

CAREER DEVELOPMENT WITHIN SIK A PERSPECTIVE: CASE STUDY OF SINDH, PAKISTAN

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ABSTRACT

Career Decision Making Process (CDMP) of individuals is rarely based on their Skill, Intellect, Knowledge and Attitude (SIKA), rather it largely depends on the impact of influences that persons are carrying. The individual competence (set of SIKA) is affected and influenced by his particular role in a team. This article confirms and validates the synchronization of individual role within teamwork dimension. Also, having analyzed the factors which influenced personality and credentials for teamwork, this paper substantiates the relationship between individual and team. The conceptual construction of this paper has been carefully assessed from interviews and consultations with individual workers and managers of sugar factories of Sindh, Pakistan.

Key words: Teamwork, Individualism, Individualistic Approach, SIKA (Skill, Intellect, Knowledge & Attitude), Organization, Management, HoDs' (Head of Departments)

INTRODUCTION: MILIEU, PURPOSE AND RATIONALE

Individualism with teamwork might be having an important effect on organizational culture as consequence of the fact that all organizations embedded within the societal cultures which are likely to have an ambient influence on organizations embedded within them. With regard to managing individualism and organizational culture the authors have found that there is a lacuna in Team-and-Individualistic approach particularly in connection with organizational behavior and productivity. This paper attempts to redefine organizational team credentials and possible strong influences on individual's personality – mainly individuals of sugar factories of Sindh, Pakistan.

The main argument of this study is that managing teamwork with 'sponsored and maintained' individualism might be having meaningful dimensions in the outlook of an organization. There are

reasons to consider it as true. The fact is individual and teams represented at both the individual level and at the societal level suggests that they are extremely salient themes or patterns that people use to understand, categorize and interpret their environment and to structure their sense of self and identity (Christopher Robert & S. Arzu Wasti: 2002). Because most people spend a significant portion of their time at workplace, it would seem unlikely that individualism and teamwork are important at the individual and societal levels, but not in organizational milieu.

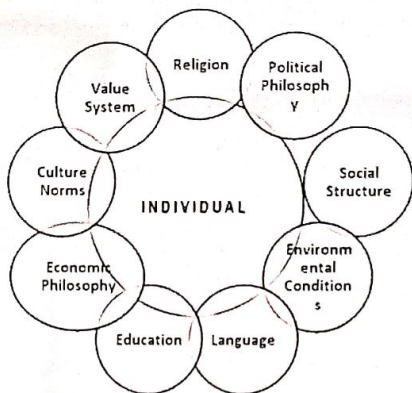
The causes of an organization where profits are low and products or services are of below standard, we definitely uncover, inter alia, off – beam selection, i.e. some wrong individuals at the wrong teams. It does not only impinge on the organizational efficacy but also ruins the skills and capabilities of an individual engaged or placed in such team structure (Hofstede, 1985). Organizations hire people to wring out maximum efficiency from them and as efficiency is net outcome of the performance, while performance is the demonstration of competence at workplace by an individual employee. When we refer competence, it is basically a set of Skill, Intellect, Knowledge and Attitude (SIKA). To develop competence we need: (a) Ability (b) Knowledge (c) Understanding (d) Skill (e) Action (f) Experience (g) Motivation, along with other social and attitudinal factors (Weiner: 2001:29). It is therefore significant to pursue for such attributes (SIKA) within the composition of personality of an employee who is going to join any organizational team. For the amount or proportion of SIKA within the composition of team, individual is varying according to the requirements and constraints of an organization.

An individual within a team is said to be competent if possessing the requisite amount of SIKA, however motivation is a function of a whole range of external and internal factors. Intellect, Knowledge and Skill are inherent characteristic, therefore, their demonstration are bound to happen at workplace and during the performance of specific task. Skill is a combination of factors resulting in competent, expert, rapid and accurate performance equally applicable to manual operations and mental activities (Welford, 1968).

Research on person-organization fit stresses the notion that congruence between an employee's characteristics and those of the organization is desirable for both the individual and the organization (Christopher Robert & S. Arzu Wasti: 2002). Therefore, the management of such organizations is least bothered about the conduct of an employee demonstrated at workplace or in the company of other employees. In given circumstances such organizations may keep the Attitude at lower priority and Skill, Knowledge and Intellect may be given high priority in SIKA scale. Statistically we can write it as:

$$X = S + K + I - \Delta A \quad \text{with } \sum S \geq K \geq I$$

Attitudes exist in individual and only become visible in the way individuals interact. Managing teams with individualism is the predisposition to treat the individuals as the most meaningful organizational component. Individuals are adhered to notions such as independence, uniqueness and self-reliance while Teams are suggestive of interdependence, belongingness to team and subservience to the wishes of the team. Placing employees in a group and telling them to work together as team to achieve common objective does not result in cooperation and teamwork. Employees may still lack several people-oriented values such as listening, presenting one's own ideas, responding constructively to others, providing support, recognizing the interests and achievement of others, building team charters, and managing conflicts among others (Anderson, 2001). From the interviews of 34 individuals employed in different sugar factories of Sindh, it was revealed that they are reasonably (financially) rewarded, but their individualist role in team is not significantly recognized. Additionally, there is a gap between Team and Individualistic approach particularly in connection with organizational behavior and productivity, as shown in Figure below:



LITERATURE REVIEW

People are partly a product of their environment; therefore, “people who regard themselves as highly efficacious attribute their failures to insufficient efforts, and those who regard themselves as inefficacious attribute their failures to low ability” (Bandura A. 1994). Individuals with Teams are for competitive performance and performance is based on the competence of an employee. Overton (1985) adapted the competence – performance model by introducing moderating variables such as cognitive style, memory capacity, familiarity with the task situation, and other individual difference variables (Winterton, 2005). Developmental psychologist (e.g. Gelman and Geerano, 1989; Gereeno, Railey and Gelman, 1984; Sophian, 1997) commonly break competence down into three analytical distinct components:

- I. **Conceptual Competence:** Rule-based, abstract knowledge about an entire domain,
- II. **Procedural Competence:** Procedure and skills needed to apply conceptual competence in concrete situation, and
- III. **Performance Competence:** Required to assess a problem and select a suitable strategy for its solution.

Whereas Stemberg and Kolligian, (1990), Stauder (1992) further divided competence into three components:

- I. **Heuristic Competence** which is equal to generalized expectancy,
- II. **Epistemological Competence** which is tantamount to belief & confidence that one possesses domain, and
- III. **Actualized Competence** monetary subjective self confidence based on Attitude, Knowledge and Skill.

Sandberg (2000) argues that since an individual's performance is influenced by their interaction with others in the workplace, it is collective (team) rather than individual competence that should be focused.

According to Jacques (1994), individual working capability comprises three aspects:

Current Potential Capability: The maximum level of work that person could carry at any given point in time. Work that the individual valued doing and had been able to gain the necessary experience and skilled knowledge to perform.

Current Applied Capability: The level of capability a person is actually applying at a given moment in some specific work.

Future Potential Capability: The predicted level of potential of potential capability that a person will possess at some specific time in the future.

Theoretically, the organization is the subjective experience of congruence between the values that shape a person's general expectations and their perceptions of whether or not those values are represented in a specific context. Fit and Misfit interactions are hypothesized to have implications for job attitudes such as job satisfaction and organization as well as team respect. This is consistent with Locke's (1976) suggestion that job attitudes result from met expectations about what the workplace should be like and with the traditions in the Individual - Team fit.

As mentioned in "empirical test of measures" conducted by Christopher Robert & S. Arzu Wasti (2002) and in review of literature on individualism and teamwork, particularly with regard

to possible links between individual, team and organizational culture (e.g. Chatman & Barsade, 1995; Earley & Gibson, 1998; Hofstede, 1980; Triandis, 1995), as well as numerous discussions with participants in this study, the relationship between individual and teamwork can be classified in categories: (1) maintenance of individual uniqueness and personal growth, (2) the role & appropriateness of competition, (3) meritocracy in process and procedures, (4) a focus on teamwork vs. individualism, (5) paternalism or protection of workers by management, and (6) team vs. individual responsibility or a sense of collective outcome.

The characteristics of members in team are very important in order to establish a relationship between team and individual. According to Blackmon (1998), managers must consider three types of traits in teammates in setting up a team: (1) Task Relevant Skills, (2) Correct Interpersonal Skill, and (3) a degree of diversity i.e. personalities, gender, ethnic group, attitudes, experience.

This study also incorporates Assertive Communication Skills, which are also very important factor for establishing and keeping the relationship between team and individual. In this study, we examined the impact of rewards and task completions deadlines on avoidance of conflicts within team.

Many factors definitely influence team solidarity. The communication of set of behaviors expected of an individual occupying a particular position in a group is also needed to institute relationship between individual and team. Clearly defined roles in a team, not directly addressing a task itself but instead helping to foster the team unity, positive interpersonal relations among teammates and development of their ability to work effectively together can weld the team into a organized component of the organization.

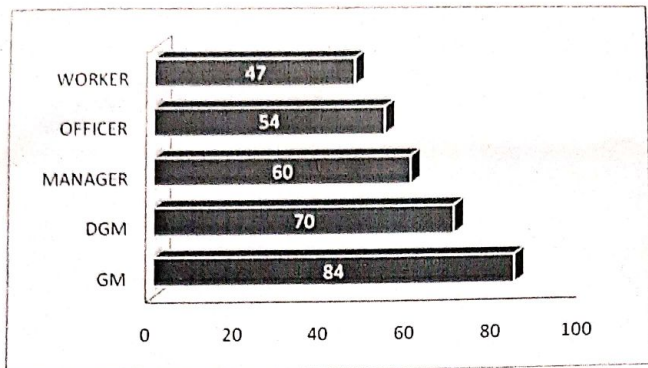
Other factors that can unify individual and team together are similar attitudes and values, discovering common ground and develop mutual understandings. External threats, such as fierce outside competition or survival challenges give compelling reason for a team to pull together as a organized part of the organization

and major successes produce strong positive feelings about Teammates (Bartol & Martin, 2001). Difficulty in joining a group, based on factors such as high standards, sacrifice or difficult training can build a common bond. Finally, Team size can be a factor. Team and Individual relationships became easier when group is small, and it is more difficult to achieve and maintain as Team grows larger (Brown 1988).

The review of aforementioned literature validates the importance of an individual in the composition of any organization and team in the different dimensions of Skill, Knowledge, Intellect and Attitude (SIKA).

METHODOLOGY

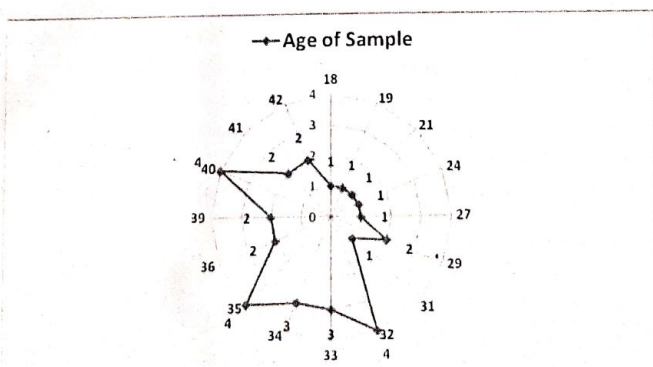
Team-building involves minimal factors and attributes of individual, manager and organization. Therefore, sheer number of employees of an organization is examined to ascertain the relationship between Teamwork and Individual as well as individual potential or employees' characteristics. The closed and open ended questionnaire was designed to conduct surveys that related to employee's SIKA, Efficacy and Motivational approach. Interviews were also conducted to analyze independent variables, correlating between teamwork and individual management. Concerning SIKA, Myers-Briggs Type Indicator (MBTI) was used in order to extract the perceptions of teammates and responses were also measured on Likert scale by giving them appropriate weights from 'Strongly Disagree' to 'Strongly Agree' basis and accumulated to tune of 100 as shown in the graph below:



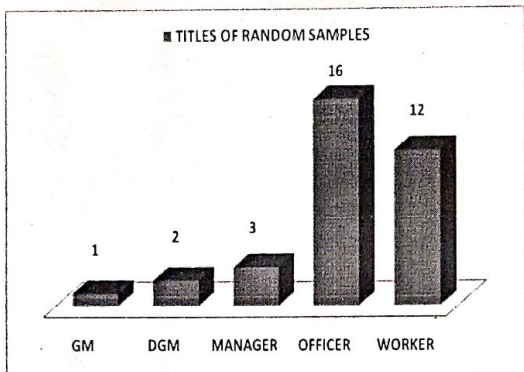
The random stratified sampling methodology is adopted for this study and responses were taken from the different participants/strata.

Description of Participants / Samples in this Study

34 participants in smaller final sample were selected from a larger pool of 200 employees who have completed at least their 5-8 years in service (mean service = 6.5 years) at any sugar mills in Sindh and of 42 years age (mean age = 36.5 years), as shown in the Radar Chart below:



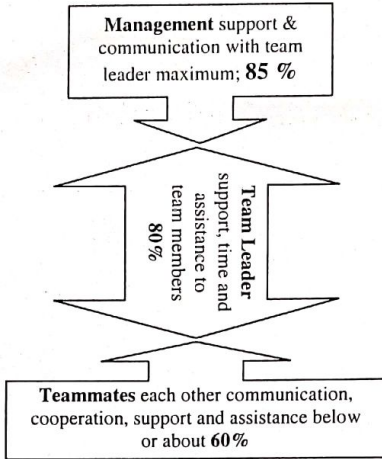
The designations of participants were Head of Department (i.e. GM, DGM, AGM, Manager & Chief Engineers) to Supervisor or equaling levels (i.e. Assistant Engineers / Chemist, STO, TO, Foreman, Supervisors, Mechanic, Fitters and Helpers), as shown in the Cluster Column below:



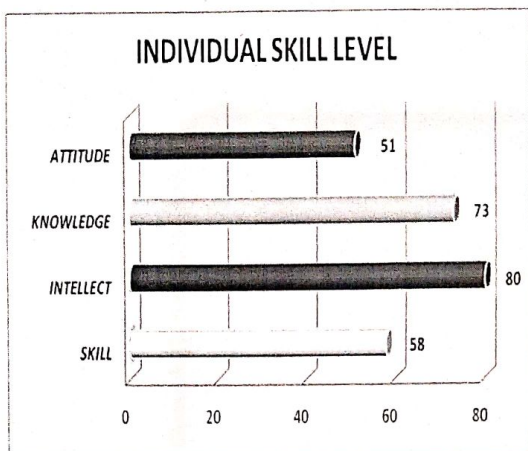
Participants were also well acquainted with quality objectives, team philosophy and management policies.

Knowledge about selection, promotions, reward and punishment to the extent of termination was also tested and opinionated tendency was observed.

Management support and communication with team leader was maximum 95%, team leader support, time and assistance to team members were 80%, and communication, cooperation, support and assistance among each other were below 60%. Thus, team is seemingly achieving its target in skewed and narrow manners, as shown below:



Majority of participants were experienced and qualified, therefore their individual competence was analyzed on SIKA scale, depicted in the Cluster Bar below:



DISCUSSION

Bandura (1994) asserts that those who enter adulthood with poorly equipped skills and plagued by self-doubts find many aspects of their adult life stressful and depressing. It is one thing to get started in an occupational pursuit, it is another thing to do well and advance in it. Each role in the organization has two aspects, one is application and other is effectiveness. Application is the degrees to which people apply themselves to their work – people differ not only in their ability but also in their will to work. While, effectiveness is the extent to which the application of human effort brings the desired results in output and quality depending on Skill, Intellect, Knowledge, and Attitude (SIKA).

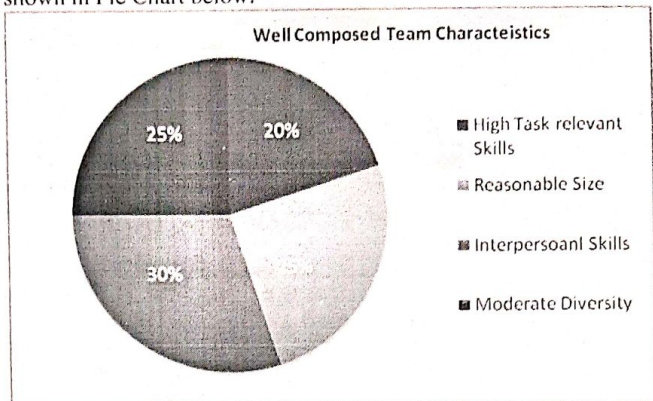
The well-known principles of good teamwork such as unity of command, delegation and span of control are intended to provide for specialization and division of work and coordination within the organization. An organization needs to be dynamically operated and led towards objectives and must be maintained, serviced and reorganized from time to time to meet new objectives. Teams succeed or fail depending on managements' attitudes, strategy, policy and, most important practical action and profound

attention towards the individual dealings. The best strategy for wringing out maximum from the Teams is based on increasing investment in personnel and better management practice and style. In a country where unemployment ratio is much higher and people are looking for job in order to earn their butter & bread due to unfavorable economic conditions, they willingly accept whatever offer/position they receive from whatsoever organization or business without keeping in view their SIKAs as clearly indicated in the Cluster Bar above. Therefore, business organizations of Sindh in general have not such talented and vibrant human resource particularly at grassroot. Further, a person with relevant knowledge and skills but inappropriate attitude will not be able to contribute as much to the organization and the community.

Kathryn Bartol & David Martin (2001) have described team as a group who interact to achieve a common goal and combine appropriate individual talents with a positive team spirit to achieve results. Viewing teamwork in this way, team synergy can contribute to effective task behavior in two ways. First, Group members can find innovative ways to avoid 'process losses' and thereby minimize waste and misuse of member's time, energy and talent. Second, members can interact synergistically to create new internal resources that can be used in their work capabilities that did not exist before the group created them.

There are four characteristics of well composed team: (1) Individual members have high task relevant expertise, (2) The size of a team is just large enough to do the work, (3) Individual members have interpersonal as well as task skills, and (4) individual membership is moderately diverse. On point (4), as confirmed from this study, members of an excessively homogenous group may get along well together but lack the resources needed to perform the task because the members essentially replicate one another. While, an excessively heterogeneous group, on the other hand, may have a rich complement of talent within the team but be unable to use that talent well because members are so diverse in values or perspective that they cannot work together effectively. Consequently, in composing a team, a right balance be maintained between

homogeneity and heterogeneity so that teammates should have a variety of talent. Well-composed team should have characteristically following numerically strength percentage as shown in Pie Chart below:



RESULTS

As said hereinabove, this study validates that the job attitudes would be more positive when there was congruence between an individual's values and their perception of the Team's values, and less positive when an individual's values contrasted with those of the Team. Therefore, organizations should select individuals who fit in their team culture and traditions.

This paper also validates from the analysis that heterogeneous groups with different experiences, knowledge and intellect / thinking styles have the greatest potential for innovation and creativity and can accomplish tasks that surpass the capabilities or capacities of the homogeneous ones, thereby confirming that appropriate or required amount of SIKA within the individual is more important factor.

This paper also confirms that success of a team does not rest only on the uniqueness of teammates like, Gender, Education,

Skills and other factors but the diversified SIKA can also lead a team to successfully attain the objectives.

This study also investigated Teamwork Credentials that are fundamentals of collaboration and correlation. From the review of literature as mentioned above and by several interactions with participants in this study, it can be concluded that there is a need to redefine organizational team credentials and possible strong influences on individual's personality mainly employees of business organizations in Sindh. In this connection, following fundamental components for the formation and completion of any Teamwork or team credentials may help:

1. **Clarity of Purpose:** The purpose for which team is composed.
2. **Talent Acquisition:** The right and skilled person selection as team member & mentor.
3. **Unity of Command:** The total focus on single authority
4. **Resource Allocation:** Supplies of appropriate and required quality resources.
5. **System Association:** All processes and procedures of teamwork must revolve in accordance with system in vogue.
6. **Process & Person Placement:** In time implementation, erection and maintenance of process, while adequately fixing employees.
7. **Synchronization:** Harmony among all stakeholders relevant with the task.

However, the nine factors as mentioned in tabular from below, strongly influence on personality of an employee, particularly in business organizations of Sindh. The behavioral scientist and psychologists have already identified most of the below-referred traits but the impact of these traits on the work teams has not been defined.

S.#	Factors	Interpretation	Adverse parlance / Influences				
			Deeply Rooted	Existed	Neutral	None Existed	Apposite
1	Religion	Taboos and totems effects working capability and cause of puritanical attitude	5	4	3	2	1
2	Political Philosophy	Seriously effect on the ambience of teamwork					
3	Social Structure	Great cause of poor Interpersonal relationship					
4	Environmental Conditions	Jeopardize capacity and harmful for the physical, Health & mental condition of an employee					
5	Language	Cause of poor communication and expression distortion					
6	Education	Lack of knowledge is dangerous for the execution of any task					
7	Economic Philosophy	Main element to promote the sense of "have and have not"					
8	Culture Norms	Bigotry, discrimination, unfairness racism, bias and prejudice					
9	Value System	Barrier and impediment in Conflict resolution and decision making skill					

RECOMMENDATIONS

Given the existence of individualism and teamwork as dimensions of organizational culture and their potential impact on individual job attitudes, it becomes important to determine the organizational basis for individual-level perception. From a theoretical standpoint, this can help to establish the construct

validity of organizational culture to theoretically relevant concrete elements of an environment that are shaped or experienced in common by all individuals. In this regard, the human resource practices used in organizations constitute part of that shared environment, and they influence employees' common perception of organizational culture.

Although the result of this study provide good empirical evidence for the validity of organizational individualism with teamwork construct, I believe that the most important aspect of this study is the demonstration of the utility of applying general culture theory to the organization mills' cultures in Sindh.

This paper emphasizes that the growing societal culture describe relationship between culture, behavior, and psychological variables, and that this paper can be utilized to understand how individuals influence organization as well as team.

This study recommends that each employee in team should be encouraged to realize his own unique potential. Management must make sure that the ideas floated by the individual employee have been given hearing and individual's importance is valued. Further, individuals who stand out in a high performing team should be reorganized and be given optimum independence in job. Competition between employees should be accepted and constructive valid individual disagreement is heard / appreciated. Managements must extend impression that the management and HoDs are protective of and generous to effective employees. HoDs and employees take decisions about changes in work methods jointly and it should be made clear that everyone shares responsibility for the organizations' failures as well as success. When management thinks an individual is fit for the team and once someone is hired, they should take care of that person's overall welfare and all teammates be informed about major decisions that affect the success of the Team and Organization. Simultaneously the team members' satisfaction should be evaluated while accessing the quality, quantity and cost of the task assigned to a team.

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