Report on tiger properties

Psychology, Success

Tiger Properties LLC is a division of the Tiger Group, established in 1976 with business interests in hospitality, contracting, building materials, property development, and so on. The Group has approximately 200 projects in its portfolio. Tiger Properties was established to provide real estate services and solutions to Tiger Group companies, clients as well as investors and end users. (Tiger Properties Online, 2008) Mission

The company presents its mission as an organization that " aims to be the leading property investment and real estate Services Company in the region via land investments, property development and management of company assets to the Tiger Group and select clients. " (Tiger Properties, 2008) OrganizationalcultureOrganizational culture comprises of shared values and beliefs that underlie a company's identity. Basically, organizational culture is thepersonalityof the organization. (Carter McNamara, 2000).

This definition highlights 3 important characteristics of organizational culture. 1. Organizational culture is passed on to new employees through the process of socialization. (Ivancevich, 2008) As far as our organization is concerned there is plenty of socialization among the workers and the owners. They know each other on a personal basis and often invite each other to function at their places. In addition to this they have their lunch together on the same table which provides a good ground for interaction and hence the culture gets transmitted.

2. Organizational culture influences our behavior at work. Tiger Properties promoteshard workand providing good value to the customers and well as caring for co-workers. This culture affects the behavior of the workers and promotes coordination and collaboration between them. If the workers face a

crisis situation they share it with their co-workers who try to help out and suggest a solution to the person facing the problem. 3. Organizational culture operates at different levels.

This can be applied to our organization as the organization possess many workers. Apart from this it is found that organizational culture is shaped by three component: 1. The founders' values The founder has not prescribed any written values rather has some passive values such as to make this organization a major player in the real estate industry. 2. The industry and businessenvironmentThe industry is experiencing a lot of growth over the past years. This growth is basically demand based as the demands for good travel packages is getting higher.

This industry has no educational specification or requirements and most of the hiring is if slightly less educated people who have just done their matriculation or intermediate. 3. The senior leader's vision and behavior The leader wants to build up an organization that will excel in the future. And regarding behavior he wants to present himself as the ideal role model by working for long hours and sacrificing his own leisure activities for the good of the organization. Layers of Organizational culture 1. Observable artifacts

At the more visible level, culture represents observable artifacts. Artifacts consist of the physical manifestation of an organization's culture. Examples include: Manner of dress:-formal dress code. (Yammarino, 2006) Decorations:-interior designing done by a specially hired architect expert in wooden works just to create a good ambience along with calendars and big posters of different properties and projects in its interior. 2. Espoused values

They are the stated values and norms that area preferred by an organization. (Daly, 2004). Examples can include

• Customer focus:- putting the needs and interests of the customers at the center of everything the organization does. • Agility:- embracing change and seizing new opportunities. • Teamwork:- creating value by working together across our businesses. • Integrity:- earning the trust of our readers, viewers, listeners, members and subscribers. 3. Basic assumptions Basic assumptions are unobservable and represent the core of organizational culture. They constitute organizational values that have become so taken for granted over time that they become assumptions that guide organizational behavior.

Examples can be of things such as it is understood that use of foul language is strictly prohibited in office and the workers should come properly dresses for work. Plan Our group planned to assign different responsibilities to our group members. We formally approached the organization and asked for their consent about preparing a report on organizational culture. We also decided upon the dates of meetings and interviews as well as questionnaires. Methodology We distributed questionnaires to all the approachable employees.

After analyzing the response, we prepared questions to be asked in the interviews with the top managers including the CEO, COO and Directors. Analysis of the Questionnaire The Questionnaire was designed to inquire about the job satisfaction of the employees working in the organization. With this we believe that we can get a good number of questions which can be asked during the interviews. Most of the respondents were satisfied with the way they were working in the organization.

However some employees felt that they could have a better job, others felt that they can have a better job if they leave the organization. It is surprising to know that a few people value organizational culture such as a good working environment or friendly co workers. People were generally concerned with the income they were earning and the benefits available to them. Similarities and Distinctions Almost all the respondents who felt that they were being paid less were of the view that they can leave this job and get a better job.

All the respondents even those who were paid less and were not satisfied with their job believed that the training they were getting helped them in coping up with newtechnology. There were mixed responses about the expectations of a improvement in working environment. We were not able to identify any firm reason for this. Therefore we justified it to be subjective to opinions of different people. The Model of IntrinsicMotivationThis model explains that there are four key intrinsic rewards which invoke motivation in an individual.

(Kenneth Wayne Thomas, 2002) These are the sense of meaningfulness, sense of choice, sense of competence and sense of progress. The employees in Tiger Properties have sense of choice and sense of progress. The sense of choice is the ability to use judgment and freedom when completing tasks as only the general guidelines are provided by the CEO and the employees has the choice to do it his own way. The sense of progress is the feeling that one is accomplishing something important which can be seen by observing the fact that they believe that they are using their time to for accomplishing some important task.

Locke's Model of Goal Setting According to this model the goal setting would motivate an individual by directing one's attention, one's efforts, increasing one's persistence and encouraging the development of goal attainment strategies or action plans. (John B. Miner, 2005) At Tiger Properties it's clearly obvious that the attention is a very important factor on the part of employee as there is not much chance of committing an error, the employee has to focus on the task at hand to accomplish thegoals.

The goals set for the employees at Tiger Properties regulates the effort of employees as they know that the higher performance would help them get more rewards. The amount of effort put in the work by employees is the same and the goal setting at Tiger property gives birth to the new ways of performing tasks as a certain amount of freedom is available to employees regarding how they want to achieve the goal that is what path they want to follow. Job Satisfaction Job satisfaction is an effective or emotional response to on job(Robert Hoppock, 1935).

It can be caused because of:- Need fulfillment: the extent to which the characteristics of a job allow an individual to fulfill his or her needs. This is the case with the CEO who is satisfied with his business as it provides him with ample earnings for running his house. Met expectancies:- it is the extent to which one receives what he or she expects from a job. The individuals who apply here are not well educated thus they do not expect much from their job and thus are always satisfied with what they have.

Dispositional/genetic components:- the individuals do experience gender bias as the organization have fewer female employees. And this job satisfaction cannot lead to motivation, organizational citizenship behavior,

higher turnover, reducedstressand increased job performance. Mentoring The mentoring relationship refers to the interaction between mentor and mentee while the mentoring process focuses on the steps that must be implemented to make the overall mentoring process work. Mentoring could also be part of a larger initiative to support skills development in an organization.

However, both the mentoring relationship taking cognizance of the diversity dynamics of the relationship, and the overall mentoring process must be managed well to ensure intervention effectiveness (Meyer, 1998) The leaders in the organization act as mentors and form and maintain developmental relationships between a mentor and a junior person. Amongst the functions of mentoring performed by this leader are Protection (careerfunction): defends the employees if an error is committed by him by mistake.

Exposure-and -visibility (career function): the newly hired have no formal training thus they are made to handle situations effectively through training programs. Role modeling (psychological function): employees were of the view that the committed from the CEO was the motivational factor for them. The leaders are personally involved in minute details when designing products and services for the clients. Friendship(psychological functions): the whole organization is based upon the fundamentals of friendship and the organization has a very open environment.

The mentoring function can be further enhanced as will be mentioned in the recommendations Recommendations We believe that at Tiger Properties: • Make more effort should be made towards the recruitment process This is a

crucial part of any organization. The most valuable asset of any organization are its people because these people are the ones who add value to the organization by offering their ideas, skills and minds. A well developed recruitment process can help in finding and retaining productive employees, that will bring effectiveness and efficiency to the business processes.

(Richardson) • There should be some setup to measure employees performance more objectively This is an important step. There are many organizations that do not have any unit to measure the performance of the employees. These are at a severe disadvantage because they cannot determine accurately the performance of their employees. The employees also express confusion over what criterion is used to evaluate their performance and subsequently award them in form of pay increases. This can be very harmful to the organizational culture.

• Promote Mentoring culture This can help everyone. (Institute of Physics, 2008) Works Cited ? Bion, W. R.. Experiences in groups. London: Tavistock Publications. 1961 ? Francis J. Yammarino, Fred Dansereau, Multi-Level Issues in Social Systems, Emerald Group Publishing, 2006 ? John B. Miner, Organizational Behavior 2: Essential Theories of Process and Structure, M. E. Sharpe Incorporated, 2005 ? John Ivancevich and Michael Matteson, Organizational Behavior and Management 8/E, McGraw Hill, 2008. ? Joseph P. Daly, Richard W.

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html ? Margaret A. Richardson, RECRUITMENT STRATEGIES, 18 Nov, 2008, http://unpan1. un. org/intradoc/groups/public/documents/UN/UNPAN021814. pdf ? Marius Meyer, and Leon Fourie, The mentoring implementation process: from theory to practice, 1998, 18 Nov, 2008 http://www. workinfo. com/free/Downloads/37. htm ? Tiger Properties Online, Tiger Properties Online. 2008, 18 Nov. 2008 http://www. tigerpropertiesonline. com/ A Questionnaire Dear Respondent, This is a questionnaire aimed at getting your opinion about Tiger Properties, its employees and your job.

We assure you that your information will be used for none other thanacademicresearch and the best of efforts will be taken to protect it. Kindly tick the options 0 that are closest to your answer. You can also write you own answers if you cant find the appropriate answer in the options 1. Service years_____ 2. What compensations are available to you? 0 Salary 0 Bonuses 0 House Rent 0 Loans 0 Utilities 0 Perks (Company Car etc.) 0 Others (Please Specify)

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3. What benefits are available to you? 0 Good Working Environment 0 Friendly Co-workers 0 Supportive Bosses 0 Good chances of promotion 0 Annual Leaves 4. Do you think that the above compensations and benefits

that are available to you are fair enough? 0 Absolutely Fair 0 Somewhat Fair 0 Fair but should have been fairer. 0 They are OK. 0 Not Fair at all. 5. Do you believe that your organization should provide greater compensations and benefits to senior employees (25 and more service hours) 0 Yes 0 No

What other compensations and benefits should your otganization provide to its   customers?

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_____ 6. Do you believe that they are being properly trained to get accustomed to new technologies (emails, internet, basic computer operations) 0 Yes 0 No Any comments   that   you   would   like   to   make?

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7. Are there any sources of inspiration for your professional career? 0 Yes 0 No 8. Do you think that you would get a better job? 0 Yes, obviously 0 Yes, but not sure 0 No 9. Are you satisfied with the promotion system? 0 Yes 0 Yes, but it could be improved 0No Please specify the problem in the promotion   system?

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10. Do you think that there are chances of improvement in the compensations and/or benefits that you receive? 0 Yes, obviously 0 Yes, but the chances are low 0 No, there are very few chances 0 No, not at all 11. What in your opinion is the best way to get a promotion? 0 Maintaining good relations with your bosses 0 High work performance 0 Professional and

personal development 0 Others (Please Specify) _____ Thank you for helping us in our research.