

# Appreciation Level and Organizational Performance

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## INTRODUCTION

Corporate environment changing with the advent of information technology and with diversified organization has been inquired to redesign to transform into an intelligent and innovative organization so that corporate vision and organizational goals in the subsystem of corporate are provided for being shared by multidisciplinary workers and other stakeholders, and corporate social responsibility can also be shared by all the participants. System matching between developing levels in technological systems and also cognitive fit in the levels of individual, team/group, and organization are required not only to maintain good balance, but also to enhance operational and organizational resilience in making appropriate shifts to adapt to a changing social environment. To make the shift successfully, cognitive fit or value alignment between individuals and collectives in the environment of advanced technologies is to be studied, so that corporate social responsibility or corporate prosperity is shared by all the stakeholders.

Organizational performance and the performances in the level of heterogeneous team/group of an organizational subunit will be improved by aligning cognitive incongruence or misfit between leaders and followers, or among different disciplinary members. Established discipline guides to manage technological procedures but does not appropriately lead to align value consciousness or appreciation among heterogeneous members. Methodology should be developed in enhancing collaborative work and in improving operational flexibility and organizational resilience.

## BACKGROUND

Organizational effectiveness is assessed by the degree of appreciation on organizational context as well as by the degree of job skill and disciplinary knowledge related. The relationship of job skill with task performance has been studied, but there are few studies on

contextual performance and very few on human performance, which is influenced by the practical process in the workplace or by the recursive learning process in organizational environment. Human performance emerges in the recursive information processing of organizational learning in which cognition and action are inseparably coupled with each other. Hence, whole system approaches or holistic approaches to identify what cognition-action coupling process of organizational learning necessitates for the evaluation of a human performance by treating a human as a social being. The theories on the continuous or recursive process of organizational learning in the field we have referred to in our surveys are appreciation system theory (Vickers, 1965, 1983), soft systems methodology (Checkland, 1993; Checkland & Holwell, 1998; Checkland & Scholes, 1999), knowledge creation process (Nonaka & Konno, 1998; Nonaka & Nishigih, 2001) The author found later on that the essence of Vickers' theory was quite similar to the "pure experience" that emerged in practical field and that was the essence of Nishida's (1911) theory. Appreciation processes in the field, in addition to the already mentioned theories such as seven stages of internal and external thinking process in soft system methodology (Checkland, 1993), four stages of socialization, externalization, combination, and internalization in knowledge creation process (Nonaka, & Kanno, 1998), and many other processes, were reported by researchers in the past (Deming, 1982; Gomez, 1999; Kaplan & Norton, 2006; Maruyama, 1992, 1994; Mingers & Gill, 1997; Ulrich & Probst, 1991; Probst & Gomez, 1992). In this chapter, the degree of appreciation rather than the recursive process of appreciation on working conditions and organizational context is focused to assess human performance in the level of individuals and collectives.

## MAIN FOCUS OF THE CHAPTER

The main focus of this chapter is on the relation of the degree of appreciation with organizational performance

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of the participants in a health care organization. Cognitive or value congruence among individuals and collectives leads to increased organizational effectiveness, while value incongruence leads to increased withdrawal behaviors, such as absenteeism and turnover. In this chapter, some empirical evidences provided are to positively identify significant effects of appreciation degree on organizational performance and to compare multiple causal relationships between the higher and the lower groups of appreciation.

A total of 175 nurses engaging in a hospital, their average age and SD  $32.1 \pm 9.1$ , were investigated for the purpose of identifying the relation between organizational performance and individual appreciation of organizational environment. All the subjects were asked to respond to the self-administered questionnaires on work environment, learning type, fairness, and job satisfaction prepared for the survey using a four-point Likert-type scale. The most important indicators in evaluating performance of hospital nurses are performance reliability and team coherence or reciprocity. Performance reliability was measured by the common performance conditions (CPCs) developed by Hollnagel (1993, 1998). Human error is predicted by using performance reliability measured by nine items of work environmental conditions, which are called the CPCs, asking how do you cognize each working condition in operational, strategic, and normative levels; namely, asking how do you cognize the (1) adequacy of an organization, (2) working conditions, (3) adequacy of Man-Machine Interface and operational support,

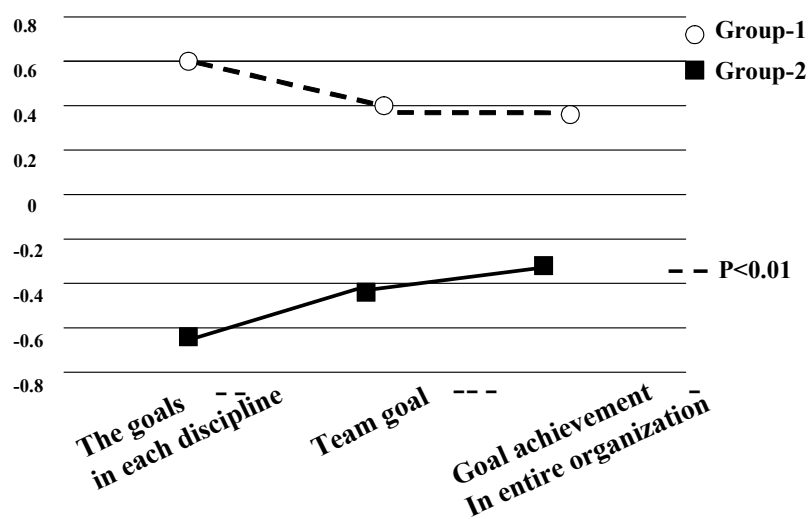
(4) availability of procedures/plans, (5) number of simultaneous goals, (6) available time, (7) time of day/circadian rhythm, (8) adequacy of training and preparation, and (9) crew collaboration quality, which are developed by Hollnagel (1998). Subjects are requested to select one of four answers: very efficient, efficient, inefficient, deficient.

Team coherence was measured by using the team-member exchange construct (TMX) developed by Seers (1989) and Seers, Petty, and Cashman (1995), which was designed to address an employee's exchange relationship to the peer group as a team. The TMX assesses the reciprocity among team members with respect to the members' contribution of ideas, feedback, and assistance to other members, made up of 34 questionnaire items with a five-point scale of -2, -1, 0, +1, and +2.

## CLASSIFICATION OF APPRECIATION LEVEL

Subjects consisting of 175 hospital nurses were classified into two groups: higher and lower groups in the appreciation level of disciplinary goals in individual goals, team goals, and goal achievements of the organization. As shown in Figure 1, significant differences between the two groups was observed in terms of the goals in the discipline, team goal, and goal achievement in the organization (Saito, Murakami, Nishiguchi & Seki, 2006). In the higher group, Group 1, the

Figure 1. Comparison of appreciation on disciplinary goal, team goals and goal achievement of organization



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