environment that creates motivation in

people. But many employers fail to understand the significance of motivation in accomplishing their mission and vision. Though, it has been sensitized that employees' motivation level within the workplace has a direct impact on the employees' and workplace productivity. Also a self-motivated employee feels a sense of accomplishment and achievement for meeting personal and professional goals. Many workers are self-disciplined and self-motivated. Employees who feel motivated only when they are confident in their abilities and personally identify with their role within the organization perform productively for the sake of the personal challenge their work provides. If looked upon the first time, the link between employees' self- motivated behavior and performance seems to be quite obvious. That's because every time when we deem a task to be important and valuable to us, we act with a high level of dedication and enthusiasm to its completion. Thus, a self-motivated employee is very important for every company to improve the workplace productivity as they are sure about their skills, potential, capabilities, abilities and efficiency to perform the job and provide higher amount of productivity.

Useful tips to increase productivity in work place

Nishant Kr. Verma

Assistant Professor

Every organization works to achieve its goal. The goal may be to achieve profit or any other goal. In general, government sector is facing serious problem of decreasing productivity. Private sector claims to be more productive and it is also true. In comparison with government sector, it is more productive. Here, organizations are more concerned about achieving profit goals and everyone is accountable for achieving their specific target. But, these days private sector is also facing decrease in output.

Before medicine, diagnosis is important. So, knowing reasons behind decreasing productivity is very important. Some of the main reasons are like work overload, poor management, outdated systems, employee dissatisfaction of the job, lack of accountability and so on. It may prove to be hazardous for the organizations. They may lose ground to the competitors.

Many organizations are experimenting with different things like work from home, recreational space in office, training programs and recreational tours and so on. Some of the important factors to improve productivity are as follows:

- Counselling- Here, the HR department needs to be very active. They need to be connected with the employees all the time. If they see decrease in productivity of some particular person, they should try to know the reason behind it.
- Job satisfaction- It is very important, because if people are satisfied with their job, they can perform better.

- Good ambience - The organization ambience should be neat and clean. It should be airy and lighted. It matters a lot when someone is working for long hours.
- Efficient Management System- This is one of the most important factors. They need to be very careful about their instructions. It should be clear and precise. Work allocation should be done in a systematic manner. Friendly management system with the employees can work wonder.
- Monitory factor- It is of course one of the major factor for productivity. Most of the organizations are profit making. Everyone is there for some monetary gain.
- Growth opportunity- There should be a kind of structure that employee can see growth in the organization. It is very important to get them stick to their work in productive manner.

Productivity is the major concern of any organization and it comes from the people. So, to increase the productivity, it is very important to be sensitive towards the employees.

EXPERT REVIEW
Increasing Productivity at Work
Dr. J.P.Singh

Each hour of the day is crucial for an employee. It is the endeavor of each employee to increase his or her output. The ways by which one can increase his or her output is by way of either to work harder or work smarter. Effective time management is the essence of being productive in your work. This post will take you through the major skills in time management to increase your productivity at work. Few methods which one adopts, will enable to increase productivity at work have been appended below.

Planning: Planning is the key towards achieving success in every walks of life. Plan your work in advance, so as to save your time in implementation. This practice will enhance your productivity.

Track time spent on tasks: Research suggest that only about 17 percent of people can accurately estimate the passage of time. Time has to be monitored on each task and limits be set for the same.

Take a short break: Taking scheduled breaks can help improve concentration and avoid overload of information. The same has to be practiced especially when task requires longer duration of time.

Plan the deadlines: It is a general tendency of human being to wait for the last moment to deliver the output. This attitude leads to stress on the day of the deadline for the task. A well planned and self-imposed deadline could help in improving the productivity to meet the target date.

The "two-minute rule": Entrepreneur Steve Olenski speaks of doing a task with the "two-minute rule". It means, that if one sees that a task could be done in two minutes or less, then one should do it immediately.

Avoid multitasking simultaneously: It is believed that multitask increases efficiency, in the contrast it increases skill towards various tasks, but decreases perfection towards a routine work. Psychologists suggest that doing multiple tasks simultaneously leads to decrease in productivity.

Use the commuting time: The commuting time could be spent to start the day early and checkemails, daily to-do list, and some brainstorming.

ABOUT US

The Trinity Institute of Professional Studies (TIPS), Sector-9, Dwarka, an ISO 9001:2008 certified institute, is affiliated to Guru Gobind Singh Indraprastha University. It was founded in 2007 under the aegis of Kamal Educational and Welfare Society (KEWS) with the objective of overcoming the critical demand for skilled professionals in India and abroad by nurturing intellectual capital by adopting best practices in quality education.

TIPS is offering courses / programs across various disciplines, such as Management, Commerce, Banking & Insurance, Information Technology and Journalism & Mass Communication. Today, the Institute has over 1500 students and more than 60 faculty members. The faculty at the Institute has proper experience both from the industry and academics as a result of which it brings the right mix of research and industry experience to education and consultancy offered by the Institute.

COURSES OFFERED:

Programme	Annual Student Intake	First Shift	Second Shift
BJMC	120	60	60
BCA	120	60	60
BBA (G)	120	60	60
B.COM (H)	160	100	60

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