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## Model C: User acceptance of mechanisms Role of new Model (C) toward professional skills in human organizational behavior

Fahad Almekrad<sup>1</sup>,

### Abstract

*This paper is an attempts to develop new road map approach to examine (Model C\* Twenty six steps established by the researcher of this paper) toward building context framework to evaluate and design mechanisms empowerment toward human resources field in organization behavior in order to introduce and demonstrate the application of acceptability to evaluate new theory as a model to be used as an important way to apply model C as a mechanism to develop new context at workplace and flexible strategic tool to facilitate and introduce new Model to contribute toward management science. Models are a key resource for organizational management. The diversity, complexity, and reusability of this resource result in the need for model management systems. The construction of a model management system involves modeling task dimension and a design level dimension. The modeling task dimension consists of model formulation, model representation, and model processing. In this paper, I identify and justify the necessary dimensions of model management research. Model 'C' is a systematic approach which provides twenty-six steps which enable managers to develop and empower their human resources. my argument that the MODEL C will open the door for more and further development studies.*

**Keywords:** New Model in Modern Management by Model C - Twenty-six Positive Steps by letter C.

### Aim of the study

An attempt will be made for new theory- Model C established by the researcher of this study to examine the best methodology to be implemented, and to what extent the new (theory-Model C) can contribute to management science. How can Model C develop good professional tools to present the Model C, in management literature. in a development project of a tool for the management Model approach is based on the international standard ISO 9001 - 2015, together with the active participation of the Pro-Improvements In the process of this stage, an exploratory inquiry methodology is used, which combines the approaches of both the guidelines of the ISO 9001 and The Harvard HRM model will be used to show the relative previous studies used before.

**Both model (ISO9001-Harvard HRM- and Maslow Model) will be the core reference for my established Model C.**

### The focus of this paper

The focus of this paper lies in offering a complementary way of evaluating the design of new approaches that can lead to professional Model mechanisms to develop the 26 steps of Model C. (Almekrad Fahad).

**Using them to give credibility and legitimacy to be road map**

<sup>1</sup> Associate professor- management science, Email: [fahad.almekrad@iuk.edu.kw](mailto:fahad.almekrad@iuk.edu.kw) , (Corresponding Author)



**for modern organization. and open the door for other scholars to take it for further studies in future.**

In this paper, we attempt to identify and justify the necessary dimensions of Modern Model Management through Twenty-six steps as a road map to be used as a professional way to accomplish business tasks. Then, we use constructs from the 26 steps of model C acceptance as model C which have been consistently could be the best way to develop human resources target toward professional skills at workplace.

**Methodology of the study**

Methodology for the Implementation of a Management Model as a Tool for Improvement By illustrating the previous Models and theories until the new Model which has been Established by the author of this research. as it is mentioned by the title of the above research. experimental Practice interviews with top leaders in Kuwait will be made for testing the model C through the leaders at private and public organization in the state of Kuwait. To see the effective result after they have their empirical experience at their workplace with Model C. And how they gain benefits from model C in a work environment. Several leaders' elites in public and private sectors have been selected for interviews to see their opinion about Model C as Road Map And to what extent can be applicable in both sectors. **Focus group** are a set of individuals explicitly selected to understand their opinions and feedback toward Model C. In the process of this stage, an exploratory inquiry methodology is used, which combines the approaches of both the guidelines of the ISO 9001 standard,

**Harvard HRM- and Maslow as a related study to start with through my study.**

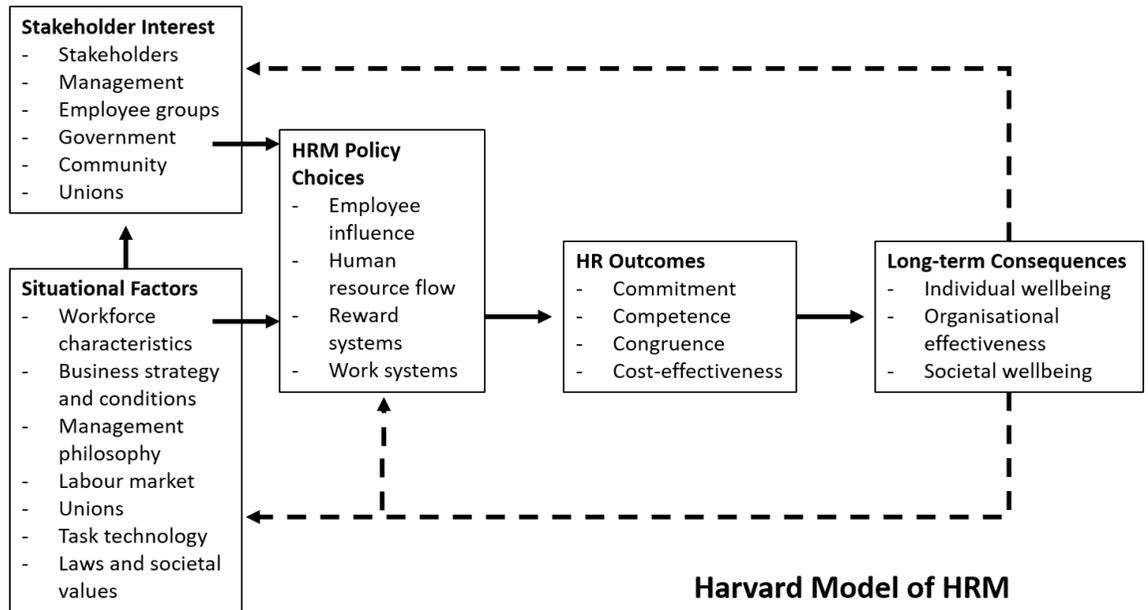
**Review of literature**

Michael Beer is commonly acknowledged as the creator of the Harvard HRM Model. However, it was first published in 1984 by a group of experts at Harvard University, led by him. The other authors of *Managing Human Assets* are Bert Spector, Paul R. Lawrence, D. Quinn Mills and Richard E. Walton. Beer et al (1984) believe there are four main areas HRM covers and where managers needed to take more responsibility for which is employee influence, this cover how employee involvement can help in decision making. The fames Harvard HRM model is one of many great HR theories and models. When implemented correctly, it can help form the bedrock of effective HR management policy and procedure. Human Resources Models help to identify areas of improvement, measure and assess the effectiveness of existing HR practices, develop strategies for implementing new HR initiatives and improve the performance of an organization's human resources department. Theories provide principles, while models serve as the organized system for HR functions. Understanding and applying HR theories within the model establishes a foundation for sustained success and employee well-being. According to The Harvard HRM model is considered one of the most influential 'soft HRM' approaches due to its focus on people rather than outcomes. The Harvard HRM model seeks to provide an optimal context for people to do their best work. The model itself dates back to 1984 and comes from the book *Managing Human Assets* by Michael Beer, Richard E. Walton and Bert A. Spector.

**The Harvard HRM Model in Practice**

Taking a look at the illustration below, the Harvard HRM model suggests it is HR's responsibility

to consider all stakeholders when preparing HRM policies and planning for a long-term future. Then, it proposes that HRM must make policy choices by assessing stakeholder interests and situational factors. These choices result in HR outcomes which will have long-term consequences for employees, business and society.



The 'Harvard' Model (Beer et al., 1984). Source: Beer et al. (1984), Figure 2-1, p.16, Map of the HRM Territory. The model is subsequently divided into five different sections and includes feedback loops to show that every element of the model affects or interplays with other elements. The five critical elements of the Harvard HRM model include:

### 1. Stakeholder Interest

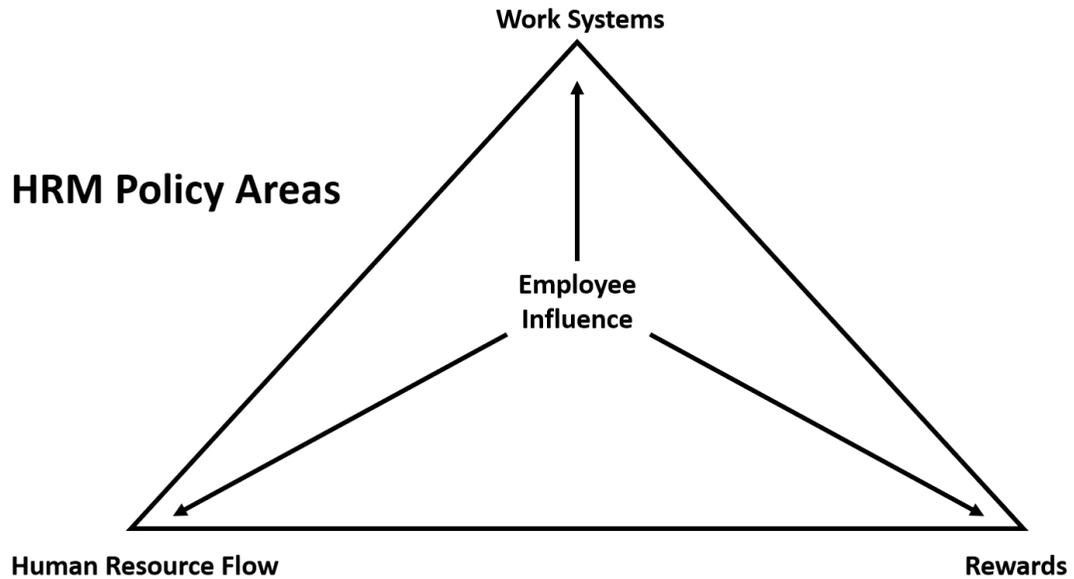
The model proposes that multiple stakeholders' values, input and perspectives must be considered before creating any policies. These stakeholders include management, employee groups, government, the community and even unions.

### 2. Situational Factors

Before making policy choices, both internal and external factors should be considered as they all influence how humans operate. The model suggests looking at the following situational factors: workforce characteristics, business strategy and conditions, management philosophy, labour market, unions, tasks, technology, law and societal values.

### 3. HRM Policies and Policy Choices

The diagram below shows the way HRM policy areas interconnect:



HR policies require both work systems and reward systems to function. In other words: HR policy determines the approach management will take to work, rewards, how HR functions and how employees are influenced. Employees work effectively when these elements find balance.

#### 4. HR Outcomes

One of the most interesting and possibly best-known aspects of the Harvard HRM Framework is the list of HR outcomes (the 4Cs): Commitment, Congruence, Competence and Cost-effectiveness. Here's an example of how the 4Cs work:

If you find the right balance of HR policies, employees **commit** to organizational goals (and overall organisational development).

When employees are well-suited to management styles and collaborate effectively, you achieve **congruence**.

A **competent** organization can attract, retain and develop employee competencies.

Can you maintain **costs** while helping employees stay motivated and satisfied with their jobs? If the answer is yes, you will have cost-effectiveness.

#### 5. Long-Term Consequences

In essence, if you use the Harvard HRM model to prepare and execute HRM strategy, the belief is that there will be far-reaching, long-term consequences. The model argues that if an HRM strategy meets employees' needs, this will help the organization compete with the external market while benefiting society and the community.

#### Putting The Harvard HRM Model into Practice

Any HR model can give organizations and HR leaders a helpful start when creating HR policies or managing HR processes more effectively. But, sometimes, taking the time to research and apply models simply isn't possible.

HR (Human Resources) theories are frameworks and principles that guide the management of people within organizations. These theories help in understanding employee behavior, motivation, development, and organizational dynamics. By applying HR theories, organizations can create strategies that align with both business goals and employee needs, ensuring a productive and engaged workforce.

The famous Harvard HRM model is one of many great HR theories and models. When implemented correctly, it can help form the bedrock of effective HR management policy and procedure. Human Resources Models help to identify areas of improvement, measure and assess the effectiveness of existing HR practices, develop strategies for implementing new HR initiatives and improve the performance of an organization's human resources department. Theories provide principles, while models serve as the organized system for HR functions. Understanding and applying HR theories within the model establishes a foundation for sustained success and employee well-being. According to The Harvard HRM model is considered one of the most influential 'soft HRM' approaches due to its focus on people rather than outcomes. The Harvard HRM model seeks to provide an optimal context for people to do their best work. The model itself dates back to 1984 and comes from the book *Managing Human Assets* by Michael Beer, Richard E. Walton and Bert A. Spector.

### **The Harvard HRM Model in Practice**

Taking a look at the illustration below, the Harvard HRM model suggests it is HR's responsibility to consider all stakeholders when preparing HRM policies and planning for a long-term future.

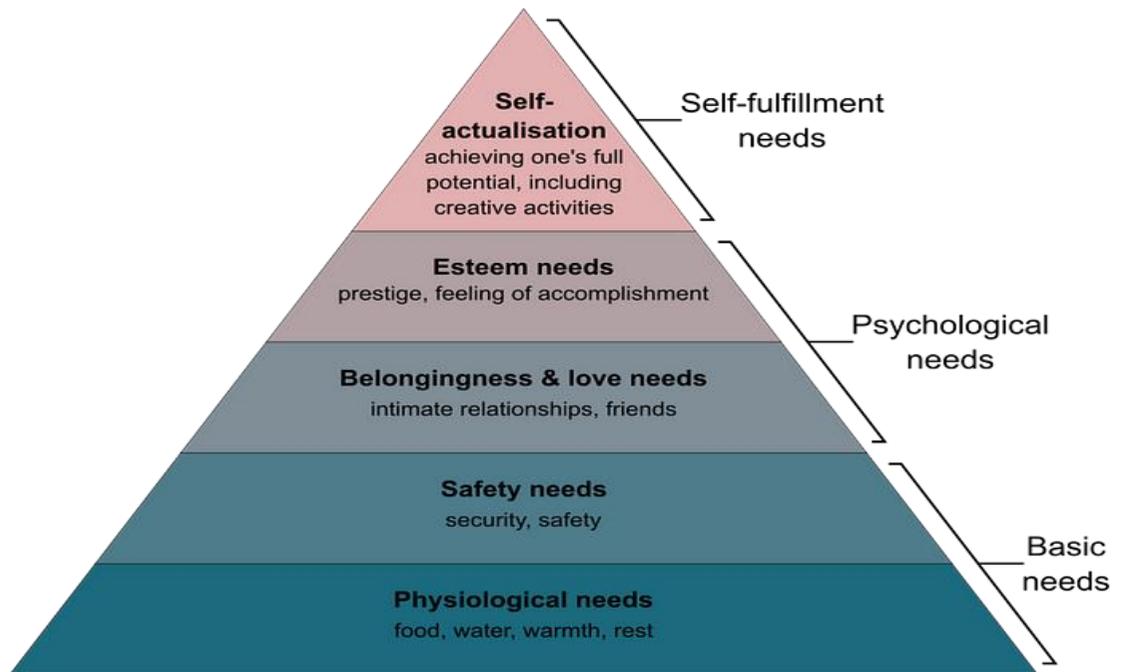
Then, it proposes that HRM must make policy choices by assessing stakeholder interests and situational factors. These choices result in HR outcomes which will have long-term consequences for employees, business and society. The Most Popular Standard in the World  
ISO 9001:2015 Quality Management Systems Standard



### ISO 9001:2015 Quality Management Systems Standard

Several previous studies described human resource management as a management discipline that sought to ensure the recruitment, training, motivation, and management of employees in such a way as to maximize their benefits for management. Thus, human resource management, although renewed and expanded in comparison with personnel management, eventually included all personnel management functions (Bae & Rowley, 2003; Torrington et al., 2007).

The Maslow Hierarchy of Needs is a theory of human motivation developed by psychologist Abraham Maslow in the 1940s Maslow's hierarchy of needs. It is based on the premise that all humans have certain basic needs that must be satisfied in order for them to function effectively and live healthy lives. Safety requirements are related to the need for security and stability. This includes physical safety, financial security, and emotional security. These needs must be met in order for a person to feel comfortable enough to pursue other goals.



Belongingness and love needs refer to the need to feel accepted, loved, and respected by others. This includes having supportive relationships with family, friends, and peers. Esteem needs refer to the need for self-esteem and recognition. This includes feeling successful, respected, and appreciated.

## THEORY

According to Oxford dictionary, theory is “a supposition or a system of ideas intended to explain something, especially one based on general principles independent of the thing to be explained”, or “a set of principles on which the practice of an activity is based.” Merriam-Webster Learners dictionary defines theory as “an idea or set of ideas that is intended to explain facts or events”, or “an idea that is suggested or presented as possibly true but that is not known or proven to be true.” In a nutshell, theory is an idea, a suggestion or a proposition put forward to explain something based on flimsy evidence or experience, but that which has not, or cannot, be verified to be true in all cases. From a management perspective, a theory is an explanation of why and what leads to certain behaviour in people. An example of management theory is Maslow’s Hierarchy of Needs, which states that people are motivated on needs that are hierarchical. When one needs are satisfied, then people are motivated to fulfil another need. As Maslow’s suggestion cannot be verified to be true in all cases of human motivation, it does not become a rule or a fact, thus it remains a proposition – or a theory.

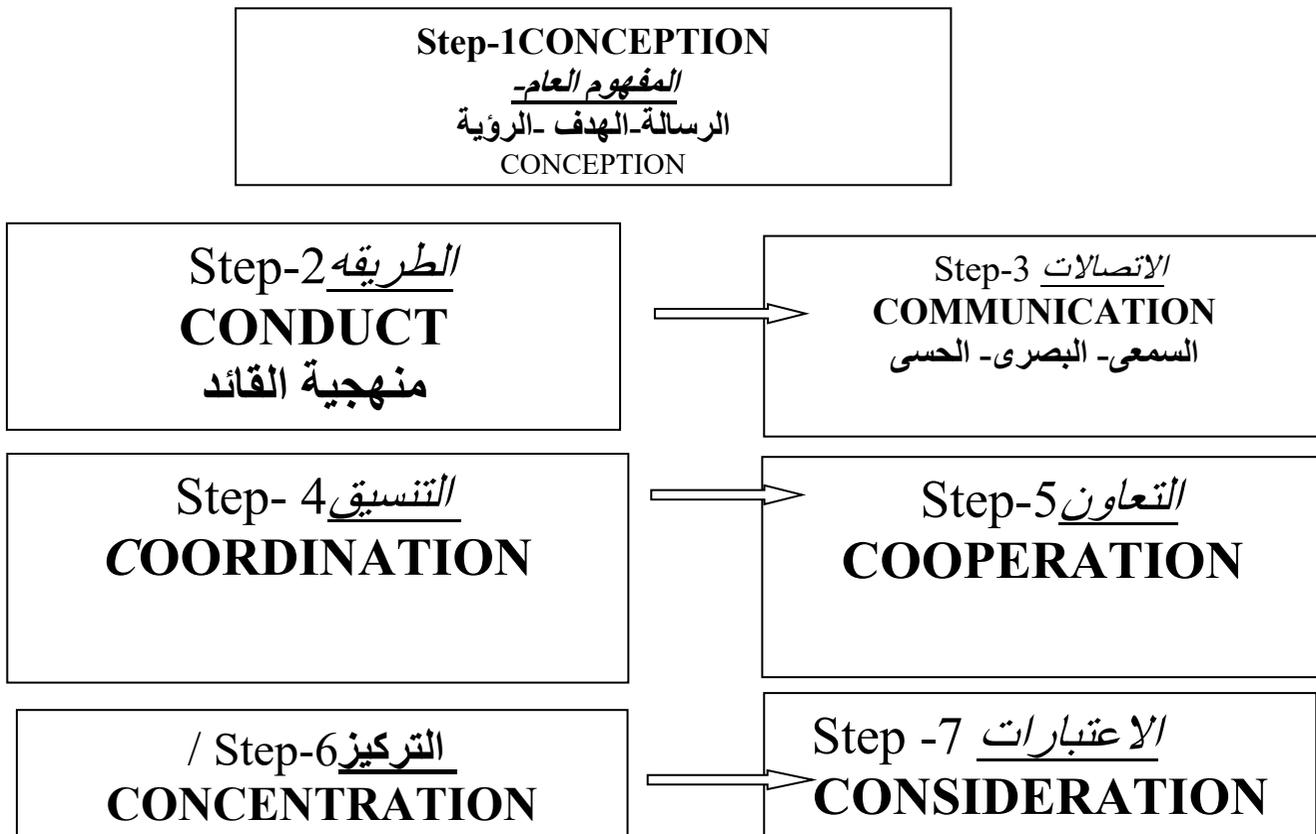
## MODEL

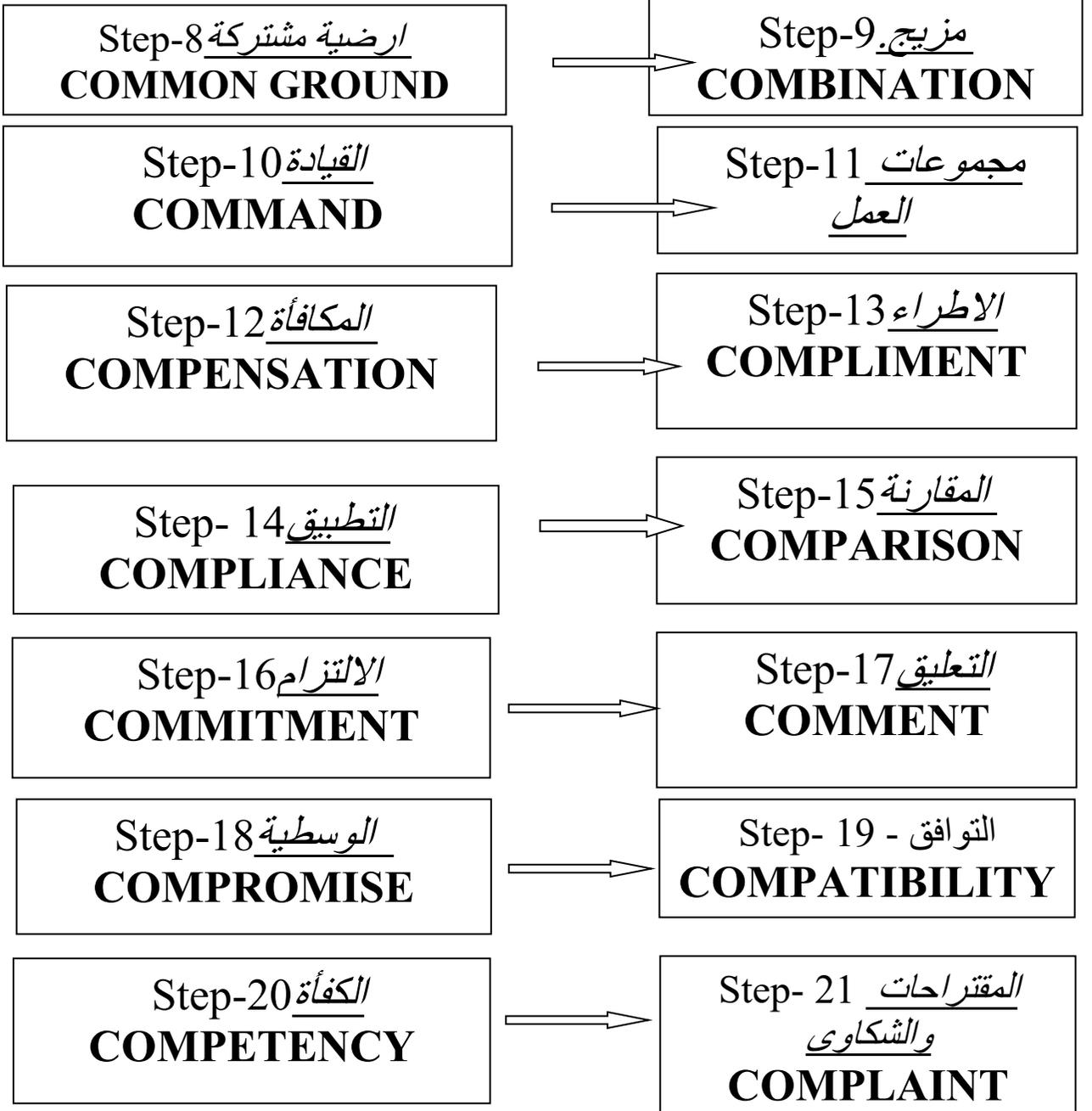
Oxford dictionary's description of model includes "a thing used as an example to follow or imitate" or "a simplified description, especially a mathematical one, of a system or process, to assist calculations and predictions." Merriam-Webster includes "a description or analogy used to help visualize something (as an atom) that cannot be directly observed."

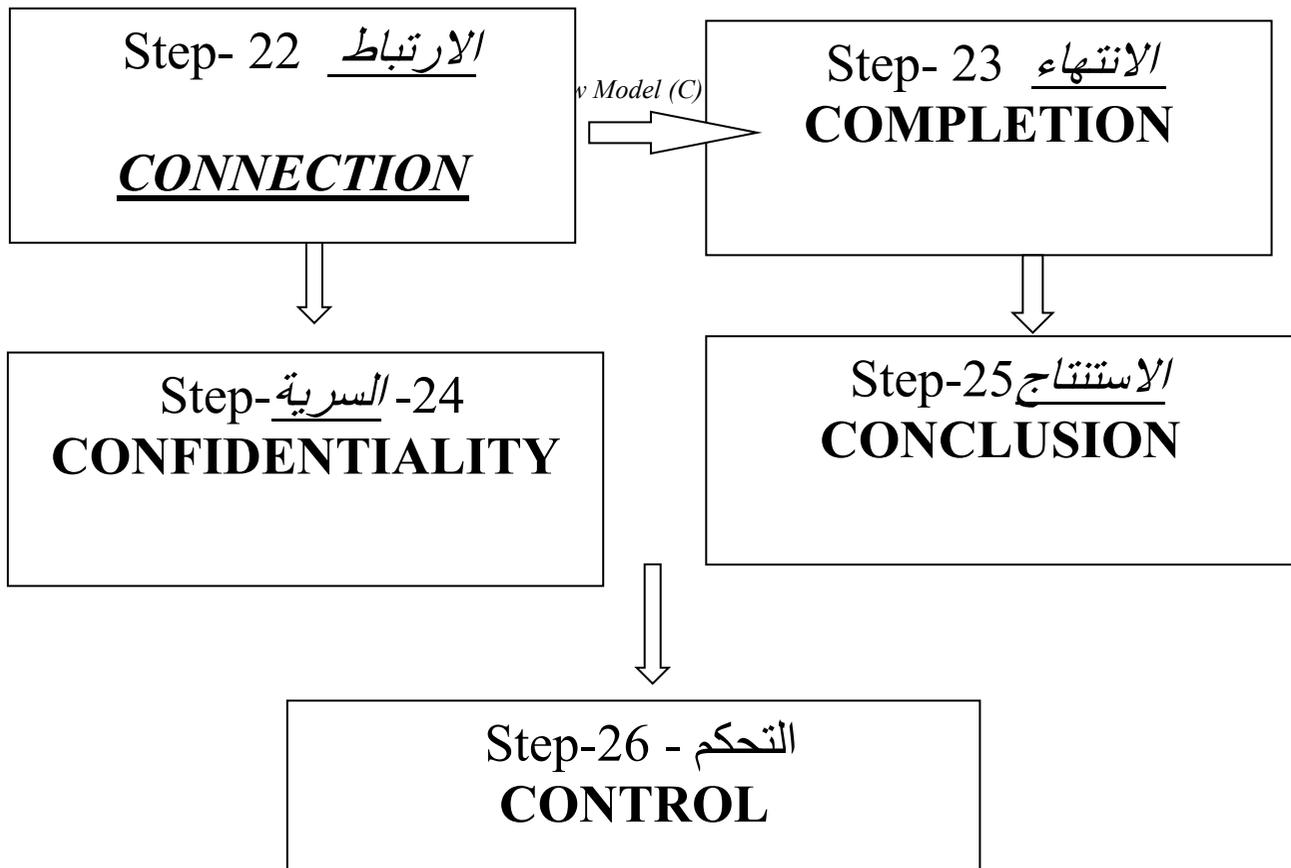
In management context, a model is an explanation of how something works, not why it works in a particular way. Model addresses 'as-is' situation, thus it could be a description of market forces interactions, it could be a process by which people learn or it could be a pattern of behaviour. Models do not answer 'why' something is done – for example, why do people learn. Example of a model is David Kolb's Learning Model which suggested that learning is a continuous cycle, with four processes: concrete experience, observation of and reflection on that experience, formation of abstract concepts based upon the reflection, and testing the new concepts. Models can be quite accurate representation of a reality but there still could be elements of uncertainty. Hence, multiple models may exist of same situation or reality. Theory: is an explanation of an event that has been supported by consistent repeated experimental results and has been accepted by most scientist. Model; a model on the other hand is a verbal or visual representation of a scientific structure, which allows scientist to construct and test inferences and theories.

### Model 'C' Twenty-Six Steps: Toward organization behavior

Established by Dr,Fahad Almekrad







### 232Model 'C' CONCEPTION

**Conception** is the process of forming an idea or plan. It is the first step in creating a strategic plan that identifies the idea and the goals needed to turn the idea into reality. The strategic plan provides a conceptual framework model that shows the company, and its employees, how the plan can be implemented within the company's corporate environment. The first step in creating public policy for sustainable human resource development is to identify the concept and its characteristics and combine it with other ideas to form the framework for a strategic plan.

#### **Key Elements of Conception:**

Consider the company's strategy and philosophy

Identify the general and private goals and interests to be encountered

Define responsibilities and duties of those involved

Provide a structured framework for the concept's implementation

Take elements such as human beings, the State, technology, and related organizations into account

Remember that many people are influenced by the organization's attitude towards the concept

Consider the current work practices and approach to learning in the work environment and how the changes will be perceived and respond to

Remember that observing, experiencing, and learning are important tools to understanding the general ideas of the organization

**Useful Words for Conception:**

**Create** (verb) to make something happen or exist

**Creation** (noun) the act or process of making something that is new, or of causing something to exist that did not exist before

**Creative** (adjective) involving the use of skills and the imagination to produce something new

**Combination** (noun) two or more things joined together to form a single unit

**Compose** (verb) to form together to make a whole

**Composition** (noun) the different parts that something is made of; the way that different parts are organized

**Credence** (noun) the quality of an idea that makes you believe that it is true

**Conceive** (verb) to form an idea, or plan in your mind, to imagine something

**Conceivable** (adjective) that you can imagine or believe in something

**Concept** (noun) an idea or a principal that is connected with something

**Conceptual** (adjective) related to or based on ideas

**Conceptualize** (verb) to form an idea of something in your mind

**Conception** (noun) the process of forming an idea or plan

**STEP 2**

**CONDUCTING AND IMPLEMENTING**

To turn an idea or concept into reality requires an organized plan or process which then needs to be constructed and **implemented** in an appropriate manner. A plan can never be implemented by one person. At various stages people will have to work together following specific directions in order to accomplish their required duties and goals. In regards to human resource development, many organizations establish Individual Development Plans (IDPs) which provide a planning process that identifies both professional development needs and career objectives. This strategy gives employees, mentors, and supervisors a better understanding of how they can **conduct** themselves in the work place, develop their individual skills and how they fit within the company's structure and long range plans.

**Key Elements of Conduct and Implementation:**

Clearly state the function and outcome of the plan

Understand the conditions and standards expected by the company

Incorporate team work within the plan

Identify Job Task Standards (JTS) and subtasks

Prepare a JTS booklet as per established format

Include the tools and skills required to be successful in the job

Define and state the job duties

Conduct weekly reports

Establish a timeline for the implementation, including a brief summary of the goals and priorities for at least one calendar year

Evaluate the implementation of the plan on a scheduled and as needs requires basis and implement reforms when needed

Determine your inputs and outputs

Establish evaluation procedures including self-assessment

**Useful Words for Conducting and Implementing:**

**Conduct** (verb) to organize and/or do a particular activity

**Conduit** (noun) a person or organization or a country that is used to pass things or information to other people or places

**Connection** (noun) something that connects two facts or ideas

**Conquer** (verb) to succeed in dealing with or controlling something

**Consequence** (noun) a result of something that has happened

**Consequential** (adjective) happening as a result of or an effect of something

**Construct** (verb) to build or make something

**Constructive** (adjective) having a useful and helpful effect rather than being negative or with no purpose

**Constructor** (noun) a person or company that builds things

**Construction** (noun) the process or method of building or making something

**STEP 3**

**COMMUNICATION**

It is essential for the company to establish and maintain clear, positive channels of **communication** between management, administration, and employees. For communication to be effective the sender should ensure that the receiver(s) has in fact received the message correctly. It is important to remember that 90% of communication is body language, gestures, and the tone and inflection of the sender's voice.

To successfully implement human resource plans and strategies it is essential that everyone in the company knows about the plan and understands how it is being implemented.

When hearing **comments** and **complaints** it is essential for human resources personnel to remember that information is often very important and **confidential**.

**Key Elements of Communication:**

Avoid misunderstanding through confusing words and phrases

Clearly define your objectives in easily understood statements

Utilize technical tools to assist in providing clear statements

Use short words rather than longer, more complicated words

Try to use simple and familiar terms and phrases

Use visual references like layouts, charts, tables, graphs and diagrams

Include photographs to illustrate your message

Gather and collate the information

Express what you want to say clearly and concisely

Provide a summary of the main issues and conclusions

**Step 4 -Key Elements of Comments**

Utilize personal skills to assist other employees in expressing their comments

Explain innovative ideas and overcome challenges through written or verbal comments

Establish and maintain effective working relationships between management, administration, and employees through positive comments

Define unclear policies and procedures through easily understood comments to employees

### **Step 5-Key Elements of Complaints:**

Create procedures that allow every member of the organization the means and opportunity to resolve employee problems and complaints

Make sure you know how the grievance procedure at your company operates

Define your problem or complaint in relation to your work

Follow the established grievance procedures and document your problem in writing

Know your options regarding employment tribunals in case your supervisor fails to resolve the problem,

Remember that it is unlawful for an employer to treat employees less favorably in employment situations because of age, gender, race, disability, religion, beliefs, or sexual orientation

Treat all workers fairly and provide equal opportunities

### **Step6-Key Elements of Confidentiality:**

Keep all information provided to the Human Resources Department in strict confidence and not share it with other people

Ensure all written material; documents, letters, electronic correspondence, financial records, company files, and company policies, be kept confidential and not shared with other people

Indicate “Confidential” on the completed output worksheets of your project telling everyone that it can only be viewed by those processing the personnel file.

Remember that all information relating to your work and concerning your health condition must be kept confidential by the organization.

### **Useful Words for Communication:**

**Comment**(noun) something that you say or write which gives an opinion on or explains something

**Concern** (noun) a feeling of worry, especially one that is shared by many

**Complaint** (noun) a reason for not being happy about something or someone

**Content**(noun) the things or information that is contained in something

**Confer** (verb) to discuss something with somebody, especially in order to exchange information, opinions, or get advice

**Conference** (noun) a large official meeting at which people with the same work or interests come together to discuss their views

**Consideration**(noun) to act or think carefully about something

**Considerate** (adjective) always thinking of other peoples wishes and feelings

**Confide** (verb) to tell somebody secrets and personal information that you do not want other people to know

**Confidential**(noun) meant to be secret and not told or shared with other people

**Consistent** (adjective) always behaving in the same way, or having the same opinions or standards

**Consistency**(noun) the quality of behaving in the same way, or having the same opinions or standards

**Compliment** (noun) a remark that expresses praise or admiration about someone or something

**Conversation**(noun) an informal talk involving two or more people

**Communicate** (verb) to exchange information, news, or views with two or more people

**Communication**(noun) the activity or process of expressing ideas and feelings or giving people information

## **STEP 7**

### **CO-ORDINATION**

For any plan to be successfully implemented all communication needs to be controlled and coordinated between departments and employees. To be effective, the proper messages need to reach the right person at the correct time. There is no doubt that working together in an efficient and organized way will result in the company successfully achieving its established goals.

Effective **co-ordination** is essential for any human resource development program to be fully implemented throughout the company. This requires a chain of **command** to delegate authority and directives. A **commission group** is the central command organization. They are the people who have been given the responsibility to control the work environment. The commission group ensures a **concentration** of attention on key facets of the program by establishing annual strategic goals and allocating financial and human resource priorities.

#### **Key Elements of Co-ordination:**

Establish a communication plan or package

Create a distribution list for the of information plan or package

Specify what changes in business are expected from the program

Identify the existing knowledge and skills as well as new skills that will be required of employees

Follow up the Individual Development Plans both individually and as a collaborative effort

Develop a plan for how the new learning will be applied to the job

Determine what learning resources and courses will be required

Specify measurable methods of gauging learning achievement

Identify all collective work that is required to implement the plan

List what resources will be required to implement the plan

#### **Step 8- Key Elements of Command:**

Influence and encourage employees to complete tasks

Access, filter, and distribute information

Develop and implement the scope of the plan's vision

Ensure the implementation of programs and guard against errors

Exercise direct authority over employees as required

Meet change through creative, flexible organizations that result in increased productivity

Follow the directives from the top management and commission groups

#### **Step 9-Key Elements of Commission Groups:**

Promote teamwork while ensuring that everyone contributes to the organization

Create annual strategies and management plans

Establish strategies to monitor and follow-up on the implementation of all activities

Compile and present an annual report on all corporate activities

Institute new human resource initiatives such as bonuses or modifying financial systems

Develop long range plans for the corporation looking 5 – 10 years ahead

Control the corporation's public relations

Coordinate inter-institutional decision-making processes

Serve as the conduit for accepting and adopting employee suggestions  
Support and maintain a positive working environment

**Step 10-Key Elements of Concentration:**

Always ensure you are focused on the task(s) at hand

Take a short break to recharge your mental batteries and then review what you have accomplished so far

Review your work periodically to determine if changes in direction are required

Use a mind-map or model to track and record your task

Reward yourself by taking breaks after periods of concentration

Follow up and update new information to help you concentrate

Be realistic when defining your tasks in terms of its content and purpose

Determine how much time and effort will be required to accomplish tasks

Break up tasks into smaller groups when one task is too time consuming

Double check all estimates when organizing your priorities

Address all doubts, either minimizing or banishing them, in order to avoid unwanted distractions to your concentration

Recognize the worth of the task at hand

Develop and practice your concentration skills beyond the requirements of your present tasks

**Useful Words for Co-ordination:**

**Control**(noun) the power to make decisions about how a country, an area, or an organization is run

**Command**(noun) an order or instruction given to a human, animal or instrument such as a computer

**Conduit** (noun) a person, organization, or a country that is used to pass things or information to other people or places

**Consistency** (noun) the quality of behaving in the same way, or having the same opinions or standards

**Completion**(noun) the act or process of finishing something

**Creative** (adjective) involving the use of skills and imagination to produce something new

**Conference** (noun) a large official meeting at which people with the same work or interests come together to discuss their views

**Contribute**(verb) to give something especially money or services to help someone or something

**Contribution**(noun) a sum of money or service given to a person or organization in order to pay for or create something

**Co-operation**(noun) the act of doing something together or working together towards a shared aim or task

**Co-ordinate** (verb / noun) to organize the different parts of an activity and the people involved in it so that it works well

**Co-ordination**(noun) the act of making parts of something, groups of people, etc. work together in an efficient and organized way

## **STEP 11**

### **CO-OPERATION**

It is vital for the successful implementation of any plan to get the **co-operation** of everyone involved. Through enthusiastic involvement, employees take on an ownership role in the project which can utilize the variety of skills and knowledge possessed by all of the team members.

For any human resource development program to be fully and successfully implemented requires the active, willing participation of all levels of the company from managers to employees. This level of participation and commitments achieved when all views are listened to and taken seriously. While everyone is listened to, **compromises** will have to occur to ensure a common vision is achieved and implemented.

To achieve teamwork and cooperation Human Resources need to establish a common identity or **common ground** from which all members of the team begin to work from. With a shared identity, teams can be built and developed to implement new programs and overcome challenges. With trust and commitment, ideas can be expressed and compromises can be achieved for the common good of the team in achieving its established goals.

#### **Key Elements for Co-operation:**

Create a positive, respectful working environment facilitating positive, interactions and affiliations between workers

Use the advice and knowledge of trained psychologists and sociologists to maintain and enhance a healthy work environment

Promote cooperative integration among workers through self teaching and learning

Help employees enhance their skills and knowledge of the work environment by working and learning together

Only accept information that contributes to the purpose of the teams mission

Encourage the asking of questions to get clearer ideas of the situation

Express concerns and criticism in terms of the problem and not the person

Follow personal and corporate guidelines

Formulate conclusions by discussing the implications and consequences of possible actions

Incorporate all learning styles by expressing complex information through a variety of methods such as graphics and visual displays

#### **Step 12-Key Elements of Compromise:**

Establish positive communication between people with opposing viewpoints

Avoid damaging the reputation of yourself and others

Resolve conflicts by finding mutually favorable terms and conditions between two different opinions

Remember that negotiation and compromise is a healthy way to end a dispute

#### **Step 13-Key Elements for Common Ground**

Remember that the effective performance of any team is based on human nature and interactions

Find common ground by creating a forum for employees to exchange ideas in a positive and meaningful manner

Build upon the existing positive social relationships within the team  
Remember that employees working in an positive team environment will provide more positive feedback and suggestions for cost effective, profitable improvements  
Know the purpose of your mission and keep the team focused on accomplishing the task

**Useful Words for Co-operation:**

**Coalition**(noun) a group formed from several different groups, agreeing to work together for a common purpose

**Commitment**(noun) a promise to do something or a promise to support somebody or something

**Consideration** (noun) the quality of being sensitive towards others and thinking about their wishes and feelings

**Communication**(noun) the activity or process of expressing ideas and feelings or giving people information

**Criticism**(noun) the work or activity of making fair, careful judgments about the good and bad qualities of somebody or something

**Concerns**(verb) to worry about somebody or something

**Commonalty**(noun) a usage or practice common to a group

**Collaborate** (verb) to work together with somebody in order to produce or achieve something

**Common Ground**(noun) opinions, interests and aims that you share with somebody, although you may not agree with them about other things

**Compromise**(noun) an agreement made between two people or groups in which each side gives up some of the things they want so that both sides are happy in the end

**Cooperate**(verb) to work together with somebody else to accomplish something

**Cooperation**(noun) the act of doing something together or working together towards a shared aim or task

**STEP 14**

**COMPTENCY**

The effectiveness of any team or organization is often measured on how **competent** the weakest member of the team is. It is also important to realize that each employee brings different competencies to the team. It is the goal of Human Resources to help each employee to expand upon their existing competencies and develop new ones.

Many successful management administration scholars are aware of the theory of competence developed in the early 1990s. This theory explains how organizations can develop competitive advances in a systematic and structural way. This integrated system is a combination of resources, management needs, and appraisal skills.

**Key Elements for Competency:**

The term competences or competencies refers to the behaviors and or skills that employees must have or must acquire in their career to be successful

Competencies are a signal from the organization to the workers of the expected areas of behavioral and skills development and the standard levels of performance

Competencies can be organized like a map for employees to follow directions within the framework of the organization

Remember that employer values and beliefs will help the company to achieve its long-term goals through a competent work force

Competencies normally fall in two categories, behavioral and technical

Use of technical tools such as the PC and the internet have given greater momentum to the development of competencies

Implement modern management competency processes that can be measured statistically

Incorporate the general framework elements of competency which include coordination skills, communication skills, people management, team skills, customer service skills, outcome results, risks and solutions

Define the goals, plan, resources and expectations from the beginning to ensure employees have a better understanding of competency

Help employees understand the work environment and their roles in it to enable them to be more effective in their work

Identify the links between performance and competency and how it creates a more productive employee.

Remember that values, aspirations, goals, and a business plan that incorporates competency development are important themes for the company to achieve performance and competency

Develop competency and performance by ensuring that all stakeholders work towards and support the organization's procedures

Ensure competency at work by demanding one spoken language that is meaningful and clear to all the employees who use it

### **Useful Words for Competency:**

**Consistent**(adjective) always behaving in the same way, or having the same opinions or standards

**Care**(verb) attention and thought that you give to something that you are doing so that you will do it well and avoid mistakes or damage

**Continuity**(noun) the fact of not stopping and not changing

**Completion**(noun) the act or process of finishing something; the state of being finished and complete

**Can-do**(adjective) willingness to try new things and expecting that they will be successful; a can-do attitude

**Canny**(adjective) intelligent, careful, and showing good judgment, especially in business and politics

**Career**(noun) the series of jobs a person has in a particular area of work, usually involving more responsibilities and skill as time passes

**Capable**(adjective) having the abilities or qualities necessary to do something

**Competent** (adjective) having enough skill or knowledge to do something well or to a necessary standard

**Competency** (noun) the ability to do something well

### **STEP 15**

### **CONVEYING, CONVINCING, and COHESION**

It is the goal of Human Resources to find key methods of having employees buy into a new human resources development plan. Different people are motivated by different stimuli such as intrinsic rewards like job satisfaction and praise to external rewards such as awards and financial bonuses. By identifying what motivates your staff and incorporating a variety of motivators into your plan you will ensure the successful implementation of the plan because the employees will take ownership of it. For some situations to **commend** employees through **compliments**, praise,

and recognition will be sufficient to motivate staff. In other situations, fringe benefits, bonus pay, or salary increases may be required. Another motivating factor for employees is to know that the company cares about them and for them. This can be achieved by establishing strong safety precautions, which are enforced, to help create a positive, safe work environment. By providing a system of compensating employees who are injured on the job, the company further demonstrates their commitment to their workers. In the case of injuries sustained on the job, it is important to establish fair and clear regulations regarding **compensation** and for both employees and employers to adhere to those principals. When employees have both internal and external rewards fulfilled and are working in a positive work environment job satisfaction can be achieved. This will **inspire** employee dedication and be the foundation upon which the team is built.

#### **Step 16-Key Elements for Complimenting and Commending:**

Always keep business ethics in mind

Do your work with honesty, integrity, and trust

Ensure that intrinsic rewards are always present

Learn from mistakes and avoid repeating them by working with others

Build employee self-confidence by overcoming challenges

Work together to deal with challenges of a changing work environment

Do some case studies that provide alternative solutions to problems

Encourage employees to keep themselves updated in training courses related to their job

Enable employees to keep their supervisors updated on daily progress

Create a positive, interactive environment for communicating the company's mission statement and its objectives

Establish systems where quality, quantity, time, and cost are observable, measurable, and achievable

#### **Step 17Key Elements for Compensation:**

Establish strict health and safety procedures and adhere to them

Investigate all accidents and follow established procedures to avoid further accidents. Include photos of the location and machinery involved

Promote safe work practices at all times

Ensure all injury claims are completed correctly and followed through

#### **Key Elements of Convincing and Inspiring:**

Provide overpowering, compelling reasons to be involved

Create powerful and irresistible situations that result in acute admiration and / or respect for the organization or program

Instill integrity and admiration of key players and the company

Remain within the guidelines of the company's policies

#### **Useful Words for Conveying, Convincing, and Cohesion:**

**Commend**(verb) to praise somebody or something, especially publicly

**Commendation**(noun) an award or statement giving public praise for somebody or something

**Commensurate** (noun) matching something in size, importance, and quality

**Concentration**(noun) the ability to direct your attention and focus on one thing or person

**Care**(verb) attention and thought that you give to something that you are doing so that you will do it well and avoid mistakes or damage

**Consideration**(noun) the act of thinking carefully about something

**Compensation**(noun) something, especially money, that somebody gives you because they have hurt you, or damaged something that you own

**Convey** (verb) to make ideas and/or feelings know to somebody

**Conveying** (verb) to impart or communicate by statement, suggestions, gesture, or appearance

**Convince**(verb) to make somebody or yourself believe that something is true

**Convincing** (adjective) that makes somebody believe that something is true

**Cohere** (verb) to have a clear logical connection so that together they can make a whole

**Cohesive** (adjective) forming a united whole; causing people or things to become united

**Cohesion** (noun) the act or state of sticking together

## **STEP 18**

### **COMMITMENT**

Once a cohesive team has been established, its collective energy needs to be focused on a specific task or goal. Once the team dedicates itself to achieve specific tasks or goals **commitment** is achieved. It is the company's determination to achieve quality and excellence in all of their activities, this serves as a demonstration of the team's commitment. For the team to be successful, each employee must be willing to work hard and give their time and energy to accomplish whatever task they encounter. The basic philosophy of the human spirit and the drive of an organization often have far more to do with its relative achievements than technological or economic resources. Individual commitment, peoples' belief in an organization, and how faithfully they support its endeavors will ultimately be the deciding factor in the success or failure of a project.

#### **Key Features of Commitment:**

Demonstrate that leaders hold a set of values, principals and beliefs

Ensure commitment through a common vision and purpose within the organization

Remember that an effective leader will possess a strong sense of personal integrity and self confidence

Share in the success, this promotes continual self employment of its employees

Respect people and treat them fairly and commitment is created

Remember that the quality of the organization's commitment to its customers and its results are largely based upon the quality of its commitment to people

Strengthen the relationship between consumers and a particular brand of service through committed employees

Demonstrate organizational commitment through something pledged by the organization to and for its members

Always remember that information about physical information is based on a particular place and time

#### **Useful Words for Commitment:**

**Cooperation**(noun) the act of doing something together or working together towards a shared aim or task

**Creativity**(noun) having the skill or ability to produce something new

**Communication**(noun) the activity or process of expressing ideas and feelings or giving people information

**Can-do**(adjective) willingness to try new things and expecting that they will be successful; a can-do attitude

**Capable**(adjective) having the abilities or qualities necessary to do something

**Competent** (adjective) having enough skill or knowledge to do something well or to a necessary standard

**Concentration**(noun) the ability to direct your attention and focus on one thing or person

**Commit** (verb) to promise sincerely that you will definitely do something, keep to an agreement or arrangement

**Committed** (adjective) willing to work hard and give your time and energy to something; believing strongly in something

**Commitment** (noun) a promise to do something or to behave in a particular way; a promise to support someone or something

## STEP 19

### COMPARISON

When handled thoughtfully, **competition** can stimulate individuals to work harder and teams to achieve results previously believed to be unattainable. Competition can often be created by comparing the success of rival corporations and encouraging employees and teams to be their best.

When handled carelessly, competition can prove to be divisive and destructive to a team, a company, and the implementation of a new human resource program. Competition usually creates **comparisons**, which in turn can have employees seeing more positive options in other places. It is important to channel, or **combine**, competition and comparisons in quantitative and qualitative ways so that employees feel that they are in the right place for them and that the positives far out weight the negative aspects of their job.

#### Step20-Key Factors of Competition:

Provide a lot of positive comments and communication

Encourage cooperative interaction among team members

Be open to new ideas from everyone – think outside the box

Aim high, shoot higher...

Use technology, psychology, and organizational behaviour to assist you

#### **Key factors of Comparison:**

Be positive at all times

Be aware of all influences in the work place, both external and internal

Constantly observe and evaluate the effect that the competition and comparisons has on the team

#### Step 21--Key Factors of Combination:

Use technology, psychology, and organizational behaviouranalysis to assist you in achieving your goals

Involve everyone in planning processes and brain storming sessions

Study and analyze all schools of thought in management processes to get a better understanding of team building

Be aware of all influences within the work environment, both internal and external

Test and evaluate all variables that could have a positive and negative impact on the team  
Evaluate and measure all (staff) processes through surveys that include both administrative data and field work

### **Step-22-Competition**

**Cooperate**(verb) to work together with somebody else to accomplish something

**Cooperation**(noun) the act of doing something together or working together towards a shared aim or task

**Creativity**(noun) having the skill or ability to produce something new

**Communication**(noun) the activity or process of expressing ideas and feelings or giving people information

**Compete**(verb) to try to be more successful or better than somebody else who is trying to do the same thing

**Competition**(noun) a situation in which people or organizations compete with each other for something that not everyone can have

**Compel** (verb) to force somebody to do something, to make something necessary

**Compare**(noun) to examine people or things to see how they are similar and how they are different

**Comparison**(noun) the process of comparing two or more people or things

### **STEP 23**

#### **COMPLETION and CONCLUSION**

Making the final determination that a project has been successfully **completed** a crucial step in implementing a human resources program. Prematurely deciding that a project is completed and withdrawing resources can hinder or stop the successful completion of the project. At the same time, allowing a program's implementation to continue long after it is actually in place and running effectively can unnecessarily drain valuable resources from the company.

**Conclusion** of a project should only be considered after,

All of the policies and regulations are in place and running effectively

All tasks and goals established in the original implementation plan have been successfully completed

Or, when the commission group has decided that a specific policy, regulation, task, or goal is no longer essential for the successful implementation of the program.

The decision to conclude the implementation of the project should be presented in a final progress report that summarizes the evaluation and self-assessment procedures; that were implemented in step two of the implementation process, and clearly shows that the project has been successfully completed.

#### **Key Elements of Completion:**

Implement an evaluation process for the project to ensure its continued success

Minimize the risks associated with a final decision by using excellent research and analysis of all the variables at play in the work environment

Ensure that employees have the ability to provide a final evaluation on the project to ensure problems have not been over looked

Clarify the major and minor priorities of the project and indicate their status of implementation

**Key Elements of Conclusion:**

Maintain clear lines of communication. This will successfully finalize the conclusion in a positive way

Terminate the program smoothly utilizing time, resources, and choices in an optimum manner

Indicate the level of success in your report's conclusion using solid statistics

Ensure that all parties involved have received appropriate recognition for their efforts to successfully implement the project

**Useful Words for Completion and Conclusion:**

**Communication**(noun) the activity or process of expressing ideas and feelings or giving people information

**Clarity** (noun) the quality of being expressed clearly; to think about or understand something clearly

**Clarify** (verb) to make something clearer or easier to understand

**Congratulate** (verb) to tell somebody that you are pleased about their success or achievements

**Congratulation** (noun) a message congratulating somebody that you are happy about their success and achievements

**Commendation**(noun) an award or official statement giving public praise for somebody or something

**Continuity**(noun) the fact of not stopping or not changing

**Concise**(adjective) giving only the information and information that is necessary and important, using few words

**Classify**(verb) to arrange something in groups according to features that they have in common

**Confirm**(verb) to state or show that something is definitely true or correct, especially by providing evidence

**Confirmation**(noun) A statement, letter or report that shows that something is true, correct, or definite

**Complete**(verb) to finish making or doing something, to make something whole and perfect

**Completion**(noun) the act or process of finishing something; the state of being finished or complete

**Conclude**(verb) to come to an end to bring something to an end; to arrange and settle an agreement with somebody formally and finally

**Conclusion**(noun) the formal and final arrangement of something official

**Result And Discussion**

According to the analysis of the survey and interviews of the employees who work in the management both in public and private sectors, agrees that Model C considers both theory and model in the same time. It is considering a road map for business, companies at private sectors as well as in public institutes and ministries. The study shows a strong relationship between theory and model C, and complete component mechanism to be handbook tools and good management reference for leaders, to get higher performance at workplace. Theory is the philosophy to be reflected and seen in model diagram, illustration and map out to explain the New Modern Model C.

95% of the interviews agree that model C is the positive way to deal with daily business work. Both leaders belong to the public and private sectors agreed that model C can be applicable for work application forms and duties. The importance of the study also shows that the Smart calendar for employees exists through the study which indicates the performance for every individual working in the organization. besides bibliography for the worker to accumulate his efforts and role responsibilities during the period the employees spend at his work. The analysis of this study indicates that to the highest level in the organization is the leading to direct and supervision the model C within the organization departments . To be implemented to all departments at workplace. Majority of the employees in both private and public sectors show that Model C is important to build a strong road map to accomplish and carry out the daily business work professionally and successfully to accomplish the responsibilities. Female and male at workplace agreed that model C can be useful for all department and divisions from the top until the bottom level. During interviews with some leaders and middle management supervisions as well as the team leaders agreed that model C is important for the following reason, it is indicating clear conceptual framework, clear plan, clear strategy, beside clear vision, mission, and goals. Most the interviewers 92% agreed that model c is clear and can be adoptable at the work environment. At culture and structural level, it can strengthen the diversity and competitive advantage among employees within model C context. The findings show that most respondents in both sectors agreed that model C is away to build strong component mechanism. The study suggest that Model C gives several important factors such as clear communication among divisions and departments within the hierarchy. Collaboration and coordination will be key important factors to facilitate the process of input -output. additionally, the leaders respond that model C open the door for more sustainable development for the organization to reach great performance, productivity and quality. Beside strong interpersonal relationships in organization behavior.

## **Conclusion**

From my previous Studies Model C represents a mix of mechanism context of theory and road map model it can be applicable for all private and public sectors to manage their outcome product. There for it will contribute to the science of management from my deep studies of this model it is consider both model and theory.

### **In summary we can conclude the following:**

Model C is systematic approach emerge from general philosophy of theory through the letter C. It is complete pattern of Chain. It is lead for good organizational structure and culture. To achieve business success. Twenty-Six steps are foster appositve attitude makes employees Feel heard, seen and liked. Motivating for competitive and enthusiasm worker. Encourages employees to strengthen leadership And problem-solving skills. In contrast to theories, models—as highlighted illustrate with precision the mechanisms that might govern the processes. The terms *theory* and *model* have been defined in numerous ways, and there are at least as many ideas on how theories and models relate to each other. the study shows that theories is a set of principles on which the practice of an activities is based to understand the main thoughts and ideas which facilitates description, prediction, and control. While the model which emerge from theory help us to illustrate through diagram, forms handbook and calendar note. With clear

structure, clear function and clear discipline.

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