

## The role of career quality in achieving organizational excellence According to modern perspectives

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### **Abstract:**

This study aims to clarify the relationship between career quality and improving organizational performance, whether at the individual or organizational level, considering that the human resource has a direct and significant impact on the performance of organizations, some concepts related to career life have been presented and then move to modern models in building a functional environment that allows the individual to develop his performance and knowledge, and some practical applications for some successful organizations have also been presented. the study has concluded that career quality is related to a set of interrelated criteria, the most important of which is the trust criterion, which determines the extent of trust that exists between employees and management staff, as the study concluded that all trust between the parties was greater The more appropriate and better the career life in the organization is, and the study has shown the foundations to build and strengthen trust in organizations, giving the right information to employees, respecting them and respecting their opinions, as well as integrity in dealing with them and establishing procedures and consistent practices that enshrine the principle of justice will strengthen confidence in management and thus create a work atmosphere stimulating dedication, innovation and organizational excellence.

**Keywords:** Career quality, organizational excellence, confidence..

**Jel Classification Codes :** J81 L25 J2.

### **Résumé:**

Cette étude vise à clarifier la relation entre la qualité de carrière et l'amélioration de la performance organisationnelle, que ce soit au niveau individuel ou organisationnel, considérant que la ressource humaine a un impact direct et significatif sur la performance des organisations, certains concepts liés à la vie professionnelle ont été présentés puis passer aux modèles modernes dans la construction d'un environnement fonctionnel qui permet à l'individu de développer sa performance et ses connaissances, et quelques applications pratiques pour certaines organisations performantes ont également été présentées. l'étude a conclu que la qualité de carrière est liée à un ensemble de critères interdépendants, dont le plus important est le critère de confiance, qui détermine l'étendue de la confiance qui existe entre les employés et le personnel de direction, car l'étude a conclu que toute confiance entre les parties était d'autant plus grande Que la vie professionnelle dans l'organisation est plus appropriée et meilleure, et l'étude a montré les bases pour construire et renforcer la confiance dans les organisations, en donnant la bonne information aux employés, en les respectant et en respectant leurs opinions, ainsi que l'intégrité dans leurs relations avec eux et l'établissement de procédures et de pratiques cohérentes qui consacrent le principe de justice renforceront la confiance dans la direction et créeront ainsi un climat de travail stimulant le dévouement, l'innovation et l'excellence organisationnelle.

**Mots clés:** Qualité de carrière, excellence organisationnelle, confiance

**Jel Classification Codes :** J81 L25 J2.

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## **I. Introduction**

The great role of business organizations in all walks of life is increasing day by day. They represent the best way to meet the growing needs of society. They are the basic base for achieving development. Therefore, thinkers searched for the best ways to improve the performance of organizations and develop their performance. After paying great attention to materials, researchers paid attention to the importance of the human resource as the main engine for the rest of the material and moral resources, which prompted them to look for ways to increase the connection of individuals with their organizations so that it has an impact on improving their performance and then improving the performance of the organization in general.

Over the past decades, various studies have proven the role that the working atmosphere plays in improving the performance of employees, both the physical and moral aspects, as it is no secret to anyone the direct impact of the physical environment on the worker - whether heat, noise, gases, etc - It has become certain that the moral environment has a significant impact on the performance of employees. When a worker feels that he belongs to the organization, he is motivated to do more in order to increase his contribution to improving the performance of his organization, and vice versa. When a worker sees that the organization in which he works does not take his opinion and does not provide his material and moral needs, he will inevitably look for another place to provide him with this. If he cannot, his performance will be less than it should be. A person who does not value the personality of employees, their opinions and needs, cannot motivate employees and develop sophisticated ways to guide and motivate them. And understand the intricacies of his interaction and push them to achieve their personal goals and the goals of their organization.

Among the studies that have tried to identify the most influential elements in building a work atmosphere that can improve the quality of career, the "Great place to work" model is one of the latest of these models, the model was built at the "great place to work" institute through an experiment that touched more than 12 million employees from thousands of organizations of varying sizes and activities in more than 50 countries, researchers at the institute tried to reach more realistic results that affect all types of organizations, and currently this model is used in many types of for-profit and non-profit organizations similar to government institutions (Burchell & Robin, 2011, p. 206) The great place to work institute has a list of the top 100 institutions globally in terms of work environment, in addition to providing consulting services, and the demand is increasing day by day to adopt this model in order to evaluate its own workplaces, and evaluate itself against the Best Workplaces in the world, so the The great place to work model in its various dimensions, develop effective systems to

measure the quality of the work environment and build a sound work environment that will serve as fertile soil for the growth of confidence, pride and teamwork.

### ***1.1. The Study Problematic***

Many studies and researches have proven that there is a strong relationship between a The great place to work and superior performance, and this leads us to try to find out the secret of this relationship between good performance and a healthy work environment, so what is meant by a The great place to work How does the quality of the work environment help to improve the performance of organizations What are the most important features of the work environment in leading companies.

### ***1.2. Hypothesis of the study:***

The study is based on the main premise that achieving the goals of organizations is by giving employees their best and working in an atmosphere where trust, respect and cooperation prevail.

### ***1.3. The importance of studying:***

As we are interested in developing the performance of national institutions, we do not neglect and do not leave any opportunity that allows us to absorb the cumulative successful experiences and download them properly, so we take from them what addresses our problems and what suits our values, habits and aspirations, so this study came to contribute, at least partially, to provide those interested in the field of management with modern knowledge in the field of successful leadership of employees, by touching on the philosophy of a best work environment in leading international companies and the many advantages of this culture.

### ***1.4.. Study methodology:***

In this study, the descriptive approach was adopted by presenting the concept and dimensions of a The great place to work as stated in scientific books and journals, and the analytical approach was adopted that allows and guides towards monitoring aspects of the phenomenon under study based on the study, analysis and discovery of the keys and secrets of success of the top 100 companies around the world in terms of work environment for 2020.

### ***1.5. Objectives of the study:***

This study came to achieve a number of goals, represented by:

- Identify traditional concepts of the work environment.
- Identify the model of a The great place to work
- Highlighting the impact of a The great place to work on the development of performance.

To achieve these desired goals, this study was divided into four axes:

- A.** the traditional view of the concept of work environment.

- B. the modern view of the work environment.
- C. the impact of the quality of the work environment on performance in business organizations.

## ***II. the traditional view of the concept of work environment.***

Despite the great importance and the great impact of the work environment on the worker's productivity and performance, and despite the interest of researchers in it since the Hawthorne experiments, where Elton Mayo is considered one of the first thinkers who paid attention to the work environment as the main determinant of the performance of workers through his experiments, followed by many experiments all poured in the direction of improving the work atmosphere materially and morally, but this did not contribute to agreeing on a unified definition of it, as a result of its diversity and renewed studies and research related to it, it was defined as "careful analysis of working conditions, equipment, labor, methods and materials that allow improving the quality of work and the adequacy of tools and procedures necessary for the comfort of the individual and increase his productivity"(Gouiran, 2010, p. 148) , it also defined as the set of physical, organizational and social factors surrounding an individual and capable of directing his behaviors within the organization and influencing his work performance (Citeau, 2002, p. 168) It was also considered as a relatively permanent characteristic of an institution that distinguishes it from other institutions and embodies the opinions of individuals about its organization with respect to dimensions represented in support of independence, trust, innovation and Justice (Kusluvan, 2003, p. 458), Also defined it as the set of relatively stable characteristics that characterize the internal organization of an enterprise, which affect the behaviors and values of its members and determine the nature of situations in this enterprise (Gamage & Pang, 2003, p. 85).

The researchers differed in determining the most important dimensions of the organizational environment. in the study of Stringer and Litwin, the emphasis was placed on the organizational structure and the nature of the relationships existing in the organization and the extent of support provided by the management to its workers. the study of Jones and James added the element of job satisfaction, team spirit, diversity in work and cooperation between individuals to these dimensions. as for the Campbell study, the ease of doing business, the value of the individual in the organization and the value of the rewards he receives were added to the dimensions of the organizational environment, but the striking thing is that the dimension of support provided by management to workers is the main factor and the real criterion for a healthy work environment, we also find that The nature of organizational relationships and independence are considered one of the basic keys to a healthy work environment, while other elements such as rewards, cooperation and team spirit were less important in the researchers ' studies. Considering the extreme impact of the work environment with its physical and moral qualities in improving the productivity and performance of the worker, the researchers have provided many divisions of working conditions, while some have limited them to the physical

and physical conditions only facing the individual in his work, others have added non-material conditions to include formal and informal relationships, leadership styles followed in the organization and other working times, and the prevailing humidity and noise emitted by Production machines and tools, dust, odors, circulating air, working hours, wages and other elements, which the worker encounters while performing his production tasks. In addition to non-material conditions with a direct and indirect impact on worker satisfaction and productivity, the studies conducted by "Elton Mayo" represented a real detour to identify and pay attention to a new type of conditions, which has its own peculiarities and effects, represented by leadership style, nature of supervision and quality of communication.

## ***II. 2. Modern view of the concept of ergonomics***

Over the past few years, many studies and researches have appeared aimed at defining an accurate concept of the work environment, by providing practical models that allow measuring and evaluating the quality of the work environment and ranking organizations using a set of criteria that express the stimulating and encouraging environment for survival, learning, creativity and impact, among the most important and most famous measurement models or specifications that are concerned with assessing the quality of work, we mention the following models:

### ***II.2.1. LinkedIn top company***

Established in 2003, LinkedIn serves as the premier platform linking professionals globally, enhancing their productivity and success. Boasting over 1 billion members globally, including top executives from every Fortune 500 company, LinkedIn stands as the largest professional network worldwide. Its robust business model encompasses revenue streams from Talent Solutions, Marketing Solutions, Sales Solutions, and Premium Subscriptions products. Headquartered in Silicon Valley, LinkedIn maintains offices across the globe.

LinkedIn vision is Create economic opportunity for every member of the global workforce, and its mission is connect the world's professionals to make them more productive and successful.

For LinkedIn there are a few distinctive indicators of what makes a great company where you'd love to go and work every single day :

- **Growth** : the scope for each employee to grow. Be it in terms of promotions, skill updation, or encouragement to learn something new, a good company always helps its employees grow personally, mentally, and monetarily.

- **Fair and Supportive Leadership** : A great place to work is always one that's free from toxic bosses and higher-ups, the ideal bosses must be those that are honest, fair, and supportive at all times without being disrespectful.



• **Diverse Environment** : A diverse environment means that your company hires based on who will best match the goals of the company and boost the morale of the team. This is regardless of their race, age, sex, experience, and occasionally education.

• **Clear Expectations And Fair Pay** : A good company makes sure it pays its employees fairly well for the job they have to do, while also ensuring they don't feel pressured to go out of their comfort zone in doing work that's not theirs, to begin with

• **Occasional Breaks And Activities** : Giving employees short breaks and hosting constructive as well as occasional events for them is another sign of good, healthy work culture. This helps employees take a breather and become a lot more productive rather than working 24/7 and having a minimal output due to exhaustion.

### ***II.2.2. top employers company***

Top Employers Institute is the global authority in recognising excellence in People Practices. it helps accelerate these practices to enrich the world of work. Through the Top Employers Institute Certification Programme, participating companies can be validated, certified and recognised as an employer of choice. In 2024, Top Employers Institute has certified more than 2 300 organisations in 121 countries/regions. These certified Top Employers positively impact the lives of over 12 million employees globally, Some company researchers have a set of criteria including (all, 2016) :

- Open communication
- Transparency
- Employer challenges
- Fostering adaptable
- Geared to thrive

The company has identified a set of areas that organizations should work on improving are: Steer, Shape, Attract, Develop, Engage and Unite. All questions in the survey are mandatory, and it is crucial that all members involved in the programme understand the concepts, definitions, and requirements for the various questions in the survey.

### Top Employers areas improving



Source : top-employers, **Survey**, <https://www.top-employers.com/en/how-we-certify/>

#### II.2.3. Randstad Awards

Randstad is a Fortune Global 500 Company and one of the world's leading recruitment & HR services specialists. Spanning over 40 countries and representing more than 90% of the global HR services market, Randstad employs over 560,000 people every day with the aim of "shaping the world of work". Randstad is passionate about matching people with organisations that will develop their potential and matching organisations with people that will take their business to the next level. Randstad is the global leader in the HR and recruitment services industry. By serving as a trusted, working human partner in today's technology-driven and ever changing world of talent, we help people secure rewarding jobs and stay relevant in the world of work. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands.

The Randstad Award is the only Award and employer branding research project of its kind in Australia and around the world. Organisations cannot nominate to participate, there is no judging panel and it is not an internal employee survey.

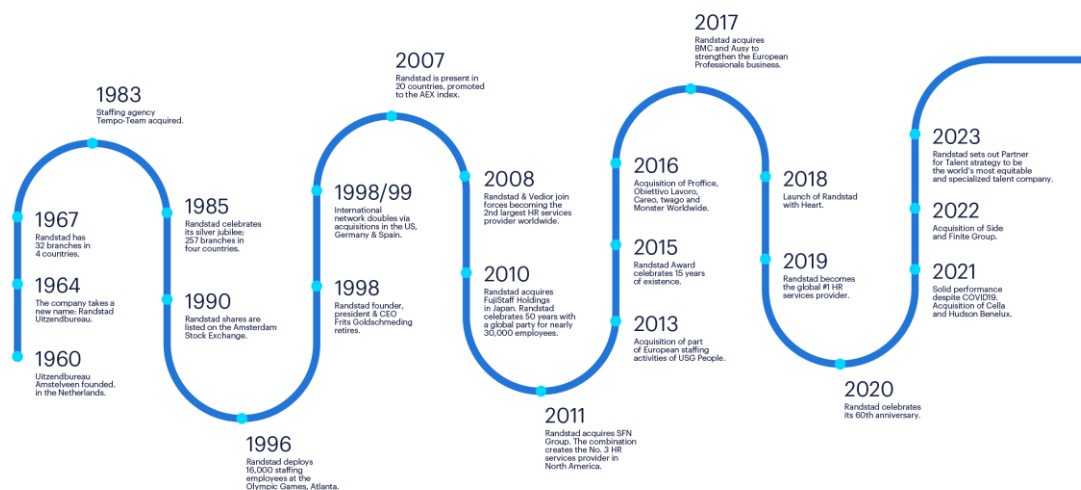
The ranking system is based entirely on the perceptions of Australia's 150 largest private and public employers (by workforce size), from over 10,000 independently selected Australians.

its ambition is to be the world's most equitable and specialised talent

company. it focuses on connecting with talent, because it understands the importance of a job in a person's life. Focusing on the relationship with talent will also contribute clients' success. Matching the right talent to the right job will in turn help both talent and clients achieve their goals and ambitions.

The following figure represents the development of the company.

**figure history and origin of Randstad Awards**



**Source :** anniversary randstad 62 years, *our history can determine the future*, <https://www.randstad.com.au/about-us/our-history/>

At Randstad equity, diversity and inclusion are not just words. The company prides itself on its inclusive culture in the workplace and as a leader in its field, the company considers that it is necessary to support people in getting meaningful work and reduce as many barriers as possible.

Four main pillars have been developed: gender; Indigenous; accessibility and corporate citizenship to ensure that we attract diverse talent groups to our clients and offer a holistic experience

The company has identified 17 indicators to measure the work environment in companies are (Award, 2021):

- Career progression opportunities
- Conveniently located
- Diversity management
- Environmentally & socially aware (CSR)

- Financially healthy
- Flexible working arrangements
- Good training
- Good work-life balance
- Interesting job content
- International/global career opportunities
- Long-term job security
- Pleasant working atmosphere
- Quality products & services
- Salary & employee benefits
- Strong image/strong values
- Strong management
- Uses latest technologies

### ***II.3. The Great Place To Work Trust Model***

The Great Place to Work Institute was established through a partnership between best-selling author Robert Levering, Professor of Organizational Development Amy Lyman, Ph.D., and a cadre of seasoned organizational and management consultants. Their collaboration, initiated in 1991, aimed to distill the research from Levering and Milton Moskowitz's acclaimed book "The 100 Best Companies to Work for in America" (1984, 1994) into an accessible methodology for comprehensively evaluating organizations. At the heart of their approach lay the Trust Model and Trust Index, comprising an employee survey, which served as the bedrock for the research and consulting services offered by the Institute.

The concept of cultivating a great workplace swiftly garnered attention from leaders across various sectors, including government and education. Recognizing it as a pivotal avenue for enhancing workplace environments, these leaders saw the potential to elevate their public image and financial performance simultaneously. As this notion gained traction within the US business community, the great place to work movement transcended borders, propelling the Institute onto the global stage. In 1995, the Institute established its first overseas affiliate in Brazil, followed by another in Korea the subsequent year.

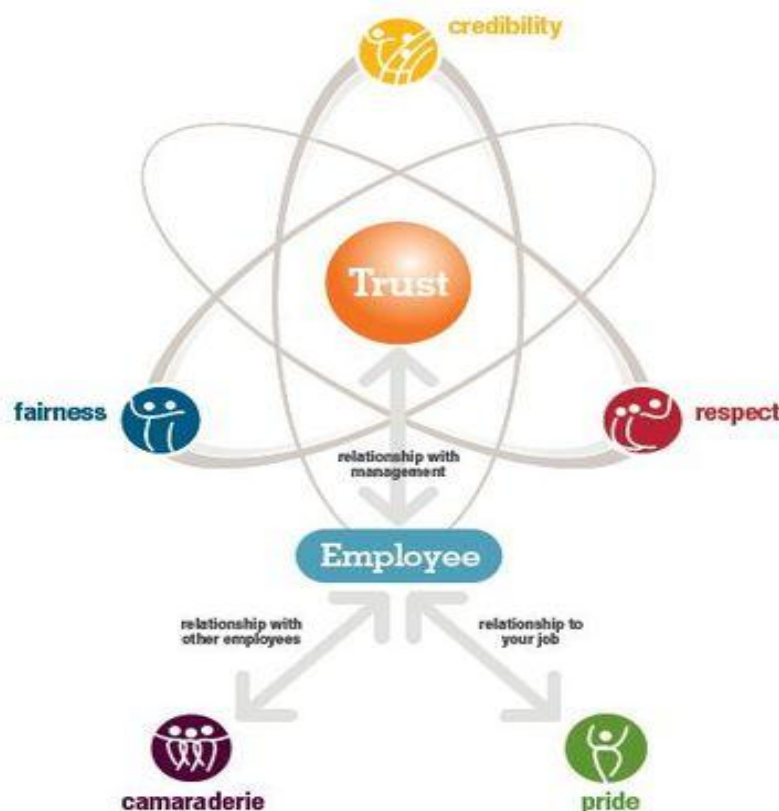
Today, the Great Place to Work Institute conducts Trust Assessments and compiles Best Companies to Work For lists in over 40 countries worldwide. Annually, it surveys more than 1.5 million employees and collaborates with numerous companies to foster transformative shifts in workplace cultures.

### II.3.1. Great Places to Work dimension

“Great Places to Work” is the world’s largest study of workplace cultures using a research-backed employee experience survey. It’s an audit of the practices that create an outstanding workplace culture, it is built from two points of view, the point of view of the managers and the point of view of the employees, the model is based on two surveys, one is dedicated to managers, which is the cultural Audit © , and the other is dedicated to employees, which is the trust index confidence index ©. The survey measures employee experience based on five dimensions: credibility, respect, fairness, pride, and camaraderie, as shown by the following figure

**Figure1 : great place to work trust model**

**Figure1 : great place to work trust model**



Source : great place to work, <https://greatplacetowork.me/trust-model/>

The model is built on the premise that the worker is the center of interactive relations in the organization, the relationship of employees with management, his relationship with the job and his relationship with his colleagues, the employee's relationship with management results in building certain levels of trust, depending on the credibility of the information provided by management and given to employees, as well as the level of respect that exists within the organization and the fairness of the actions taken by the organization in cases of good and bad performance of employees.

The Trust Model© consists of these five dimensions:

**Trust: Credibility** Employees see management as credible (believable, trustworthy); assesses employees' perceptions of management's communication practices, competence, and integrity.

**Trust: Respect** Employees feel respected by management; assesses employees' perceptions of professional support, collaboration and involvement in decisions, and the level of care management shows for employees as people.

**Trust: Fairness** Employees believe management practices and policies are fair; assesses the equity, impartiality, and justice employees experience in the workplace.

**Pride** Measures how employees feel about their own individual impact through their work, their pride in the work of their team, and their pride in the company overall.

**Camaraderie** Measures whether employees believe their company is a strong community where colleagues are friendly, supportive, and welcoming.

as shown by the following table

| Dimension                                                                          | How it plays out in the workplace                                                                                                                                                                                                                                  |   |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
|   | <b>Credibility</b> <ul style="list-style-type: none"> <li>• Communications are open and accessible</li> <li>• Competence in coordinating human and material resources</li> <li>• Integrity in carrying out vision with consistency</li> </ul>                      | T |
|   | <b>Respect</b> <ul style="list-style-type: none"> <li>• Supporting professional development and showing appreciation</li> <li>• Collaboration with employees on relevant decisions</li> <li>• Caring for employees as individuals with personal lives</li> </ul>   | R |
|   | <b>Fairness</b> <ul style="list-style-type: none"> <li>• Equity—balanced treatment for all in terms of rewards</li> <li>• Impartiality—absence of favoritism in hiring and promotions</li> <li>• Justice—lack of discrimination and process for appeals</li> </ul> | U |
|   | <b>Pride</b> <ul style="list-style-type: none"> <li>• In personal job, individual contributions</li> <li>• In work produced by one's team or work group</li> <li>• In the organization's products and standing in the community</li> </ul>                         | S |
|  | <b>Camaraderie</b> <ul style="list-style-type: none"> <li>• Ability to be oneself</li> <li>• Socially friendly and welcoming atmosphere</li> <li>• Sense of "family" or "team"</li> </ul>                                                                          | T |

**Source :** great place to work trust model dimensions  
<https://www.greatplacetowork.com/trust-model>

From the manager's perspective, a great workplace is one where managers achieves organizational objectives; With employees who give their personal best; and Work together as a team / family in an environment of trust Through our work, there are nine areas where leader and manager actions, behaviors, and communications have the greatest impact on the level of trust in an organization. They are:

**Hiring :** Hiring practices ensure new employees fit into the culture and are welcomed.

**Inspiring :** Employees see how they contribute to the company's higher purpose.

**Speaking :** Leaders provide information honestly and transparently.

**Listening :** Leaders are accessible and actively seek employee input.

**Thanking :** Employees are appreciated regularly for their work.

**Developing :** Leaders help employees to grow professionally and personally.



**Caring** :Employees are supported as people with lives outside of work, especially in times of need; workplace is inclusive and embraces diversity; benefits are meaningful and distinctive.

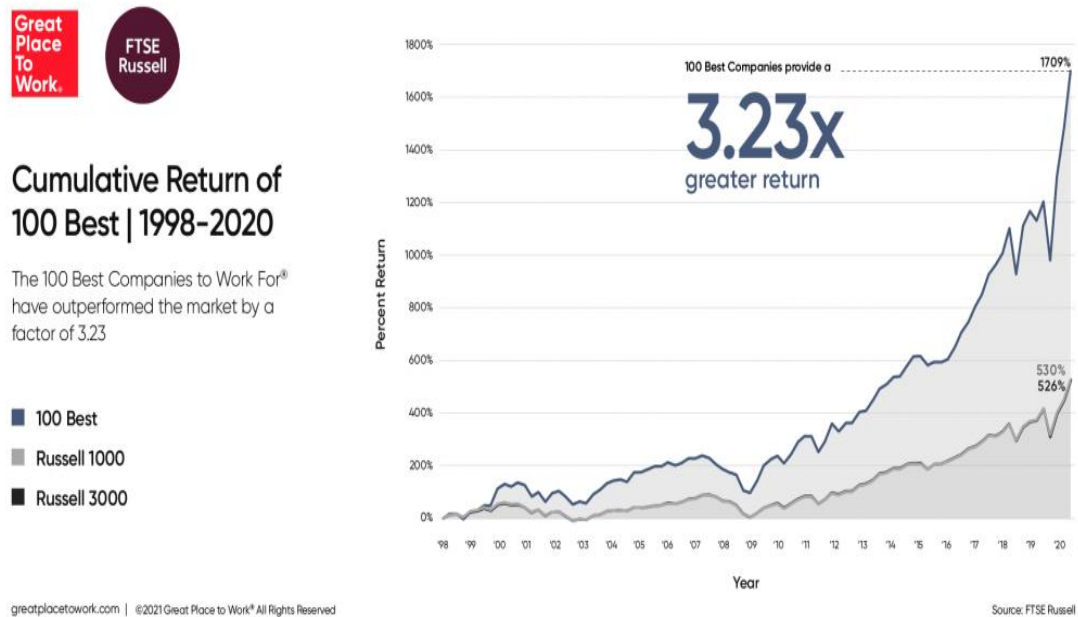
**Celebrating** : Organizational and team successes are regularly celebrated.

**Sharing** : Rewards of mutual efforts are shared equitably with all who helped produce the results and are shared with communities.

### ***III. The impact of the quality of the work environment on performance in business organizations.***

Many studies have proven that there is a strong relationship between the success of organizations and their healthy work environment, and on this basis, managers who want to achieve a high level of excellence should only make confidence in the workplace their first priority. For more than 30 years, the Institute " GPTW" has been studying the relationship between the quality levels of the work environment of organizations and their degrees of excellence and success, and impressive results have been achieved, where it was found that the most important thing that organizations that have a happy work environment enjoy is an increase in their innovation rates, a high rate of customer satisfaction, employee commitment and flexibility in the management process, in addition to a decrease in employee turnover rates by half compared to the general average of the industry, Where researchers took the annual list announced by Fortune magazine of the best companies in terms of work environment and made a comparison between them and the performance of their counterparts from companies in the stock market, and the researchers found that the best companies in terms of work environment were better in terms of results compared to the rest of the companies, and the conclusive evidence of the outstanding performance of organizations that have a healthy work environment is the results of the study of the FTSE Russell Group, A group established in 1995 by the Financial Times and the London Stock Exchange, calculates a set of financial indicators, where this group comparing the stock returns of the top 100 companies in the field of ergonomics, with the top 3000 Joint-Stock Companies in America•For the period between 1998 and 2020, the study found that the stock returns of the top 100 companies in the field of ergonomics, more than three times the market value of the top 3,000 Joint-Stock Companies in America For the period between 1998 and 2020, the study found that the stock returns of the top 100 companies in the field of ergonomics, more than three times the market value of the top 3,000 Joint-Stock Companies in America, as shown by the following figure

**Figure3 cumulative return of 100 best 1998-2020**



**Source:** great place to work, Treating Employees Well Led to Higher Stock Prices During the Pandemic, <https://greatplacetowork.com/mm/resource/treating-employees-well-led-to-higher-stock-prices-during-the-pandemic/>

The Company Rankings compiled by great place to work the global authority on workplace culture that puts together the annual Fortune 100 Best Companies to work for ® , and besides created a virtual index using data from FTSE Russell, the global index and data provider, The result was more noticeable. The new "top 100 indices" outperformed the broader market by 16.5% in 2020, returning 37.4% compared to the 20.9% return of the Russell 3000 ® Index – the broadest US equity benchmark index.

The 100 Best index combines the time-tested and well-respected methodology of two global leaders in their respective fields. FTSE Russell refreshes its hypothetical index each year on January 1 with the “100 Best” list of publicly traded US companies the previous year, while equally weighting the index across companies to ensure even representation. Great Place to Work compiles its 100 Best Companies to Work For list through America’s largest ongoing annual workforce study, which draws on Great Place to Work’s 30 years researching workplace culture globally.

The 60-question survey is designed to measure companies on various factors, including employees’ ability to reach their full human potential, how employees experience company values, their ability to contribute ideas and their perception of company leader effectiveness. Most remarkably, in 2020, the 100 Best broke records on measures of leadership credibility. Employees scored their

leader's trustworthiness the highest ever in Great Place to Work's 33-year history of studying company culture.

## **V. Statistics**

In this item we will try to survey the opinions of employees of the top 25 organizations in the world in terms of a happy work environment, to find the common denominator or the most important characteristics that employees see. In this study, we will rely on the employee-oriented survey, which contains 64 questions (excluding the seven demographic questions), and therefore we have 57 questions distributed around the five dimensions of the model, where we will count the answers of employees that received the highest percentages in terms of acceptance for each company, and then we arrange them sequentially to learn about the opinions, behaviors and expectations of employees, and what things made them feel confident and proud, and therefore the results of this study are considered as feedback through which we know the needs and opinions of employees to determine the real bets of managers, which were as follows (Work, 2021) :

83% Retention : In Great Place To Work certified™ companies, 83% of employees aspire a long-term commitment to their organization.

85% eNPS : In Great Place To Work certified companies, 85% of employees enthusiastically recommend their workplace to friends and family.

90% Real ambassadors : In Great Place To Work certified companies, 90% of employees enthusiastically share their pride in being part of their organisation when talking to others.

In Great Place To Work certified™ companies, 90% of employees in the best have a sense of pride in what the company does.

In Great Place To Work certified™ companies, 81% of employees think that the organization gave them the resources and equipment to do there job.

In Great Place To Work certified™ companies 90% of employees feel good about the ways they contribute to the community.

In Great Place To Work certified™ companies 80% of employees feel that they make a difference in there jobs..

In Great Place To Work certified™ companies 80% of employees feel feel welcome in their organization

## **IV. Conclusion**

Leading organizations strive to guide and unify the efforts of employees with their goals and aspirations, build their confidence and enhance motivation

towards improving quality and innovation, based on providing a workable environment radiating confidence that is a source of inspiration and creativity, in which everyone feels that he has value and influence, studies have proven that the most important thing that organizations that have a happy work environment enjoy is for a strong culture based on Justice And respect fairness, hospitality and integrity in its practices with its employees in addition to serving the communities in which it is active, and treats it honestly and respectfully with its employees and communicates well, it avoids blaming employees and keeps away from criticism, conflicts and ridicule, avoids discrimination and their development, cares about their personal conditions and listens to their opinions and suggestions, and shares profits it generated a sense of pride to belong to this organization and strengthened their sense of loyalty to it, and created cohesion The synergy between employees is manifested in working within the team spirit and providing employees with their best to achieve the goals of the organization.

Thus, it can be said that a workplace that does not have the above - mentioned set of characteristics - respect, fairness and credibility-may turn the workplace into a place more like a prison, with bars and fences of wages, bonuses and laws. Therefore, it can be said that a successful manager is that inspiring leader who pushes employees to give their best for the benefit of the organization, encourages and appreciates their efforts, cares about their conditions and accompanies them in the face of difficulties, listens to their suggestions and makes the workplace a space radiating mutual trust and a source of inspiration and creativity, which is the basis of excellence and excellence in modern business organizations.

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