

Comparative studies: The Maslow theory Hierarchy of Needs & Almekrad theory of Model C Mechanism in management at work Environment. By associate professor: Fahad Almekrad

by Jana Publication & Research

Submission date: 21-Oct-2025 08:09AM (UTC+0300)

Submission ID: 2770459044

File name: IJAR-54426.pdf (1.98M)

Word count: 8227

Character count: 41876

Comparative studies: The Maslow theory Hierarchy of Needs & Almekrad theory of Model C Mechanism in management at work Environment.

Abstract:

This paper is an attempt to introduce scientific views to compare the similarities and the differences between Maslow theory and Almekrad theory.

The scope, framework and to what extent contribute to the management literature and science at workplace.

The research will examine the Maslow levels of needs compared with Almekrad theory of Model C seven Steps.

To establish common ground or opposite indications make the differences or similarities and how both theories facilitate and demonstrate the last common goals.

Toward building context framework to evaluate the values of human resources in the field of organizational behavior in order to introduce and demonstrate the design mechanism empowerment.

Also, an attempt will be made toward application of *acceptability* to evaluate theory in modern management.

Models and theory are key resources for organizational management. The diversity, complexity, and reusability of this resource result in the need for model management systems. The construction of a model management system involves modeling task dimension and a design level dimension. The modeling task dimension consists of model formulation, model representation, and model processing. In this paper, I identify and justify the necessary dimensions of model management research.

Model 'C' is a systematic approach which provides seven steps which enable managers to develop and empower their human resources. my argument is that MODEL_C will open the door for more and further development studies.

Author Keywords:

New Model in Modern Management by Model C six Positive Steps by letter C

*Road Map of Model C. established by the author Dr:Fahad Almekrad.

Model 'C'

Dr. Fahad Al-Mekrad

Aim of the study:

An attempt will be made for new theory- Model C established by the researcher of this study to examine the best methodology to be implemented, and to what extent the new (theory-Model C) can contribute to management science.

How can Model C develop good professional tools to present the Model C, in management literature.

The Maslow theory Hierarchy of Needs

in a development project of a tool for the management Model approach is based on the international standard ISO 9001 - 2017, together with the active participation of the Pro-Improvements In the process of this stage, an exploratory inquiry methodology is used, which combines the approaches of both the guidelines of the ISO 9001 and The Harvard HRM model will be used to show the relative previous studies used before. **Both model (ISO9001-Harvard HRM- and Maslow Model) will be the core reference for my established Model C.**

The focus of this paper

The focus of this paper lies in offering a complementary way of evaluating the design of new approaches that can lead to professional

Model mechanisms to develop the 7 steps of Model C. (Almekrad Fahad). **Using them to give credibility and legitimacy to be road map for modern organization. and open the door for other scholars to take it for further studies in future.**

In this paper, I attempt to identify and justify the necessary dimensions of Modern Model Management through Twenty-Seven steps as a road map to be used as a professional way to accomplish business tasks.

Then, we use constructs from the seven steps of model C acceptance as model C which have been consistently could be the best way to develop human resources target toward professional skills at workplace.

Methodology of the study

Methodology for the Implementation of a Management Model as a Tool for Improvement By illustrating the previous Models and theories until the new Model which has been Established by the author of this research. as it is mentioned by the title of the above research. experimental Practice interviews with top leaders in Kuwait will be made for testing the model C through the leaders at private and public organization in the state of Kuwait.

To see the effective result after they have their empirical experience at their workplace with Model C. And how they gain benefits from model C in a work environment.

Several leaders' elites in public and private sectors have been selected for interviews to see their opinion about Model C as Road Map And to what extent can be applicable in both sectors.

Focus group are a set of individuals explicitly selected to understand their opinions and feedback toward Model C.

In the process of this stage, an exploratory inquiry methodology is used, which combines the approaches of both the guidelines of the ISO 9001 standard, **Harvard HRM- and Maslow as a related study to start with through my study.**

Review of literature:

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THEORY

According to Oxford dictionary, theory is “a supposition or a system of ideas intended to explain something, especially one based on general principles independent of the thing to be explained”, or “a set of principles on which the practice of an activity is based.”

Merriam-Webster Learners dictionary defines theory as “an idea or set of ideas that is intended to explain facts or events”, or “an idea that is suggested or presented as possibly true but that is not known or proven to be true.”

In a nutshell, theory is an idea, a suggestion or a proposition put forward to explain something based on flimsy evidence or experience, but that which has not, or cannot, be verified to be true in all cases.

From a management perspective, a theory is an explanation of why and what leads to certain behaviour in people.

An example of management theory is Maslow’s Hierarchy of Needs, which states that people are motivated on needs that are hierarchical. When one needs are satisfied, then people are motivated to fulfil another need. As Maslow’s suggestion cannot be verified to be true in all cases of human motivation, it does not become a rule or a fact, thus it remains a proposition – or a theory.

MODEL

Oxford dictionary’s description of model includes “a thing used as an example to follow or imitate” or “a simplified description, especially a mathematical one, of a system or process, to assist calculations and predictions.” Merriam-Webster includes “a description or analogy used to help visualize something (as an atom) that cannot be directly observed.”

In management context, a model is an explanation of how something works, not why it works in a particular way. Model addresses 'as-is' situation, thus it could be a description of market forces interactions, it could be a process by which people learn or it could be a pattern of behaviour. Models do not answer 'why' something is done – for example, why do people learn.

Example of a model is David Kolb's Learning Model which suggested that learning is a continuous cycle, with four processes: concrete experience, observation of and reflection on that experience, formation of abstract concepts based upon the reflection, and testing the new concepts.

Models can be quite accurate representation of a reality but there still could be elements of uncertainty. Hence, multiple models may exist of same situation or reality.

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Theory: is an explanation of an event that has been supported by consistent repeated experimental results and has been accepted by most scientist.

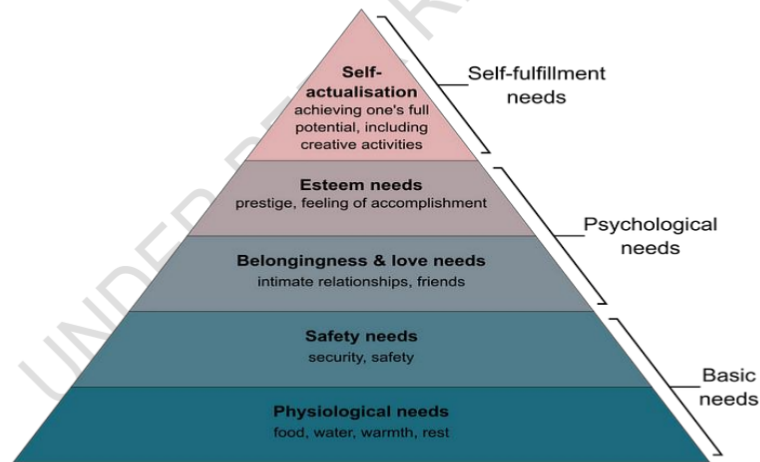
Model; a model on the other hand is a verbal or visual representation of a scientific structure, which allows scientist to construct and test inferences and theories.

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The Maslow Hierarchy of Needs is a theory of human motivation developed by psychologist Abraham Maslow in the 1940s Maslow's hierarchy of needs. It is based on the premise that all humans have certain basic needs that must be satisfied in order for them to function effectively and live healthy lives. Safety requirements are related to the need for security and stability. This includes physical safety, financial security, and emotional security. These needs must be met in order for a person to feel comfortable enough to pursue other goals.

5

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Belongingness and love needs refer to the need to feel accepted, loved, and respected by others. This includes having supportive relationships with family, friends, and peers. Esteem needs refer to the need for self-

179 esteem and recognition. This includes feeling successful, respected,
180 and appreciated.

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182 On the other hand, we find ³ Michael Beer is commonly acknowledged. as the
183 creator of the Harvard HRM Model. However, it was first published in 1984 by a group
184 of experts at Harvard University, led by him. The other authors of *Managing Human*
185 ¹³ *Assets* are Bert Spector, Paul R. Lawrence, D. Quinn Mills and Richard E. Walton.
186 Beer et al (1984) believe there are four main areas HRM covers and
187 where managers needed to take more responsibility for which is
188 employee influence, this cover how employee involvement can help in
189 decision making.

190 The famous Harvard HRM model is one of many great HR theories and
191 models. When implemented correctly, it can help form the bedrock of
192 ⁵ effective HR management policy and procedure.

193 Human Resources Models help to identify areas of improvement,
194 measure and assess the effectiveness of existing HR practices, develop
195 strategies for implementing new HR initiatives and improve the
196 ⁹ performance of an organization's human resources department.

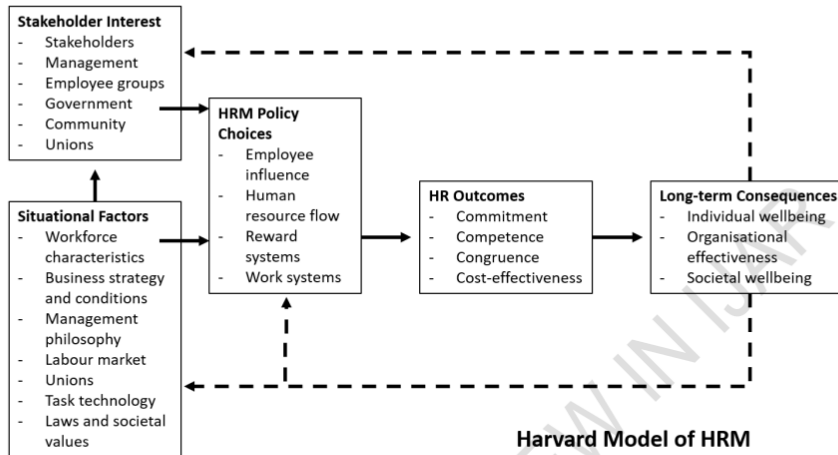
197 Theories provide principles, while models serve as the organized
198 system for HR functions. Understanding and applying HR theories
199 within the model establishes a foundation for sustained success and
200 employee well-being.

201
202 According to ³ The Harvard HRM model is considered one of the most influential 'soft
203 HRM' approaches due to its focus on people rather than outcomes. The Harvard HRM
204 model seeks to provide an optimal context for people to do their best work.
205 The model itself dates back to 1984 and comes from the book *Managing Human Assets*
206 by Michael Beer, Richard E. Walton and Bert A. Spector.

209 The Harvard HRM Model in Practice

210 Taking a look at the illustration below, the Harvard HRM model suggests it is HR's
211 responsibility to consider all stakeholders when **preparing HRM policies and planning**
212 **for a long-term future.**

213 Then, it proposes that HRM must make policy choices by assessing stakeholder
214 interests and situational factors. These choices result in HR outcomes which will have
215 long-term consequences for employees, business and society.



The 'Harvard' Model (Beer et al., 1984). Source: Beer et al. (1984), Figure 2-1, p.16, Map of the HRM Territory.

The model is subsequently divided into five different sections and includes feedback loops to show that every element of the model affects or interplays with other elements. The five critical elements of the Harvard HRM model include:

1. Stakeholder Interest

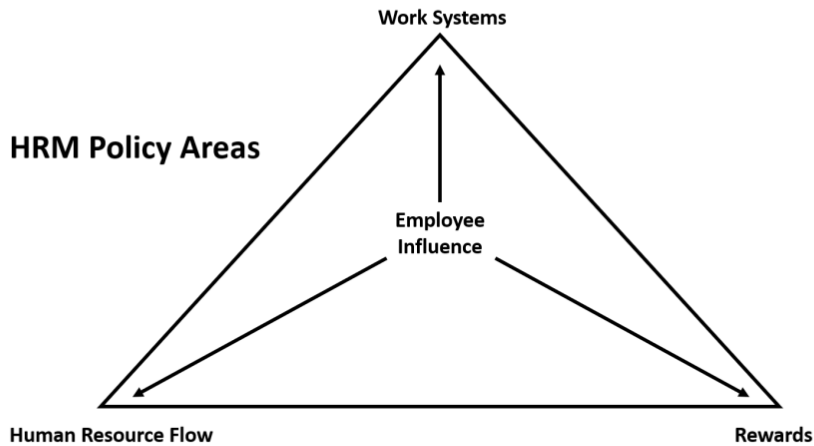
The model proposes that multiple stakeholders' values, input and perspectives must be considered before creating any policies. These stakeholders include management, employee groups, government, the community and even unions.

2. Situational Factors

Before making policy choices, both internal and external factors should be considered as they all influence how humans operate. The model suggests looking at the following situational factors: **workforce characteristics**, **business strategy** and conditions, management philosophy, labour market, unions, tasks, technology, law and societal values.

3. HRM Policies and Policy Choices

The diagram below shows the way HRM policy areas interconnect:



HR policies require both work systems and reward systems to function. In other words: HR policy determines the approach management will take to work, rewards, how HR functions and how employees are influenced. Employees work effectively when these elements find balance.

4. HR Outcomes

One of the most interesting and possibly best-known aspects of the Harvard HRM Framework is the list of HR outcomes (the 4Cs): Commitment, Congruence, Competence and Cost-effectiveness.

Here's an example of how the 4Cs work:

- If you find the right balance of HR policies, employees **commit** to organizational goals (and overall **organisational development**).
- When employees are well-suited to **management styles** and collaborate effectively, you achieve **congruence**.
- A **competent** organization can attract, retain and develop employee competencies.
- Can you maintain **costs** while helping employees stay motivated and satisfied with their jobs? If the answer is yes, you will have cost-effectiveness.

5. Long-Term Consequences

In essence, if you use the Harvard HRM model to prepare and execute HRM strategy, the belief is that there will be far-reaching, long-term consequences. The model argues that if an HRM strategy meets employees' needs, this will help the organization compete with the external market while benefiting society and the community.

Putting The Harvard HRM Model into Practice

Any HR model can give organisations and HR leaders a helpful start when creating HR policies or managing HR processes more effectively. But, sometimes, taking the time to research and apply models simply isn't possible.

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HR (Human Resources) theories are frameworks and principles that guide the management of people within organizations. These theories help in understanding employee behavior, motivation, development, and organizational dynamics. By applying HR theories, organizations can create strategies that align with both business goals and employee needs, ensuring a productive and engaged workforce.

3

The famous Harvard HRM model is one of many great HR theories and models. When implemented correctly, it can help form the bedrock of effective HR management policy and procedure.

Human Resources Models help to identify areas of improvement, measure and assess the effectiveness of existing HR practices, develop strategies for implementing new HR initiatives and improve the performance of an organization's human resources department.

Theories provide principles, while models serve as the organized system for HR functions. Understanding and applying HR theories within the model establishes a foundation for sustained success and employee well-being.

According to The Harvard HRM model is considered one of the most influential 'soft HRM' approaches due to its focus on people rather than outcomes. The Harvard HRM model seeks to provide an optimal context for people to do their best work.

The model itself dates back to 1984 and comes from the book Managing Human Assets by Michael Beer, Richard E. Walton and Bert A. Spector.

The Harvard HRM Model in Practice

Taking a look at the illustration below, the Harvard HRM model suggests it is HR's responsibility to consider all stakeholders when preparing HRM policies and planning for a long-term future.

Then, it proposes that HRM must make policy choices by assessing stakeholder interests and situational factors. These choices result in HR outcomes which will have long-term consequences for employees, business and society.

299 The Most Popular Standard in the World
300 ISO 9001:2015 Quality Management Systems Standard



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303 ISO 9001:2015 Quality Management Systems Standard

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306 Several previous studies¹⁰ described human resource management as a
307 management discipline that sought to ensure the recruitment, training,
308 motivation, and management of employees in such a way as to maximize their
309 benefits for management. Thus, human resource management, although
310 renewed and expanded in comparison with personnel management,
311 eventually included all personnel management functions (Bae & Rowley, 2003;
312 Torrington et al., 2007).

**Model 'C' -Seven- Steps: Toward organization
behavior(diagram -1)**

Established by Dr,Fahad Almekrad

Step-1CONCEPTION

المفهوم العام-
الرسالة-الهدف -الرؤية

Step-2الطريقة

CONDUCT

Step-3 الاتصالات

COMMUNICATION

Step- 4التنسيق

COORDINATION

Step-5التعاون

COOPERATION

/ Step-6التركيز

CONCENTRATION

Step -7 الاعتبارات

CONSIDERATION

diagram - 2

Model C Assumptions and Implications: أثار و نتائج موديل

"س"

Constructive Cs الإيجابي Result from Implementing Model C	Destructive Cs السلبي Result from Ignoring Model C
1. Conception/ المفهوم العام 2. Conduct/ الطريقة 3. Communication/ الاتصالات 4. Coordination/ التنسيق 5. Cooperation/ التعاون 6. Concentration/ التركيز 7. Consideration/ الاعتبارات	1-Confusion/ فوضى 2-Conflict of interest/ تضارب المصالح 3-Contradiction/ تناقض 4-Cotroversy/ جدل 5-Complexity/ تعقيد 6-Conspiracy/ مؤامرة 7-Cold-hearted/ خالى من المشاعر

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Constructive Cs/ "س" البناءة

**Result from Implementing Model
'C':**

1. Clear Conception/
2. Clear Conduct/
3. Clear Communication/
4. Clear Coordination/
5. Clear Cooperation
6. Clear Concentration/
7. Clear Consideration/
8. Clear Common Ground/
9. Clear Combination/
10. Clear Command/
11. Clear Commission Group/ العمل
12. Clear Compensation/
13. Compliment/ الإطراء

diagram - 3

Destructive Cs/

**Result from Ignoring Model
'C':**

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403 **In addition to the constructive Cs, comprehensive**
404 **implementation of Model 'C' will lead to:**

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بالإضافة إلى "س" البناءة في حال تطبيق موديل "س" بشكل موسع سينتج:

CREATIVITY
أبداع

CREDIBILITY
مصادقية

diagram - 5

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Step-1 CONCEPTION

Conception is the process of forming an idea or plan. It is the first step in creating a strategic plan that identifies the idea and the goals needed to turn the idea into reality. The strategic plan provides a conceptual framework model that shows the company, and its employees, how the plan can be implemented within the company's corporate environment.

The first step in creating public policy for sustainable human resource development is to identify the concept and its characteristics and combine it with other ideas to form the framework for a strategic plan.

Key Elements of Conception:

- Consider the company's strategy and philosophy
- Identify the general and private goals and interests to be encountered
- Define responsibilities and duties of those involved
- Provide a structured framework for the concept's implementation
- Take elements such as human beings, the State, technology, and related organizations into account
- Remember that many people are influenced by the organization's attitude towards the concept
- Consider the current work practices and approach to learning in the work environment and how the changes will be perceived and respond to
- Remember that observing, experiencing, and learning are important tools to understanding the general ideas of the organization

Useful Words for Conception:

- **Create** (verb) to make something happen or exist
- **Creation** (noun) the act or process of making something that is new, or of causing something to exist that did not exist before
- **Creative** (adjective) involving the use of skills and the imagination to produce something new
- **Combination** (noun) two or more things joined together to form a single unit
- **Compose** (verb) to form together to make a whole
- **Composition** (noun) the different parts that something is made of; the way that different parts are organized
- **Credence** (noun) the quality of an idea that makes you believe that it is true
- **Conceive** (verb) to form an idea, or plan in your mind, to imagine something
- **Conceivable** (adjective) that you can imagine or believe in something
- **Concept** (noun) an idea or a principal that is connected with something
- **Conceptual** (adjective) related to or based on ideas
- **Conceptualize** (verb) to form an idea of something in your mind
- **Conception** (noun) the process of forming an idea or plan

STEP 2

CONDUCTING AND IMPLEMENTING

To turn an idea or concept into reality requires an organized plan or process which then needs to be constructed and **implemented** in an appropriate manner. A plan can never be implemented by one person. At various stages people will have to work together following specific directions in order to accomplish their required duties and goals.

In regards to human resource development, many organizations establish Individual Development Plans (IDPs) which provide a planning process that identifies both professional development needs and career objectives. This strategy gives employees, mentors, and supervisors a better understanding of how they can **conduct** themselves in the work place, develop their individual skills and how they fit within the company's structure and long range plans.

Key Elements of Conduct and Implementation:

- Clearly state the function and outcome of the plan
- Understand the conditions and standards expected by the company
- Incorporate team work within the plan
- Identify Job Task Standards (JTS) and subtasks
- Prepare a JTS booklet as per established format
- Include the tools and skills required to be successful in the job
- Define and state the job duties
- Conduct weekly reports
- Establish a timeline for the implementation, including a brief summary of the goals and priorities for at least one calendar year
- Evaluate the implementation of the plan on a scheduled and as needs requires basis and implement reforms when needed

- 501 • Determine your inputs and outputs
- 502 • Establish evaluation procedures including self-assessment

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504 **Useful Words for Conducting and Implementing:**

- 505 • **Conduct** (verb) to organize and/or do a particular activity
- 506 • **Conduit**(noun) a person or organization or a country that is used to pass things
- 507 or information to other people or places
- 508 • **Connection** (noun) something that connects two facts or ideas
- 509 • **Conquer** (verb) to succeed in dealing with or controlling something
- 510 • **Consequence** (noun) a result of something that has happened
- 511 • **Consequential** (adjective) happening as a result of or an effect of something
- 512 • **Construct** (verb) to build or make something
- 513 • **Constructive** (adjective) having a useful and helpful effect rather than being
- 514 negative or with no purpose
- 515 • **Constructor** (noun) a person or company that builds things
- 516 • **Construction** (noun) the process or method of building or making something

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STEP 3

COMMUNICATION

It is essential for the company to establish and maintain clear, positive channels of **communication** between management, administration, and employees. For communication to be effective the sender should ensure that the receiver(s) has in fact received the message correctly. It is important to remember that 90% of communication is body language, gestures, and the tone and inflection of the sender's voice.

To successfully implement human resource plans and strategies it is essential that everyone in the company knows about the plan and understands how it is being implemented.

When hearing **comments** and **complaints** it is essential for human resources personnel to remember that information is often very important and **confidential**.

Key Elements of Communication:

- Avoid misunderstanding through confusing words and phrases
- Clearly define your objectives in easily understood statements
- Utilize technical tools to assist in providing clear statements
- Use short words rather than longer, more complicated words
- Try to use simple and familiar terms and phrases
- Use visual references like layouts, charts, tables, graphs and diagrams
- Include photographs to illustrate your message
- Gather and collate the information
- Express what you want to say clearly and concisely
- Provide a summary of the main issues and conclusions

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1 Step-4 Co-ORDINATION

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For any plan to be successfully implemented all communication needs to be controlled and coordinated between departments and employees. To be effective, the proper messages need to reach the right person at the correct time. There is no doubt that working together in an efficient and organized way will result in the company successfully achieving its established goals.

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Effective **co-ordination** is essential for any human resource development program to be fully implemented throughout the company. This requires a chain of **command** to delegate authority and directives. A **commission group** is the central command organization. They are the people who have been given the responsibility to control the work environment. The commission group ensures a **concentration** of attention on key facets of the program by establishing annual strategic goals and allocating financial and human resource priorities.

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Key Elements of Co-ordination:

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- Establish a communication plan or package

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- Create a distribution list for the of information plan or package

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- Specify what changes in business are expected from the program

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- Identify the existing knowledge and skills as well as new skills that will be required of employees

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- Follow up the Individual Development Plans both individually and as a collaborative effort

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- Develop a plan for how the new learning will be applied to the job

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- Determine what learning resources and courses will be required

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- Specify measurable methods of gauging learning achievement

- 573 • Identify all collective work that is required to implement the plan

574 **Step 5 - Elements of Concentration:**

- 575 • Always ensure you are focused on the task(s) at hand
- 576 • Take a short break to recharge your mental batteries and then review what you
- 577 have accomplished so far
- 578 • Review your work periodically to determine if changes in direction are required
- 579 • Use a mind-map or model to track and record your task
- 580 • Reward yourself by taking breaks after periods of concentration
- 581 • Follow up and update new information to help you concentrate
- 582 • Be realistic when defining your tasks in terms of its content and purpose
- 583 • Determine how much time and effort will be required to accomplish tasks
- 584 • Break up tasks into smaller groups when one task is too time consuming
- 585 • Double check all estimates when organizing your priorities
- 586 • Address all doubts, either minimizing or banishing them, in order to avoid
- 587 unwanted distractions to your concentration
- 588 • Recognize the worth of the task at hand
- 589 • Develop and practice your concentration skills beyond the requirements of your
- 590 present tasks

592 **Useful Words for Co-ordination:**

- 593 • **Control**(noun) the power to make decisions about how a country, an area, or an
- 594 organization is run
- 595 • **Command**(noun) an order or instruction given to a human, animal or instrument
- 596 such as a computer
- 597 • **Conduit** (noun) a person, organization, or a country that is used to pass things or
- 598 information to other people or places
- 599 • **Consistency** (noun) the quality of behaving in the same way, or having the same
- 600 opinions or standards

- 601 • **Completion**(noun) the act or process of finishing something
- 602 • **Creative** (adjective) involving the use of skills and imagination to produce
- 603 something new
- 604 • **Conference** (noun) a large official meeting at which people with the same work
- 605 or interests come together to discuss their views
- 606 • **Contribute**(verb) to give something especially money or services to help
- 607 someone or something
- 608 • **Contribution**(noun) a sum of money or service given to a person or organization
- 609 in order to pay for or create something
- 610 • **Co-operation**(noun) the act of doing something together or working together
- 611 towards a shared aim or task
- 612 • **Co-ordinate** (verb / noun) to organize the different parts of an activity and the
- 613 people involved in it so that it works well
- 614 • **Co-ordination**(noun) the act of making parts of something, groups of people,
- 615 etc. work together in an efficient and organized way
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STEP 11

¹ **Step-6 Co-OPERATION**

It is vital for the successful implementation of any plan to get the **co-operation** of everyone involved. Through enthusiastic involvement, employees take on an ownership role in the project which can utilize the variety of skills and knowledge possessed by all of the team members.

For any human resource development program to be fully and successfully implemented requires the active, willing participation of all levels of the company from managers to employees. This level of participation and commitments achieved when all views are listened to and taken seriously. While everyone is listened to, **compromises** will have to occur to ensure a common vision is achieved and implemented.

To achieve teamwork and cooperation Human Resources need to establish a common identity or **common ground** from which all members of the team begin to work from. With a shared identity, teams can be built and developed to implement new programs and overcome challenges. With trust and commitment, ideas can be expressed and compromises can be achieved for the common good of the team in achieving its established goals.

Key Elements for Co-operation:

- Create a positive, respectful working environment facilitating positive, interactions and affiliations between workers

- 642 • Use the advice and knowledge of trained psychologists and sociologists to
- 643 maintain and enhance a healthy work environment
- 644 • Promote cooperative integration among workers through self teaching and
- 645 learning
- 646 • Help employees enhance their skills and knowledge of the work environment
- 647 by working and learning together
- 648 • Only accept information that contributes to the purpose of the team's mission
- 649 • Encourage the asking of questions to get clearer ideas of the situation
- 650 • Express concerns and criticism in terms of the problem and not the person
- 651 • Follow personal and corporate guidelines
- 652 • Formulate conclusions by discussing the implications and consequences of
- 653 possible actions
- 654 • Incorporate all learning styles by expressing complex information through a
- 655 variety of methods such as graphics and visual displays

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Useful Words for Co-operation:

- 659 • **Coalition**(noun) a group formed from several different groups, agreeing to work
- 660 together for a common purpose
- 661 • **Commitment**(noun) a promise to do something or a promise to support
- 662 somebody or something
- 663 • **Consideration** (noun) the quality of being sensitive towards others and thinking
- 664 about their wishes and feelings
- 665 • **Communication**(noun) the activity or process of expressing ideas and feelings
- 666 or giving people information
- 667 • **Criticism**(noun) the work or activity of making fair, careful judgments about the
- 668 good and bad qualities of somebody or something
- 669 • **Concerns**(verb) to worry about somebody or something
- 670 • **Commonality**(noun) a usage or practice common to a group

- **Collaborate** (verb) to work together with somebody in order to produce or achieve something
- **Common Ground**(noun) opinions, interests and aims that you share with somebody, although you may not agree with them about other things
- **Compromise**(noun) an agreement made between two people or groups in which each side gives up some of the things they want so that both sides are happy in the end
- **Cooperate**(verb) to work together with somebody else to accomplish something
- **Cooperation**(noun) the act of doing something together or working together towards a shared aim or task

Result and discussion

According to the analysis of the survey and interviews of the employees who work in the management both in public and private sectors, agrees that Model C considers both theory and model in the same time.

It is considering a road map for business, companies at private sectors as well as in public institutes and ministries.

The study shows a strong relationship between theory and model C, and complete component mechanism to be handbook tools and good management reference for leaders, to get higher performance at workplace. Theory is the philosophy to be reflected and seen in model diagram, illustration and map out to explain the New Modern Model C.

698 **95% of the interviews agree that model C is the positive**
699 **way to deal with daily business work.**

700 **Both leaders belong to the public and private sectors**
701 **agreed that model C can be applicable for work**
702 **application forms and duties. The importance of the**
703 **study also shows that the Smart calendar for employees**
704 **exists through the study which indicates the performance**
705 **for every individual working in the organization. besides**
706 **bibliography for the worker to accumulate his efforts and**
707 **role responsibilities during the period the employees**
708 **spend at his work. The analysis of this study indicates**
709 **that to the highest level in the organization is the leading**
710 **to direct and supervision the model C within the**
711 **organization departments.**

712 **To be implemented to all departments at workplace.**

713 **Majority of the employees in both private and public**
714 **sectors show that Model C is important to build a strong**
715 **road map to accomplish and carry out the daily business**
716 **work professionally and successfully to accomplish the**
717 **responsibilities.**

718 **Female and male at workplace agreed that model C can**
719 **be useful for all department and divisions from the top**
720 **until the bottom level.**

721 **During interviews with some leaders and middle**
722 **management supervisions as well as the team leaders**
723 **agreed that model C is important for the following reason,**

it is indicating clear conceptual framework, clear plan, clear strategy, beside clear vision, mission, and goals. Most the interviewers, 92% agreed that model c is clear and can be adaptable at the work environment. At culture and structural level, it can strengthen the diversity and competitive advantage among employees within model C context. The findings show that most respondents in both sectors agreed that model C is away to build strong component mechanisms. The study suggest that Model C gives several important factors such as clear communication among divisions and departments within the hierarchy. Collaboration and coordination will be key important factors to facilitate the process of input - output. additionally, the leaders respond that model C open the door for more sustainable development for the organization to reach great performance, productivity and quality. Beside strong interpersonal relationships in organization behavior.

Conclusion

From my previous Studies Model C represents a mix of mechanism context of theory and road map model it can be applicable for all private and public sectors to manage their outcome product. There for it will contribute to the science of management from my deep studies of this model, it is consider both model and theory.

Maslow theory for needs represent the basic necessity
Maslow's hierarchy of needs is a conceptualization of

the needs (or goals) that motivate **human behavior**,
which was proposed by the American
psychologist Abraham Maslow. According to
Maslow's original formulation, there are five sets
of **basic needs** that are related to each other in a hierarchy
of prepotency (or strength). Typically, the hierarchy is
depicted in the form of a pyramid although the pyramid
begins at the bottom with physiological needs (the most
prepotent of all) and culminates at the top with self-
actualization needs. In his later writings, Maslow added a
sixth level of "meta-needs" **and met amotivation.**

Result and discussion

According to the analysis of the survey and interviews of the
employees who work in the management both in public and
private sectors, agrees that Model C considers both theory and
model in the same time.
It is considering a road map for businesses, companies at private
sectors as well as in public institutes and ministries.
The study shows a strong relationship between theory and
model C, and complete component mechanisms to be handbook
tools and good management reference for leaders, to get higher
performance at workplace. Theory is the philosophy to be
reflected and seen in model diagram, illustration and map out
to explain the New Modern Model C.

778 **95% of the interviewers agree that model C is the positive way**
779 **to deal with daily business work.**
780 **Both leaders belong to the public and private sectors agreed that**
781 **model C can be applicable for work application forms and**
782 **duties. The importance of the study also shows that the Smart**
783 **calendar for employees exists through the study which indicates**
784 **the performance for every individual working in the**
785 **organization. besides bibliography for the worker to accumulate**
786 **his efforts and role responsibilities during the period the**
787 **employees spend at his work. The analysis of this study indicates**
788 **that to the highest level in the organization is the leading to**
789 **direct and supervision the model C within the organization**
790 **departments.**
791 **To be implemented to all departments at workplace.**
792 **Majority of the employees in both private and public sectors**
793 **show that Model C is important to build a strong road map to**
794 **accomplish and carry out the daily business work professionally**
795 **and successfully to accomplish the responsibilities.**
796 **Female and male at workplace agreed that model C can be**
797 **useful for all department and divisions from the top until the**
798 **bottom level.**
799 **During interviews with some leaders and middle management**
800 **supervisions as well as the team leaders agreed that model C is**
801 **important for the following reason, it is indicating clear**
802 **conceptual framework, clear plan, clear strategy, beside clear**
803 **vision, mission, and goals. Most of the interviewers 92% agreed**
804 **that model c is clear and can be adoptable at the work**
805 **environment. At culture and structural level, it can strengthen**
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807 **within model C context. The findings show that most respondents**
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actualization needs. In his later writings, Maslow added a sixth level of "meta-needs" **and met amotivation.**

In summary we can conclude the following:

Model C is systematic approach emerge from general philosophy of theory through the letter C. It is complete pattern of Chain. It is lead for good organizational structure and culture.

To achieve business success.

Twenty-Six steps are foster appositve attitude makes employees

Feel heard, seen and liked. Motivating for competitive and enthusiasm worker. Encourages employees to strengthen leadership

And problem-solving skills.

¹⁶ In contrast to theories, models—as highlighted ¹² illustrate with precision the mechanisms that might govern the processes.

¹² The terms *theory* and *model* have been defined in numerous ways, and there are at least as many ideas on how theories and models relate to each other.

² the study shows that theories is a set of principles on which the practice of an activities is based to understand the main thoughts and ideas which facilitates description, prediction, and control. While the model which emerge from theory help us to illustrate through diagram, forms handbook and calendar note. With clear structure, clear function and clear discipline.

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Pages 336-344 | Published online: 07 Jan 2021

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