Chapter 12

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NEGATIVE TENDENCIES OF SOCIAL SYSTEM BLOCKING TOYOTARITY

Abstract: The chapter deals with possible imperfections of the organizational social system (system of social potential of the organization) which can negatively influence an effectiveness and successfulness of Toyotarity principles and approaches. We can define the social system of organization as a complexly understood system of all individuals and groups, as a system of their potency, power, and mutual relationships among them. A discrimination according sex, sexual harassment, and mobbing can be ranked to the weightiest negative elements of the social system. An existence of discrimination against the women flows from results of our two sociological surveys (realized in 2006 and 2009 in Polish and Slovak organizations). These imperfections would be carefully eliminated so that the Toyotarity mechanisms, approaches, and rules can be utilized and contributive to the organization.

Key words: social system, Toyotarity, questionnaire surveys, mobbing, discrimination.

12.1. Introduction – social system and Toyotarity

Social system of the organization represents a complexly understood system of all individuals and groups within the organization, including their potency, and power. It means a summary quality and forms of the relations existing within the organization. Social system reflects an ability to behave conveniently and contributively (ethically). We also can define the organizational social system as a comprehensive and effective ability to utilize positive aspects of the social relationship, features, and elements of the concrete organization, i.e. as some socially orientated and realized plain of social (interpersonal) behavior.

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An opinion is interesting that the *Toyotarism* seek to minimize waste and increase flexibility (SAVAGE CH. 2008). Toyota production system is based on the vertical disintegration of manufacturing (STASIAK-BETLEJEWSKA R., BORKOWSKI S. 2009). It means the basic ambition of Toyotarity is to provide so that the organization can achieve a fulfillment of its mission through a high motivation and professionalism of its employees and managers. *A production-economic function* of the organization consists in products production or services providing on high quality level and segments in a way that these ones can find their acceptation on a relevant market. It means it is important so that realization of the products or services at customers can approach to zero defect and bring an expected profit. *A social function* of the organization consists in a being the creator of new values, new knowledge, new relationships, satisfaction, alignment with the organizational needs, and loyalty of the employees which is objectively recognized and rewarded. I.e. so that people effort can bring needed social plain, precise decision-taking, and self-satisfaction.

In the intention of Toyotarity, the realization of organization production-economic and social functions must be in ***mutual symbiosis***. The better is organization situation in the field of economic function fulfillment the more it can broaden also its social plain. Vice-versa, more thorough fulfillment of the organization social function by means of satisfaction and quality of relationship can directly act upon the better realization of production plain of its action (e.g. savings in processes costs, fulfillment of customer expectation, positive image, etc.).

12.2. Negative tendencies minimizing the Toyotarity utilization

Through development of the Toyotarity topics and simultaneously through development of the knowledge on organization social potential, a lot of ***new elements and knowledge*** enter into a theory and practice of the organization management. We can include to these elements for example the motivation strategies, the alignment, the psychological contract, the

ethics in work environment, the creative interpersonal and communicational skills, the communication systems, the loyalty, the talent, etc. But also the negative tendencies and realities start to occur more and more often. For example: the burn-of syndrome, the manipulation, the discrimination, the sexual harassment, the mobbing (bossing – inconvenient attacks from the side of superior, staffing – inconvenient attacks from the side of subordinate), etc. These negative elements are very dangerous because of they can "take upon themselves" and start an inadequate behavior also in a case of the individuals who did not intend it originally (they got accustomed to these forms of behavior and stopped understand these ones as really harmful and non-ethic).

12.2.1. Discrimination according sex (equal opportunity)

Following ideas about the most often form of discrimination, i.e. discrimination according to sex, are interesting: "The terms *´gender equality´* and *´gender opportunity´* are often understood as identical. But terms ´gender equality´ and ´equal opportunity´ are sometimes substituted. *Equality of opportunities* can be characterized very broadly. It can consist in the equality of opportunities for employees categorized not only according to sex but also according to the age, qualification, state of health, ethnical, religious or regional interests. The opportunities equality of men and women concerns all spheres of the public life – working, political and citizen spheres, and also sphere of the private – partnership life," (PISÁR P et al. 2008).

Expressions of the **discrimination** occur especially in the field of rewarding. It is known it does not succeed to eliminate *wage discrimination according to the sex*. We can use following analysis result as an example of this fact: average wage of the women in Slovak Republic in 2005 have achieved less then 72% of the men's wage (KOIŠOVÁ E, MASÁROVÁ J., GRMANOVÁ E. 2007). Because of this the organizations have to devote high attention to the elimination of wage discrimination. This is one of the ways by means of which the

organizations can efficiently build and simultaneously keep the positive employer image, and support total synergy flowing from the Toyotarity principles utilization.

One of the inspirational meanings of the gender equality strengthening is putting the strategy of supporting harmonization of family and work through, i.e. *gender mainstreaming*. On the level of employer (organization), the implanting gender mainstreaming means the taking gender viewpoint into account in all organizational strategic documents. It means in the vision, mission, philosophy, and general strategy of the organization, including all types of the policies, internal directives, notices, rules, etc. "It is the process of re-organization, permanent improvement, development, and thorough evaluation of all decisional processes in all organization policies and all areas of organization action," (STIEGLER B 2004).

We have to respect fact the support of gender equality or opportunities equality is demanding and politically very sensitive step in every organization. Its preparation and realization is situated in specific environment inside the organization. Right diagnostics of existing situation within the organization means the first step of process of change in the organization (ĽAPINOVÁ E., JAKAB K. 2008).

12.2.2. Sexual harassment

It is evident the conflict situations in the organization often arise from the shortage of some resources (lack of competency space, information, attention, prestige, social help, respect), from the counter-version of collective statute and proceedings, or from the behavior at particular work positions. Especially the social-emotional conflicts rank among extraordinarily unpleasant conflicts where the personal or social identity of the individual becomes the object of conflict. In the case of *sexual harassment,* the social identity of the individual is endangered. All these situations, in which the organization members feel themselves limited or

bothered by the others, influence the motives of participated sides (HEWSTONE M., STROEBE W. 2006).

Namely the women but sometimes also the men are exposed to the sexual harassment from the side of their superiors or colleagues. Here is important to identify the difference between an expression of sympathy and a real harassment. Harassment can take *various forms,* e.g.:

a) Verbal – slandering, giving suggestions for sexual intercourse.
b) Action – stroking against the will of other person, in more weighty cases also the violent enforcing of sexual intercourse, etc. (MIHOK J., NAŠČÁKOVÁ J., MALEGA P. 2006).

It flows from ideas above the sexual harassment is serious problem devastating the quality of organization social system. In spite of efforts orientated on improvement in this field, the true is the sexual victims are sent off and even more slandered. It seems as because of these people have became the victims, they were punished by the other coworkers again and again. The situation can be absolutely contrary when the level of empathy with these victims oversteps the right level and launches the extraordinarily cut to the bone and cautious relationship and forms of behavior, deprived of any expressions of friendship and belonging.

12.2.3. Mobbing

We can generally define the mobbing as in advance thought, permanently improved system of the planned attacks, denouncements, aggressive forms of behavior, and various other enemy expressions orientated towards the individual. The goal of these behavioral elements is to injure and gradually destroy the reputation (image, status, etc.) of the pursued individual in working group, eventually in all organization. So that the inconvenient behavior could be marked as real mobbing, the negative elements had to be repeated minimally once a week in period of minimally six months. In these intentions, the *phases of mobbing* are following:

a) Particular cases, small conflicts.

b) Gradation of attacks concentrated towards the individual.
c) Isolation of the individual (MIHOK J., NAŠČÁKOVÁ J., MALEGA P., 2006).

The next definition is very similar: "The systemic, targeted, frequent and unlawful interventions into the working and private life of other man can be called as the unlimited mobbing. An attacker attacks and persecutes the other employees in hostile and torment way – an abject psychic terror occurs on the work place. The goal of these mobbing activities consists in limitation of victim's interpersonal communication, decreasing cooperation with the mobbing victim to a minimum, making blocked social interactions of the victim, and harming his/her social reputation with a hope (intent) so that victim will efface oneself at least, and leave the work place," (KRATZ H.-J. 2005).

12.3. Interesting results of our sociological surveys

Some expressions of the discrimination can be indirectly reflected in the employees' motivation level. The most general characteristics can be deduced from the area of men's potential utilization versus women's potential utilization. We can provide this searching by means of comparison of some results of our survey from 2006. This survey has tried to obtain knowledge on key aspects of the high-qualified human potential and its motivation. The survey sample has consisted from 950 employees (teachers and scientists) and managers of Slovak and Polish universities. As flows from Table 12.1, subjective expressions show the women feel them more omitted. They have confirmed their potential is utilized in lower level in comparison with the men: in category of managers, more than 40.48% of women have felt their potential was un-utilized very often. This opinion was confirmed only by 24.6% of men in the category of managers.

The fact is positive this difference has not showed in our next survey from 2009 (on sample of 3.328 employees and managers of Slovak organizations).

Table 12.1. Utilization of men's and women's potential in 2006

Non-utilization of respondent's potential	Frequency of answers in %			
	Employees		Managers	
	Men	Women	Man	Women
Absolute non-utilization of potential	30.37	26.75	22.22	23.81
Non-utilization of potential very often	14.72	20.39	24.60	40.48
Non-utilization of potential often	30.98	31.14	24.60	14.29
Non-utilization of potential seldom	20.25	18.64	20.63	9.52
Non-utilization of potential (answer „no")	3.68	3.07	7.94	11.90

Source: own

But this survey has showed the women's motivation for new suggestion and improvements is lower in comparison with men's motivation (Table 12.2).

After deeper searching, we found out the reason of this result – the propositions of the women were realized more rarely (less frequently) and more complicatedly in comparison with propositions the authors of which were men.

Table 12.2. Motivation of men and women for new propositions in 2009

Level of motivation to new propositions and improvement	Frequency of answers in %			
	Employees		Managers	
	Men	Women	Man	Women
Very high	8.05	6.25	19.76	15.87
Sufficiently high	42.24	37.86	53.23	41.80

Average	38.81	44.84	25.00	40.21
Rather low	8.38	9.23	1.61	2.12
Low	2.51	1.82	0.40	0

Source: own

12.4. Summary

Antagonistic influences acting upon the Toyotarity and a disturbing of the organization social system and potential can be quite rightly considered as undesirable. The organization should devote careful attention to elimination of all mentioned above behavioral forms, i.e. gender discrimination, sexual harassment as well as mobbing. It can be viewed as one of recommended system measures which the organizations can responsibly develop their *customer, productive, economical and social successfulness* through.

Because of this, the opinion of English authors P. BOXALL and J. PURCELL is interesting and important. They present the best-practice approaches should be harmonized and supported by adequate laws concentrated on the elimination discrimination and a putting the equal opportunity through (2008).

It flows from previous ideas the social potential of the organization is too sensitive to be hazarded with it. Although a reparation of broken production machine is unpleasant and costly but it is possible and can achieve to give back a previous function and qualitative parameters to the machine almost. Unfortunately, it does not apply in a case of the damaged social and human potential. In the social field, every of the damages can be too weighty, too expensive, and probably it will not be able to achieve last level of the considered qualitative phenomena, namely the motivation, the enthusiasm, the fidelity, and the loyalty. Because of this, it is needed to judge thoroughly all decisions relevant to

the social area and always respect possible impacts on a thinking, behavior, and relationships within the organization.

In other words, in order to the Toyotarity principles and approaches (kaizen, just-in-time, zero defect, integration of the suppliers, etc.) could be sufficiently fulfilled, the imperfections of organization social system have to be eliminated.

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