

Managing Generation Y 4

The workforce is becoming relentlessly younger but for the present contains four generations; the Traditionalists, born before 1945; the huge post-war Baby Boomers, born 1945-64; the small Generation X group, born 1965-80, and now Generation Y, born after 1980. Many HR professionals report conflicts between younger and older workers, reflecting each generation's very different values, attitudes toward work and authority, ways of operating, degrees of socialization, skills, and so on. Managers may save themselves some headaches by becoming familiar with Gen Y — a mini baby boom generation now pouring into the marketplace.

Susan P. Eisner

Success Factors for Organizational Performance: Comparing Business Services, Health Care, and Education 16

The relationship of the four manager-controlled, critical success factors (market orientation, learning orientation, entrepreneurial management style, and organizational flexibility) to performance in the manufacturing area has been thoroughly researched. But how these success factors affect nonprofits and for-profit service providers has been generally neglected. To gain a variety of perspectives, we submitted questionnaires to multiple respondents from organizations in three areas: business services, nonprofit health care (all hospitals), and nonprofit educational institutions, mostly higher education. Although all four factors were highly correlated with performance, the impact of the different factors on results in the different sectors varied widely. On the whole, education fared less well with respect to performance than the other two areas. Further research should help managers understand the roles of these critical factors.

Hilton Barrett, Joseph Balloun, and Art Weinstein

Embedding Ethical Frameworks in the Leadership System of Not-for-Profits: The Special Case of Volunteers 29

In the past few years, the media spotlight has targeted ethical scandals in the business world. However, not-for-profits are not immune to these problems. With over \$600 billion in revenues, more than 10 million employees, and countless volunteers, these organizations have a major impact on the U.S. economy and community life. Making sure that volunteers adhere to codes of ethics can be difficult, but the fallout from malfeasance can be devastating. Careful selection of volunteers, a written code of ethics, good communication between paid and volunteer leadership, training, and other measures can help avoid ethical lapses.

John R. Bell, Robert R. Bell, and Susan A. Elkins

Workplace Violence Prevention Programs in West Texas 35

Among the sad-but-true trends of modern life is an increase in workplace violence. Despite the breadth of employee abuse — little is known about links between this problem and violence prevention strategies. A survey of human resource managers in five roughly similar West Texas cities found that the most common prevention device was information in the employee handbook. However, organizations with 50 or more employees tended to have pro-active measures, as did those that had experienced workplace violence. There was little correlation between prevention measures and types of industries.

Gundars Kaupins, Malcolm Coco, and Joe Cope

Enhancing Organizational Performance: Facilitating the Critical Transition to a Process View of Management

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For some time manufacturers have realized that the efficiency of their processes is as important as the quality of their products. Their bottom lines reflect both. Now many nonmanufacturing businesses are trying to apply a process view to their operations, and it's not easy. Structural changes may be required in the transition from a traditional functional focus. Technology may be needed to facilitate cross-functional teams. Workers must be educated to the necessity and competitive advantages of a process-oriented organization, and the new focus must be implemented and managed effectively. A case study of GE Aircraft Engines shows the academic concepts in practical operation.

Gary Baker and Henry Maddux

Using Quality Management as a Bridge to Environmental Sustainability in Organizations

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Pressure is increasing on a wide range of organizations to use environmentally sustainable practices in producing their products and services. Nevertheless, there are few easily accessible tools to help managers make decisions that will have the desired environmental outcome — without compromising other crucial goals. Well-known quality management practices can help, especially the Deming Cycle of plan, do, study, and act. Applying these iterative steps, as illustrated by a case study, can help guide managers through decisions that result in environmentally sustainable practices.

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