



PEACE AND PERFORMANCE (2P) PARADIGM ON ICT PROFESSIONALS

Deveendra Menon A/L Narayanan Nair^{1*}, Au Yong Hui Nee²

- ¹ Universiti Tunku Abdul Rahman, Kampar
Email: deveendra@utar.edu.my
- ² Universiti Tunku Abdul Rahman, Kampar
Email: auyonghn@utar.edu.my
- * Corresponding Author

Article Info:

Article history:

Received date: 18.12.2019
Revised date: 02.01.2010
Accepted date: 21.09.2022
Published date: 29.09.2022

To cite this document:

Nair, D. M. N., & Au, Y. H. N. (2022). Peace And Performance (2P) Paradigm On Ict Professionals. *Journal of Information System and Technology Management*, 7 (27), 211-218.

DOI: 10.35631/JISTM.727017

This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)



Abstract:

The two core dependencies of any employee to work happily or even excel in career are Performance and Peace . Peace is defined here as the mental state or stress-free condition for one to use the mind and brain to perform at the optimum level. No one likes to be labeled as a non-performer and no one wants to lose their peace of mind. The need for performance and peace is a natural need in every employee, thus in the new era of human development, following the 2P thirst will be a more suitable and effective method as opposed to forcing and pushing through. The 2P Paradigm wishes to reveal a new vision. The performer and performance should never be separated. Personal Peace and work performance should go together so that the performer performs well. The ultimate aim of Performance is and Peace is an effective means to sustainable Performance In the 2P Paradigm. Both are means and ends. Each is needed and knitted with each other. They are the natural synergizing opposite pairs of order. They should not be separated, like how the protons should not be separated from the electrons in an atom. With the current emphasis on digital economy by the government, ICT organization performance need to be focused. Hence, the 2P paradigm is critically important in ICT organization and department

Keywords:

Performance, Peace, Stress-Free, Information Communication Technology, Paradigm

Introduction

The two core dependencies of any employee to work happily or even excel in career are Performance and Peace. Peace is defined here as the stress-free condition for one to use the

mind and brain to perform at the optimum level. (Ali, 2016). No one likes to be labeled as a non-performer and no one wants to lose their peace of mind. The need for performance and peace is a natural need in every employee, thus in the new era of human development, following the 2P thirst will be a more suitable and effective method as opposed to forcing and pushing through. (Thomas, 2018)

It is important to understand that Performance sustainability needs the element of Peace. We need to discover the breakthrough on how organizations and leaders should pursue high Performance without jeopardizing individual Peace so much - Our future lies in this paradigm. (Ali, 2016).

The current leadership needs to be ushered into a new safe 2P culture, at least for the generations to come. It teaches the art of bringing your whole energy cohesively towards Peace & Performance for the body, mind & spirit rejuvenation. Current organizations are very performance oriented compared to that of the past. One can be working in the organization for many years, but if they are not meeting their KPI or KRA there are good chances of demotion, cold-storage or even termination. Attention on performance drive is not an issue in the current corporate scenario, but no serious attention is given to personal peace. That area looks too abstract and personal.

Literature Review

The 2P Paradigm is based on the philosophy of an atomic structure. The atom was in an orderly state until we humans intervened with our technology and separated the electrons and protons. Disasters were created out of that disorder. The same disaster is in our current corporate culture in the form of stress and unhappiness at work; perhaps people have become immune and have accepted that as normal. (Thomas, 2018).

The 2P Paradigm wishes to reveal a new vision. The performer and performance should never be separated. Personal Peace and work performance should go together so that the performer performs well. The ultimate aim of Performance is and Peace is an effective means to sustainable Performance In the 2P Paradigm. Both are means and ends. Each is needed and knitted with each other. They are the natural synergizing opposite pairs of order. They should not be separated, like how the protons should not be separated from the electrons in an atom (Vasudev,2018). The new edge competency is to move the body and mind towards the desired Performance dynamically, and centred around Peace. This is an ancient art which definitely can be mastered like any other skill mastery, to meet the current business and corporate pressure, just like a stable spinning top – body and mind can be moving and performing at a tremendous velocity but from a peaceful self.

Can Performance be Parallel with Peace, or it is an Enemy to Peace?

The common misunderstanding about the 2P Paradigm is the assumption that performance need to be limited within one comfort level. Performance effort exceeding one's threshold of comfort level needs to be embraced as an adventure in the 2P Paradigm (Ali, 2016).. It's necessary to work on stretching one's performance efforts in order to release the greater potentials hidden within the self. This should be stretched to a point where one has the capacity to accept the pressure physically and mentally. Acceptance has, in itself, the capacity to provide peace during the moments of extra pressure. The unleashing of greater potential and learning during those adventures endeavors will raise the self-image of the individual.(Thomas, 2018)

Gaining the willpower to withstand the pressure and exercising the mental muscles to accept “more” added with gaining higher self-esteem by doing so is the foundation to achieving sustainable peace during high performance.

However, organizations or leaders are warned not to use this as an excuse to squeeze out every iota of the staff in the name of performance because every elasticity and flexibility has a breaking point. If the performance pressure exceeds the breaking point, those efforts will only backfire on the leader and the organization in due time.(Thomas, 2018). A 2P leader is usually sensitive to this breaking point. The capability of a great leader is to stretch the subordinate to their maximum potential without affecting relationship, health and peace of the subordinate. This will seem like a tall order from the current paradigm, but not from one who had totally submits to the 2P paradigm culture. If the reality is such that one has to do extra work or do multitasking than one is encouraged to explore doing it peacefully without being controlled by past limitations. Being in harmony with reality needs the 2P sensitivity.

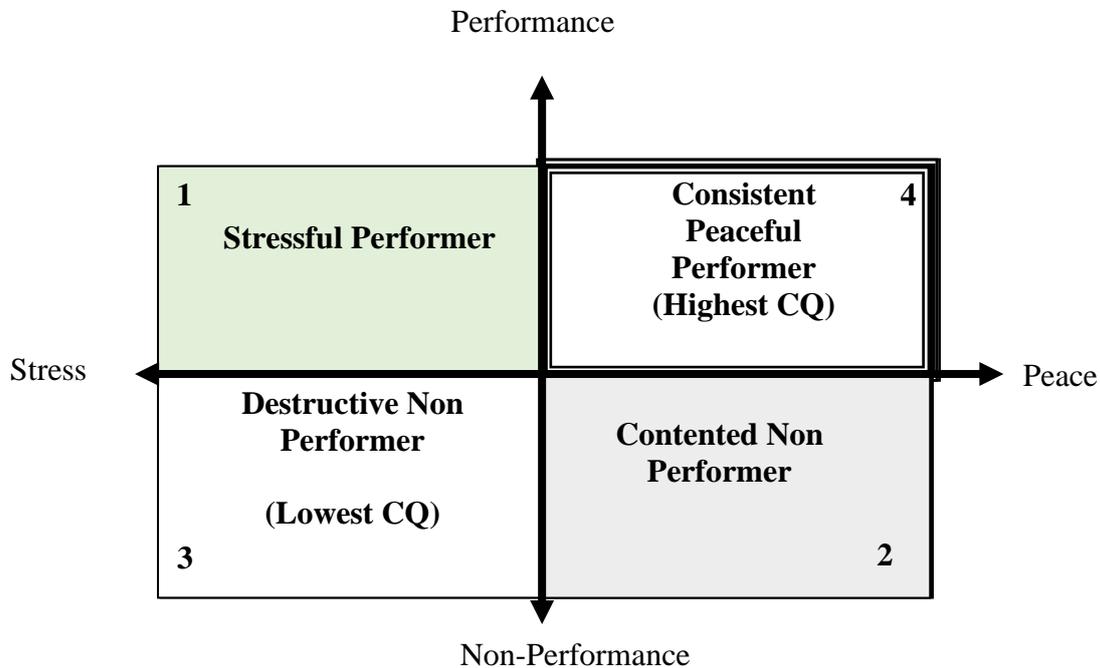
2P is Our Primary Responsibility

Is it a fact that if the external is in chaos, the internal will become chaotic too? Maybe this is what we have been experiencing in our life, and this seems to be a norm in the society that strongly conditions us to believe so. In the 2P culture this is not only a false belief but a destructive one. Peace is internal and it is totally unattached to the external. Going for peace has its own, separate, free highway. You don't need to lose your peace even though you did not meet the deadline or lost your job. Undertaking effective measures to meet deadlines or the search for another job is a separate highway, which can go on without affecting your peace. (Ali, 2016). In fact the peace will only further support in being creative, making quality decisions, attending interviews positively, conversing with the right frame of mind and maintaining harmonious relationship with people around all the while. Doing the same activity with stress affects others' happiness, and this normally contributes to further failure.

Sustaining Performance & Peace during a crisis situation will to be a vital training opportunity for a 2P practitioner. Ensuring that peace is not affected by our daily problems and performance not affected by our emotions is our primary responsibility(Iqbal,2012)

Gartner Magic Quadrant

A Gartner Magic Quadrant is a culmination of research in a specific market, giving you a wide-angle view of the relative positions of the market's competitors. By applying a graphical treatment and a uniform set of evaluation criteria, a Magic Quadrant helps you quickly ascertain how well technology providers are executing their stated visions and how well they are performing against Gartner's market view. Gartner's interactive Magic Quadrant features enable you to create a view of the Magic Quadrant to reflect your own business goals, needs and priorities. Most significantly the interactive features enable you to adjust the weightings applied to each of the evaluation criteria to generate a new, client-specific Magic Quadrant graphic for that market(Lee, 2017). We can then save and share these customized Magic Quadrants for your internal analyses and decision making. Gartner's interactive Magic Quadrant also brings together our expert opinion and the Peer Insights user-contributed reviews into one experience. User Review tab enables you to read and evaluate what your peers have to say about the enterprise IT solutions they have implemented and use in their enterprise on a daily basis. Using the tool, the researcher proposed performance and peace quadrant.(Lee,2017)

Table 1: Proposed Quadrant

An employee can belong to any of the above quadrants. Each of the quadrants has its own attributes. It speaks of one's aspirations, goals and beliefs (Ben,2018). The quadrants reflect the internal motivational state in the individuals. The quadrant shows the level of internal and external stability of the individual. The quadrants can be used as a screen to categorise the employees so that appropriate help measures can be undertaken. The quadrants are evolutionary by nature. The quadrant 1 can evolve into quadrant 2, 3 & 4 depending on whether they are reactive or proactive to the situations. The ideal quadrant to achieve lasting high performance in a team is to move the team members towards Quadrant 4 that supports high CQ.

After conducting Focus Group Discussion with 12 managers in Perak, the data were collected and transcribed. The 12 managers were randomly selected from IT Departments of companies around Perak. The researchers categorized the following based on the discussion.

Quadrant 1 - Stressful Performer

- Normally organizations are happy with these people if they are achieving their targets. They are considered performers in the eyes of the organization or superior.
- They may achieve their targets by hook or crook, by sweat or sweet talk, by hard or smart work, but are always stressful and reactive in nature.
- They could be goal oriented and pushy in getting things done but others around them can be offended by their pushy attitude.
- Their beliefs can be "slogging, hard work and somehow get things done is a must to achieve target and a very important criteria of a performer".
- May not have enough time for family but that can be the place to dump their stress from work.

- Value holidays and hopes that one day he/she won't have to do all this. Until then they have to bear the stress and go on pursuing the given goals.
- Often this type of good performance is not sustainable. Due to the accumulation of stress they can get burnout and lose motivation towards performance

Quadrant 2 - Contented Non-Performer

- These are people who want to feel nice and be nice to the people around at the expense of performance.
- May have good PR but cannot get things done effectively.
- Peace is not sustainable and eventually they will be forced to worry about their performance because organizations are moving towards performance-based management. Stress will catch up the moment he/she is pushed or reprimanded to perform.
- Difficult to work long hours or go for outstation assignments for too long or too often.
- They are more focused on their happiness than the wellbeing of the company. Personal or family agendas become very important and they prefer if work activities can accommodate their personal plans.
- They expect everything to be normal as before without any changes that bring extra work, so that they don't need to stress.
- They usually don't have high material aims, often due to their personal beliefs, but feels the stress when they are in a performing environment

Quadrant 3 – Destructive Non-Performer

- They are destructive in nature towards the team, company and oneself by being frustrated with superior, subordinates, colleagues or company's policy.
- If the Quadrants 1 & 2 people are operating from a reactive mode they may soon end up in
- They blame and complain a lot to justify why they are not performing.
- They can be very sensitive to criticism, due to low self-esteem.
- If their confidence is rundown by anyone, they may mark the person and avenge them.
- They may succumb to manipulative means in trying to project themselves as effective performers.
- Usually, these people are not so creative. They need others to approve their plan, ideas or decisions.
- They often focus on excuses than working on improving their performance

Quadrant 4 – Consistent Peaceful Performer

- They are highly creative in improving performance and maintaining inner stability.
- They know how to motivate themselves during crisis.
- They see and interpret everything positively.
- They joyfully engage themselves in any performance endeavour with high level of optimism.
- They are wise by nature and able to coach and counsel others. They are the role models.
- They have high actualization power. They will usually achieve what they desire.
- They are not disturbed by any outcome but inspired by the learning from the outcome.
- They are highly action oriented but with a lot of passion for the job and the goal.
- They will know how to relax and quieten the mind.

- They are usually calm, caring, committed and confident by nature.

Why ICT Professionals?

Although the human factor is a topic that attracts interest from the general public, it's a new venture for many technical people. They might be afraid of making the wrong assumptions, not have time for this type of investigation, or undervalue the field, deeming it to be unimportant or irrelevant (Anjum,2018). Others might think that there's no place for the discussion of soft skills in an area that's so driven by logic and based on a mathematical foundation. These misconceptions discourage educators and researchers willing to work in this interdisciplinary area. From management's perspective, an understanding of human factors is important in the context of the practice of software engineering. For example, managers need to learn about such topics because they frequently deal with negotiations and personality conflicts among team members, value the importance of hiring talented software engineers for the right job, and appreciate people able to function within a team. Nevertheless, for the majority of software practitioners, human factors are still considered marginal and treated as common sense.(Chaudary,2012)

For an instance, as for software development, it consists of many department and phases that need collaboration among the employees. From the perspective of 2P paradigm, when the peace factor in an employee is missing the performance of the employee will be affected too. In this case of software engineering, the whole development will be effected.(Zachary,2018).

Conclusion

Using the proposed quadrant, the employer can use to classify the employee accordingly. These will help the employer to have better sight of the employee. To keep then in track and evaluate them based on this quadrant. This will ensure the peace and performance of an employee is being tracked and managed. This quadrant is developed based or the Gartner Magic Quadrant and the inputs from the managers who participated in the focus group discussion. The researcher proposed this quadrant can be used for ICT professionals. However, a scientific approached research needs to be done to strengthen the idea for this quadrant.

References

- Ahmad, M. Wasay, E. & Malik, S. (2012). Impact of Employee Motivation on Customer Satisfaction: Study of Airline Industry in Pakistan: *Interdisciplinary Journal of Contemporary Research in Business*, Institute of Interdisciplinary Business Research, Vol. 4,.
- Ali, A. Abrar, M. & Haider J. (2016). Impact of Motivation on the working performance of employees- A case study of Pakistan: *Global Advanced Research Journal of Management and Business Studies* Vol. 1(4), pp. 126-133.
- Amna Anjum and Xu Ming, Combating toxic workplace environment, *Journal of Modelling in Management*, 10.1108/JM2-02-2017-0023, 13, 3, (675-697), (2018).
- Ane Turner Johnson and Pascal Hoba, Rebuilding higher education institutions in post-conflict contexts: Policy networks, process, perceptions, & patterns, *International Journal of Educational Development*, 10.1016/j.ijedudev.2015.05.007, 43, (118-125), (2015).
- Anyim, C. Chidi, O. & Badejo, A. (2012). Motivation and Employees' Performance in the Public and Private Sectors in Nigeria: *International Journal of Business Administration* Vol. 3, No. 1.

- Anthony M. Evans and Ilja van Beest, Gain-loss framing effects in dilemmas of trust and reciprocity, *Journal of Experimental Social Psychology*, 73, (151), (2017).
- Agwu, M. (2016). Impact of Employees Safety Culture on Organisational Performance in Shell Bonny Terminal Integrated Project (BTIP): *European Journal of Business and Social Sciences*, Vol. 1, No. 5, pp 70-82.
- Agwu, M. (2013). Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt: *British Journal of Education, Society & Behavioural Science* 3(1): 47-6.
- Azar, M & Shafighi, A. (2017). The Effect of Work Motivation on Employees' Job Performance: *International Journal of Academic Research in Business and Social Sciences*, Vol. 3, No. 9 ISSN: 2222-6990.
- Ben M. Tappin and Ryan T. McKay, Investigating the Relationship Between Self-Perceived Moral Superiority and Moral Behavior Using Economic Games, *Social Psychological and Personality Science*, (194855061775073), (2018).
- Chaudhary, N & Sharma, B. (2012). Impact of Employee Motivation on Performance (Productivity) In Private Organization: *International Journal of Business Trends and Technology*, volume2, Issue 4.
- Chintaloo, S & Mahadeo, J. (2013). Effect of Motivation on Employees' Work Performance at Ireland Blyth Limited: *Proceedings of 8th Annual London Business Research Conference Imperial College, London, UK*, 8 ISBN: 978-1-922069-28-3.
- Iqbal, J. Yusaf, A. Munawar, R. Naheed, S. (2012). Employee Motivation in Modern Organization: *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 4, No. 3.
- Egan, T. M., Yang, B., & Bartlett, K. R. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15(3), 279– 301. doi: 10.1002/hrdq.1104.
- M.D. Mumford et al., "Leading Creative People: Orchestrating Expertise and Relationships," *Leadership Q.*, vol. 13, no. 6, 2002, pp. 705–750.
- Michael A. Gross, Eric J. Neuman, Wendi L. Adair and Mallory Wallace, 's First Decade: An Empirical Examination, *Negotiation and Conflict Management Research*, 12, 1, (3-22), (2018).
- Nailah Ayub, Suzan M. AlQurashi, Wafa A. Al-Yafi, Karen Jehn, (2017) "Personality traits and conflict management styles in predicting job performance and conflict", *International Journal of Conflict Management*, Vol. 28 Issue: 5, pp.671-694,
- O. Janssen and N.W. Van Yperen, "Employees' Goal Orientations, the Quality of Leader-Member Exchange, and the Outcomes of Job Performance and Job Satisfaction," *Academy Management J.*, vol. 47, no. 3, 2004, pp. 368–384.
- Rydstedt, L. W., & Österberg, J. (2013). Psychological characteristics of Swedish mandatory enlisted soldiers volunteering and not volunteering for international missions: an exploratory study. *Psychological reports*, 112(2). 678-688.
- Thomas Schlösser, Tim Steiniger, Daniel Ehlebracht and Detlef Fetchenhauer, How justice sensitivity predicts equality preferences in simulated democratic systems, *Journal of Research in Personality*, 73, (75), (2018).
- U.S, M. (2013). The Impact of Employee Motivation on Organisational Performance (A Study of Some Selected Firms in Anambra State Nigeria: *The International Journal Of Engineering And Science (IJES)*, Volume 2, Issue 7, pp. 70-80.
- Wing Shing Lee and Yuan-Hsien Chuang, Experimental investigation into the role of trust in collusion, *Business Ethics: A European Review*, 27, 1, (81-94), (2017).

Zachary K. Rothschild and Lucas A. Keefer, Righteous or self-righteous anger? Justice sensitivity moderates defensive outrage at a third-party harm-doer, *European Journal of Social Psychology*, 48, 4, (507-522), (2018).