Management Practices at the Redentor Berongoy Rayla Konsultants (Rbrk) Consultancy and Construction Services: Proposed Enhancement Measures

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ARTICLE INFORMATION

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ABSTRACT

The objective of the study is to determine the management practices, relationships, and problems of RBRK Consultancy and Construction Services. The weighted mean was used to measure the respondent practices involving 12 employees and 25 subcontractors. The results revealed that management practices obtained an average weighted mean of well-carried out which means that they were put into execution within the numerical rating of 86-90 percent. As regards to the practices in the management workforce, and management clientele relationships, the average result carried out was rated between 76-85 percent. Enhancement measures are recommended in zeroing on problems that arose in the management practices. Measures for enhancement such as establishing a good work environment through harmonious collaboration and teamwork among employees and project leaders, following guidelines set by the company considering the purpose and value of the policies being covered, and monitoring by auditing the management system for corrective actions are highly recommended.

Introduction

Management affects the smooth flow of operation in any organization especially the business enterprises and engineering works such as the Redentor Berongoy Rayla Konsultants (RBRK) Consultancy and Construction Services. This company has a juridical personality being registered with the Department of Trade and Industry (DTI). The malpractices attributed to the company take place when inhuman acts arise in the performance of duty. These malpractices are not uncommon due to injustice and unfaithfulness in the performance of duty. It is not surprising when one protests since his/her rights are trampled upon and when the conditions stipulated in the contract are not consistent with the work situation. In these particular circumstances, conflict arises when an individual exhibits his/her divergent views of one's power and

ambiguous predictions and when the need for consensus is not met. When separation of time and space exists, when factionalism and favoritism are evident and communication barriers impede understanding, the consequential effect is the mismanagement of the entire system.

There is a dire need for a strong leader who can do much for a smooth operationalization of a system towards the attainment of the goals and objectives. Each leader is imbued with a knowledge of management, communication skill, and a desirable attitude toward handling people.

Leadership is the behavior of an individual in directing the activities of a group towards a shared goal (Abdulaziz, 2013). A good and effective leader must have the following qualities: accessibility and dedication, neutrality and modesty, aspiration and attentiveness, dignity and amiability, insight and confidence, etc. (Olanrewaju & Okorie, 2019).

No matter what style of leadership he or she has, it is a style that should be consistent with the expectation of his/her employees and personnel. However, one pattern of a leader's behavior is not effective for all. A rational manager demonstrates managerial behaviors and their implications for accountability to service. Accountability reflects supervisory behavior, administrative behavior, leadership behavior, and personality behavior. Their training and other forms of in-service educational programs constitute how they behave and act in the organization of people. Manager's responsiveness to suggestions should be made accessible and available. Democratic interrelationship needs reciprocity shared by both the manager and the employee is very essential to both the manager and subordinates.

Theoretical Background

Management is the art of handling people to achieve certain specified objectives. Effective management is the process of organizing all organization's resources including staff within the coordination function of the workplace leadership. The primary objective of effective management is to create conditions within the workplace environment that nurture the potential of the workers while at the same time, challenging them to produce more results on quantitative and qualitative values.

Recently, globalization has emerged as an essential mechanism in doing business. Intercontinental and intercultural business transactions can run into difficulty due to the fact that different cultures adhere to different norms, depending on factors such as their location, history, and religious orientation. It is therefore imperative that all parties, both assessing the potentiality of such business interactions and those entering the transaction phase of the business, appreciate those differences and work to modify their business practices to suit their business partners' needs. In doing so, project leaders must have a deep understanding of various management practices that may affect its relationship towards its subcontractors and to enhance employee performance.

It is important to realize that the perception of what is ethical in business is not constant. Management practices deemed appropriate only a few decades ago may be entirely unacceptable by contemporary standards. Some of such practices are discrimination in the workplace wherein men are highly promoted than women, freedom to question management without fear, and engagement with employees.

Managerial work is becoming challenging due to the continuously changing work environment. The manager of a modern-day organization has to tackle

numerous responsibilities arising due to the need to organize and coordinate workers at various positions in the workplace. As society continuously relies on group effort, and as many organized groups have become large, the task of managers has been increasing in importance and complexity.

The researcher has chosen to undertake the study on management practices with the end view of finding out the managerial practices along the management components such as planning, organizing, staffing, directing, and controlling, and the extent of carrying them out concerning their personnel's and clientele's perceptions. The project managers must have good, effective, and efficient skills at different levels. These skills will now depend on the coordination and cooperation of the employees. These will also depend on the successful attainment of the goals of the organization.

The findings of this study will be significant to individuals, groups, and people of service companies and specifically to RBRK Consultancy and Construction Services which have problems and conflicts relevant to the field of management. Aware of the data through the findings, concerned managers and staff can use the findings as their jumping board to improve their specific management settings and processes.

This study gives ideas to the managers of service and business companies and other entities in appraising their program structure, relationships, and problems in dealing with their associates. This will also guide them in assisting their associates and staff to improve prospecting and eventually their performance considering that in accountability, this management personnel is not only accountable for their performance but also their subordinates.

Through this study, the business partners and subcontractors will also be aware that the managers and staff would result in quality and productive service-oriented performance that is geared toward the benefit of the former. The results of the study will help improve community relations insofar as recruiting, networking, and prospecting are concerned. The establishment of an excellent community relationship depends on the kind of managers and personnel the company would have. Specifically, this study is significant to RBRK Consultancy and Construction Services for the enhancement of its management procedures, establishing good relationships among and between the workmates, the community, and sub-contractors, and minimizing conflict situations that interfered with the smooth flow of the management operations. Overall the study impacts globally for its operation will be enhanced and thereby growth shall be maintained for sustainable developments.

Review of Related Literature

By means of supportive visionary leadership, proper planning, education and training, availability of resources, effective management of resources, employees and processes, and collaboration and cooperation among providers; companies were able to improve the quality of a Healthcare Industry (Mosadeghrad & Mojbafa, 2019). The key finding of a company analysis is that regardless of the business environment, successful businesses place a very strong emphasis on cultural controls and/or have a high degree of interactive use of performance measures to steer the business (Einhorn et al., 2020).

Conflicts efficiency and productive capacity which most of the time results in a speedy rate of employee replacement and discontentment. With the help of an argument-resolution game plan inside the organization, a good atmosphere at work can be maintained. Conflict is a frequent problem, and its resolution might vary. In the

study of Joseline et al. (2022), it concluded that smoothing or accommodating technique is found appropriate when it is crucial to provide a relief that is temporal from conflict. It involves trying to relieve feelings associated with conflict without solving the underlying problem. Smoothing is one's concern to satisfy other peoples' concerns or self-generosity.

On the other hand, a study by Tuncay et al. (2018), implied that most managers prefer collaborating to accommodating. It is because the collaboration style to manage conflicts has positive and effective results. Diversified parameters act a part in resolution-making, and also espouse and practice this approach. In the study of Bloom et al. (2016), it implied that business people and policymakers have long believed that management practices are an important element of productivity. This particular study covered 11,000 across 34 countries. Another study by Nedelko and Potocan (2016) discussed evidence concerning organization approaches consumption which reveals that in a full-grown marketplace, the leads are organization approaches directed to assist customer connection and build up customer contentment. Based on the results, there is a possible pattern of management practice utilization in organizations operating in catching-up economies aimed to reduce development lag and increase competitiveness in these organizations.

Resilience is a concept that is increasingly referenced in relation to the modern day workforce where expectations on staff are to maintain the demands of the pressures and adversity faced in their working roles without any long term ill effects (Keane, 2020). A project manager who can handle the complexities of project management, distractions, and inherent risk without thorough plans and processes is uncommon. Unfortunately, risk management

is not always approached with the rigor of other project management processes, issue management, conflict resolution, change management, deliverable-based word, breakdown to development, and scheduling.

Based on the theories and related literature above-cited this study on the management practices, relationships, and corresponding problems was conceived as essential.

Purposes of the Research

The purpose of this study is to come up with practical solutions to the main problem and component issues by determining the management practices, relationships, and encountered problems of RBRK Consultancy and Construction Services in Mandaue City during the Calendar Year 2019 as the basis for proposing measures for its enhancement.

To answer the main problem, the following sub-problems were raised:

1. What management practices were evident at the RBRK Consultancy and Construction Services insofar as the following components are concerned?

    1.1. Concerning planning

    1.2. organizing

    1.3. staffing

    1.4. directing

    1.5. controlling.

To what extent was each carried out?

2. To what extent had the management practices carried

out the harmonious relationship concerning:

2.1. relationship with the workforce, and

2.2. Relationship with clientele?

3. What management problems were encountered in the management processes?

4. What measures may be proposed to enhance the management of RBRK Consultancy and Construction Services?

Methodology

Research Design

This study employed the descriptive survey approach, which is claimed by Siedlecki (2020) to be appropriate when the researcher's goal is to explore a phenomenon that tends to seek the participants' opinions without attaching the researcher's value. This research methodology did not only accumulate and tabulate data, but also incorporated adequate analysis, comparison, and interpretation.

This method is appropriate for constituting the collection, measurement, and analysis of data by applying constructive thinking about the practical affairs wherein knowledge of the existing situation is essential. A descriptive study involves the collection of a group of information and these are referred to as correlational or observational studies. The formation of conveyance of the times a researcher perceives a singular occurrence on characteristics recognized as a research variable.

In carrying out a descriptive research endeavor, the researcher does not manipulate the data and the study is one in which information is collected without changing the environment. The events under the study were not projected. The events involved took place in the past. The data gathered which became the results of the study were based on documents from the research questionnaire.

Study Context

RBRK Consultancy and Construction Services is located in Mandaue City. It goes into design, installation, consultancy. and seminar management. This company is known for its being a highly dynamic, professionally organized firm that offers various technical and professional services related to mechanical, electrical, civil, architectural, design, construction, maintenance, consultancy, and facility management.

The first line of expertise of the firm is electro-mechanical, architectural works as well as to enhance knowledge and skills in project management, engineering, design and installation of water and wastewater systems, ventilation and air-conditioning systems, refrigeration system, low voltage electrical system, electrical energy auditing, integrated fire protection system, building management system, design for plumbing and sanitary system.

Research Respondents

The respondents included 12 employees of the RBRK consultancy and construction and 25 subcontractors. They were the project engineers, project architects, secretary, marketing staff, site engineers, consultant, foreman and the subcontractors.

Instrument

The questionnaire was the primary tool used to gather data. The items in the questionnaire were based on the problems validated by the members of the screening committee. In the preparation of the questionnaire, the researcher gathered related studies as the basis in constructing the items. After the development, the questionnaire was subjected to validation and pilot testing to a group of respondents from another construction company. The questionnaire has four parts: management practices; establishment of relationships; conflicts and problems encountered.

Data Collection

The researcher took note of all the suggestions by the members of the Panel during the preliminary screening. The adviser made another review. After the go-signal from the Adviser, the researcher distributed the survey questionnaire to the respondents to be filled out within the period of two weeks, from September 6, 2023 until September 17, 2023. The responses were collated to obtain the frequencies and percentages, then Likert's formula on weighted mean was used which guided the researcher to undergo the process of interpretation and analyses.

Based on the data and their interpretation, the outputs of the research were then designed to complete the study.

Data Analysis

The data that were gathered were analyzed to address the major goal and the specific questions. Accordingly, descriptive statistics were utilized in the analysis.

Results and Discussion

The analysis and interpretation of data is an embodiment of the survey data retrieved from the 37 respondents who responded to the survey questionnaires. In the proper order the following is a skeletal outline of the contents found therein; (1) management practices (2) establishing relationships (3) conflict situations (4) management problems.

Management Practices of Rbrk Construction and Consultancy Services

The five areas of management such as planning, organizing, staffing, directing, and controlling with their corresponding practices were analyzed. The purpose of this section is to enumerate the management practices and to measure the extent of their being carried out as a way of fulfilling and/or attaining the company's goals and objectives.

Table 1

4.21 – 5.00 Very Well-Carried Out
3.41 – 4.20 Well-Carried Out
2.61 – 3.40 Carried Out
1.81 – 2.60 Less Carried Out
1.00 – 1.80 Not Carried Out

Table 2
Survey Result for Practices in Planning.

Practices	WM
1. The management presented previous plan of the company and identify gap.	3.90
2. It reviewed existing policies and regulations.	3.90
3. Set time frame of the plan it proposed	4.00
4. Gathered the staff and heads to sit together for a planning workshop.	2.60
5. Subordinates are invited to participate in the finalization of the plan.	1.70
6. Monitoring the plan implementation by the management staff.	1.60

Practices in planning show an average of 2.95 percent denoting that there were management practices that were not carried out. These were inviting the subordinates to participate in the planning activities which means that the plan was presented to them without them having to do with it, and monitoring the plan implementation by the staff which means that the said plan remained to be a plan made as a matter of compliance with requirements, the plan was not the basis for official implementation. This non-compliance shows lethargic interest on the part of the management to enrich their own and their staff's knowledge, skills, and attitudes about planning. This is a show of indifference towards the enhancement of experience to do official functions in a better way Ybema et al. (2017).

Practices in organizing shows an average of 3.37 percent which indicates that not-carried out items include appraisal by peer, by an independently trained observer and by clientele. Instead of appraisal purposes, the company utilized the immediate supervisors and the self-assessment of performance. The company should have practiced those not-carried items because they see the performance of the employees due to their day-to-day contact and actual witnessing of their job performance. Thus, strengths and weaknesses of the assessed personnel are evident and the employee will be assessed accordingly (Aguinis, 2013).

Table 3

Survey Result for Practices in Organizing

Practices		WM
1.	Who appraises whom?	
	1.4. Immediate supervisor	4.40
	1.5. Self-appraisal	4.40
	1.6. C-worker	1.60
	1.7. Independent trained observers	1.50
	1.8. Clientele or customers	1.50
2.	Establishment of performance standards	
	2.1. Productivity goals for the position.	4.00
	2.2. Identification of consequences of good performance	4.25
	2.3. Outside factors controlling performance	4.10
	2.4. Realistic standards for the position.	4.10
3.	Performance Responsibilities	
	3.1. Competence for the position held.	4.30
	3.2. Maintenance of up-to-date record system	2.80
	3.3. Ability to accomplish assigned tasks	3.30
	3.4. Observance of proper utilization of available resources.	3.60

Table 4

Survey Result for Practices in Staffing.

Practices		WM
1.	Recruitment Practices	
	1.1. Announcement of vacancies in print media.	4.10
	1.2. Interview	4.40
	1.3. Proofs and evidence of skills	4.25
2.	Promotion	
	2.1. Announcement of positions higher than those presently occupied.	3.60
	2.2. Submission of pertinent papers	4.35
	2.3. Performance rating	4.25
	2.4. Recommendations	2.16

Practice in staffing (Table 4) shows an average of 3.87 percent which indicates that the company exhausted regular practices to staff its offices with the right persons to fill up vacant and created positions. Proofs of this fact are the use of media to announce vacancies, proofs and evidence to fill up said positions like pertinent documents to this effect and interviews to show signs of willingness and eagerness to work for the

specified positions applied for (Wemple, 2014).

Table 5
Survey Result for Practices in Directing

Practices	WM
Monitoring	
Observing performance against the performance standards.	4.10
Noting problem areas along the way.	3.15
Mentoring along the weak points that deter good performance	2.95
Coaching	
On the of the supervisor, he/she identifies and share knowledge and skills on work	4.05
On the part of the employee, he/she:	
Puts forth the best effort to develop the skill taught	3.95
Gives feedback on problem areas.	4.25
Provides ideas on how work can be improved.	3.90

Table 5 shows that *practices in directing* obtained an average of 3.76 percent indicating that the company's practices are classified under three categories, namely: monitoring, coaching, and mentoring. On the part of monitoring, well-carried out was observing performance against the performance standards. Under mentoring, what was carried out was the instruction and mentoring about the weak points met along the way. These weak points were spotted to be deterrents to good performance. In coaching, the well carried out items are the supervisors identified work areas and shared knowledge on how to improve the work areas in question and the employees are proactive in giving feedback on problem areas. The employees tried to put more effort into developing the skills taught and provided inputs on how work can be improved Kozlowski et al. (2016).

Table 6
Survey Result for Practices in Controlling

Practices	WM
The management practices the following:	
1. Keeps records of everything in the company	4.60
2. Holds the company's plan and directs actions in accordance to this plan	4.10
3. Holds and keeps the company's budget	4.50
4. Sets the norms of conduct and behavior in view of the company's policies	4.00
5. Sets criteria for:	
5.1. Use of resources	3.10
5.2. Promotion	3.20
5.3. Recognition	3.20
5.4. Dismissal	2.90
6. salary increases, bonuses	2.80
7. Sets performance standards	4.40
8. Designs information feedback system	2.60

Table 6 presents the *practices in controlling* which show an average of 3.58 percent. Very well-carried out were the act of keeping records of the company's facts and figures as well as keeping of the company's budget. These are plus factors in favor of the management and in setting performance standards (Aguinis, 2013).

Establishment of Relationships at the RBRK Construction And Consultancy

Relationships are the bases for efficient and effective work outputs. Lack of relationship would lead to a deterrent factor in the attainment of a company's goals and objectives. Its presence can spur the establishment of a wholesome atmosphere while the managers, staff, and workers enjoy job satisfaction, better imagination and creativity, and innovativeness. This section of the study paints a clear picture of how the company relates itself with its workmates, subcontractors, and the clients.

Table 7

Survey Result in carrying out the Relationship between the Workmates and Managers.

Means of Carrying Out	WM
1. Businesslike relationship which means that they saw their managers during.	
1.1. Consultation or on call session	2.95
1.2. Conducting conferences	4.10
1.3. Conducting trainings	3.95
2. Personal relationship which means that friendship relates with each other outside office hours.	4.05
3. Subordinates try to evade managers because of negative traits such as unfairness, plasticity, etc.	1.75
4. Good leader – subordinate relationship	4.15

The means of carrying out the relationship between the workmates and the managers shows an average of 3.49 percent (Table 7). There were engineering works that maintained a business-like relationship with the RBRK managers which means that they are related to each other only on official matters like consulting meetings, on-call sessions, conferences and trainings and not on intimate matters like attending to invitations, get-togethers and anniversaries. Some relationships were personal, probably this friendly relationship existed long before the former became a member of the RBRK Waechter (2017).

Table 8

Survey Results in Carrying out the Relationship between the Company and its Clientele.

Means of Carrying Out	WM
They build up:	
1. Intimate relationship	3.05
2. Businesslike relationship	4.30
3. Lukewarm relationship	1.95
4. Causal relationship	2.90

Table 8 represents the relationship between the company and its clients showed an average of 3.05 percent (Table 8). Some clients have previous relationships or they are fellow associates. It is surmised that this relationship had existed before they indulged in this job. They might have attended the same school, or enhancement programs, or they were associates in several learnings. Some of them claimed that they had a lukewarm relationship with fellow clients for personal reasons and also because they were not so acquainted with each other. Some of them could have been competing with each other and they might have had the same prospects (Houston, 2019).

Management Problems that Hindered the Full Attainment of the Company's Goals

The succeeding parts dwell on management problems that hindered the attainment of the company's goals.

In planning, there was a clear absence of democratic planning involving the management and staff. This is the reason why the plan was not known by the majority and that no discussion along the way was made about the plan and its implementation. In organizing, a serious problem is discontentment in performance appraisal born out of favoritism and unfair performance appraisal that led good workers to leave the company to look for greener pastures (For staffing, the very serious problems are hiring of unqualified personnel and hiring of qualified personnel but with attitude problems. These problems need immediate and urgent attention otherwise the company will suffer the consequences such as poor delivery of services (Chikumbi, 2011).

In directing, there are failures of personnel to adhere to instructions, no service orientation for personnel, and top-level officials did not accept criticism. In controlling, there are four identified problems and those are lack of leadership

potential that hinders the management from exercising control over competent employees, lack of communication skills, haphazard knowledge of the company's policies, and inadequate show of control to lead the way.

The above very serious problem is related to the problem of rebellious attitude exhibited by the competent employees whenever the potential of the latter was not recognized. Some people are out to catch attention by making trouble for lack of attention to what they think they are worth.

Conclusion and Recommendations

The objective of the study was to determine the management practices, relationships, and problems of RBRK consultancy and construction services in Mandaue City as the basis for proposing measures for its enhancement. The management practices including planning, organizing, staffing, directing, and controlling were carried out to determine the enhancement requirements which are important in answering the research problems. The management carried out a harmonious relationship concerning the management, workforce, and clientele. The analysis will provide the inherent solutions to the problems encountered in the process and the seriousness were the basis to propose enhancement on the part of the project management. The enhancement measures will improve the management policies towards the required strictly adhered policy on harmonious professional relationships, standardized management of conflicts as well as established engineering practices as a guide for the well-structured program-based employee, management, and client relationships. On the strength of the findings revealed, the respondents viewed some project management practices as having fallen short of expectations, therefore, there is a need for remedial and enhancement measures to uplift the current management

of the company such as pursuing an action to come up with a needs-based and data-based plan, proper performance appraisal system, hiring only qualified personnel with desirable work ethics, training them with feasible objectives and proper orientation as to job expectations.

In *planning, the management practices,* which were not carried out, include inviting the subordinates to participate in the planning and monitoring the planned implementation by the staff. This is a clear indication that the planning activity was not participative. There were items under management planning that reached the category of well carried out and these were: presentation of the company's previous plans, review of existing policies and regulations of the company, set time frame for the proposed plan, and inviting resource persons to shed light on planning. In *organizing*, the non-carried-out items are appraisal by a peer, appraisal by an independently trained observer, and by clientele or customer. This shows that the employees' performance appraisal rested in the hands of the project management. In *staffing*, the company exhausted the use of the media to announce vacancies, proof, and evidence to fill up said positions like pertinent documents to this effect and interviews to show signs of willingness and eagerness to work for the specified positions applied for. For *promotion*, an interview was necessary to determine the preparation and competence in the performance of the desired higher position such as performance ratings, work ethics, desirable attitude, additional training, and exposure to the job promotion applied for. As regards directing, mentoring as basic to directing was well-carried out by observing performance against the performance standards set. Under mentoring, what was carried out was noting the weak points met along the way. In carrying out a *relationship between the workmates and the management*, the engineering environment must work and maintain a business-like

relationship between the workmates and the project managers. Some relationships were personal. Some tried to evade their managers on unofficial activities because they just wanted to avoid intimacy. In carrying out relationships with the Company and its Clientele there was clientele who nurtured intimate relationships with and among their fellow associates. It is surmised that this relationship had existed before they indulged in this job. Some of them claimed that they had a lukewarm relationship with fellow clientele for personal reasons. Others had causal relationships meaning that they accidentally met each other and what they had was simply a nodding acquaintance. On the whole, the actual plan was not put to good use because the management was reliant on an old plan which was not needs-based and data-based. In organizing, some were not content with performance appraisal results due to unfairness and favoritism, there was also a dismal failure in the following guidelines for recruitment, and protests were addressed to the National Labor Relations Commission (NLRC) against their salaries. As regards *staffing*, there were unqualified members of the staff and the good employees left the company in favor of good-paying jobs here and abroad. Some employees failed to understand flexibility and adaptability of work schedule, workplace, and non-adherence to existing rules, policies, and old practices. *Directing* generates the lack of adherence to instruction either due to vague instruction or communication barriers and absence of service orientation for the personnel. For *controlling*, there was an evident lack of leadership potential that hindered the management from attaining its goals and objectives as specified in the timeline. There was a gross deviation from company guidelines, attitude problems surfaced among competent employees whenever their principle was trampled upon and when their contributions were not recognized. There was a need for the project managers to become more empowered to exercise their management functions and

accountabilities. The planning stage needs to be highly participative instead of limiting the visioning process to a limited few.

For the limitations of the study, very serious and serious management problems should be attended to, compared to non-serious ones so as not to disrupt the operations of the workforce. Other limitations include the need to institutionalized pragmatic programs on specialized training and other seminars related which are sponsored programs to address the other areas which are not included in this research. These weak points were spotted to have deterred good performance. Coaching is well carried out by giving feedback on problem areas. The employees tried to put more effort to develop the skills taught and provided inputs on how work can be improved. In controlling the things carried out were setting criteria for utilization and availing of resources, criteria for promotion, and recognition, dismissal, salary increases, and bonuses. The significance of the level carried out could be due to the clients'/employees' lack of awareness on this matter. Very well carried out, to the knowledge of the respondents were the act of keeping records of the company's facts and figures and the holding as well as keeping of the company's budget. It is concluded that enhancement measures be recommended zeroing in on problems that arose in the management practices (planning, organizing, staffing, directing, and controlling) as well as in the avoidance, control, and resolution of conflicts.

Based on the weaknesses of the study, the recommendations include simplifying spending time with the group and every member of the group can improve the management's understanding of the group and the collective opinions of all. Meaningful interaction reduces dependence on stereotypes to understand others because better knowledge is gained about the individual and experience the unique attributes of that person in action. This

results in novel actions by programmed statistics value analysis resulting in the proper enhancement in addressing the very serious and serious problems met.

There should be empathy or sensitivity to the feelings, thoughts, and situations of others. People empathize when they cognitively transpose themselves into the other person's place as if they are the other person. This is a management tool that is both cognitive and emotional. This improves the management's sensitivity to the other person's performance. The project managerial leadership must help employees become more proficient and satisfied in their work situations. There should be training that improves one's self-awareness to minimize personal biases and to help people discover biases in their judgment, alternatives, and choices. Through training, people need to be more open-minded and nonjudgmental towards others.

It is recommended that enhancement measures are framed to improve workplaces to manage properly and effectively. To attain a highly progressive harmonious development, teamwork and collaboration promotions are essential and everybody should participate in all activities including competitions to avoid rivalry. Opportunities for employees to be active during the day which helps them develop knowledge, attitudes, skills, behaviors, and confidence are needed to be active for life, thus avoiding rivalry and professional jealousy which are the sources of conflicts. The programmed analysis prepared to meet the criteria for enhancement has been established that would lead to the novel status result whether high-efficiency output or lead to further recommended actions that may be dealt with for future research. Establishing a good work atmosphere through harmonious relationships achieves an enduring focus on promoting work activity. A management committee can help in the accurate implementation of policy guidelines. The following are the basic plan for an effective workplace to avoid conflicting situations such as following guidelines and standards set by the company, considering the value and the purpose of the policies being covered and how these programs and procedures can be utilized, and monitoring and controlling by auditing the management system for corrective actions. Prepare the workplace and see that all the necessary procedures are on hand and arranged for their continual improvement. Following these management criteria will increase sustainability for workers, management, and clients.

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