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16. ABSTRACT <p>This study was designed to provide methods to better manage human resources in public transportation and evaluate personnel and their productivity. An assessment of the work environment at Capital Metro in Austin, Texas was conducted. The functional areas of training, scheduling, and job structure comprised the essence of the survey. The survey was used to address productivity, motivation, stress and other relevant factors affecting the manager's and employee's performance in the work environment. The four objectives of the study were to: 1) collect data on how management has structured the organization in meeting the tasks demanded of various types of workers such as vehicle operators, maintenance crews, and management; 2) identify comparable data on other service industries with operating characteristics similar to those in public transit; 3) explore alternative approaches for structuring work to meet operating requirements; and 4) develop a training module for increasing productivity by improving employee motivation and performance based on these data.</p> <p>Data were collected from a sample of all employees of Capital Metro in Austin, Texas for use in determining changes in work performance. Based on the survey data a framework and methodology were developed for designing a comprehensive model aimed to reduce the stress factors to lead to increased employees' work performances throughout the regional transportation industry. Selected findings on related factors and their impacts were discussed in detail. The findings encourage an atmosphere of mutual responsibility on the part of both management and employees for attaining the highest possible level of performance.</p>					
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**SOUTHWEST REGION UNIVERSITY TRANSPORTATION CENTER**

**An Assessment of Factors  
Affecting Employee Performance  
in Austin, Texas  
The Public Transit Industry:  
A Case Study of Capital Metro**

by  
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June, 1994**

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## TABLE OF CONTENTS

	<u>Page</u>
<b>List of Figures</b>	iv
<b>List of Charts</b>	v
<b>Abstract</b>	1
<b>Executive Summary</b>	2-6
<b>Overview of Related Studies</b>	7-14
<b>Problem Statement</b>	14-15
<b>Purpose and Objectives</b>	15-16
<b>General Methodology</b>	16-20
<b>General Background Data of Capital Metro</b>	20-22
<b>Major Findings and Results</b>	22-33
Top Echelon Assessment	23-25
Worker Assessment	26-29
<i>Attitudes</i>	26-28
<i>Behavior</i>	27-29
<i>Health</i>	29
Human Resources Assessment	29-31
Summary Findings	31-32

<b>Recommendations and Observations</b>	<b>33-45</b>
Factors Influencing Worker's Performance	35
Improving Productivity	36-38
<i>Pay</i>	36
<i>Worker Training</i>	36-37
<i>Supervision</i>	37
<i>Participation</i>	37
<i>Attitude Toward Productivity</i>	37-38
Motivation	38-40
Managing Employees	38
Recognizing Employees Who are Commendatory to the Supervisor	39
Influence Employees to Work Hard	40
Convey the Behavior of Employees	40
Stress	40-45
Exploring Stress	41
Planning to Reduce Stress	42-43
Using Your Goals and Values	44
Employees' Attitude Do Help	45
<b>Conclusion</b>	<b>46-47</b>
<b>References</b>	<b>48-49</b>
<b>Appendixes</b>	<b>50-84</b>
A-Project Surveys	51-60
B-Stress Training Module	61-84

## LIST OF FIGURES

<u>Figure</u>		<u>Page</u>
1	Multi-Level Assessment	3
2	Extent of Operator Absence	13
3	Capital Metro's Survey Contributors, 1994	17
4	Capital Metro's Summary of Responses, 1994	23
5	Job Satisfaction	26
6	Safe Behavior Control	28
7	Capital Metro's Manager and Employees Benefits	31
8	Warning Signs of Time Management	34
9	Common Factors Increasing Work Performances	36
10	Motivational Advantages	39
11	Ways to Control Body's Responses	41
12	Strategies in Coping with Stress	44
13	Methods of Handling Stress	45

## LIST OF CHARTS

<b><u>Chart</u></b>		<b><u>Page</u></b>
1	Capital Metro's Employment Performance Statistics, 1994	18
2	Capital Metro Survey Distribution, 1994	19
3	Capital Metro Organization Chart	21
4	Assessment Matrix of Capital Metro, 1994 (Survey Responses)	24
5	Summary of Capital Metro Personnel Policies and Procedures (1994)	30
6	Outlooks for Managing Time	35
7	Common Symptoms of Stress	42



## Abstract

This study was designed to provide methods to better manage human resources in public transportation and evaluate personnel and their productivity. Some emphasis was on the work environment at Capital Metro in Austin, Texas. The functional areas of training, scheduling, and job structure comprised the essence of the survey. In reviewing personnel, the methodology addresses productivity, motivation, stress and other relevant factors affecting the managers and employees performance in the work environment. The four objectives of the study were to: 1) collect data on how management has structured the organization in meeting the tasks demanded of various types of workers such as vehicle operators, maintenance crews, and management; 2) identify comparable data on other service industries with operating characteristics similar to those in public transit; 3) explore alternative approaches for structuring work to meet operating requirements; and 4) develop a training module for increasing productivity by improving employee motivation and performance based on these data.

Data were collected from the employees of Capital Metro in Austin, Texas for use in determining changes in work performances. A framework and methodology were developed for use in designing a comprehensive model aimed to reduce the factors to increase employees work performances through the regional transportation industry. Selected findings on related factors and their impacts were discussed in detail. The findings encourages an atmosphere of mutual responsibility on the part of both management and employees for attaining the highest possible level of performance.

## **EXECUTIVE SUMMARY**

### **INTRODUCTION**

#### **Background**

The cost-revenue squeeze facing transit systems all over the nation underscores the significance of managing human resources, since it is one of the single largest components of transit operating expenses. Recently, emphasis has been placed on the work environment as a major cause underlying employee performance problems throughout the environment.

It has been suggested that using different training strategies to assist in everyday function enforcement could reduce the poor work performances, increase employees motivation and productivity, and minimize job-related stress. The current investigation has been designed to build relationships between managers and employees.

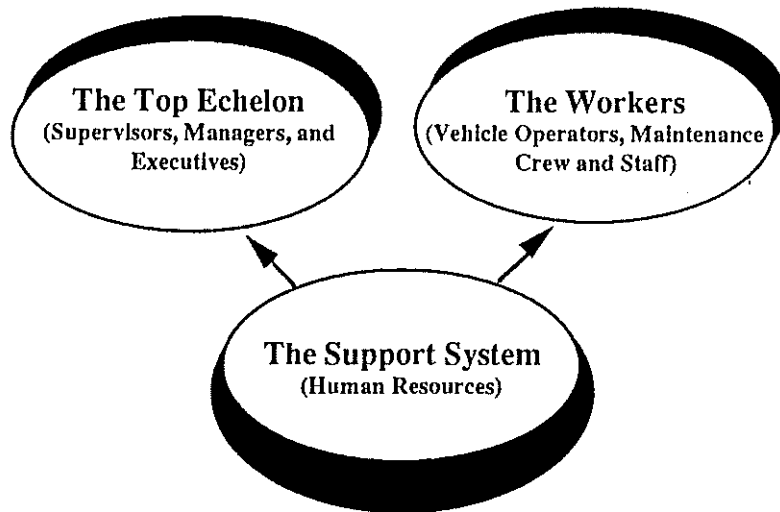
#### **Objectives**

The objectives of the current study have been to identify comparable data from other service industries with operating characteristics similar to those in public transit and to develop a training module for increasing productivity by improving employee motivation and performance.

### **APPROACH**

Among 776 surveys conducted on a mid-sized transit property (Capital Metro in Austin, Texas), 216 responses were received and included in the data, giving an overall response rate of 23 percent. The survey utilized a multi-level assessment covering several perspectives (See Figure 1).

**Figure 1. Multi-level Assessment**



The results of these surveys were then analyzed to determine the feasibility, accuracy, and cost-effectiveness of developing a training module to be used in the everyday operation to increase the work performance in the workforce.

### **MAJOR FINDINGS ON PERFORMANCE IMPROVEMENT**

Capital Metro promotes an open atmosphere and provides a policy based on a system of progressive notification to managers and employees to correct deficiencies in their performance. Capital Metro encourages an atmosphere of mutual responsibility on the part of both management and employees for attaining the highest possible level of performance. Capital Metro clarifies that management and employees are expected to correct performance deficiencies.

Capital Metro established and maintains standards of employee conduct that are to be distinguished from the standards that govern job performance. Conduct covers employee actions that are behavioral in nature, whereas, performance relates to the execution of assigned duties and responsibilities.

In order to increase work performances, several categories must be explored starting from the problem definition. A performance problem is defined as the persistent failure to perform assigned duties or to meet prescribed standards. Management is responsible for identifying performance failures and for providing comments to the employee. They further determine systemic factors that affect individual performance and establish performance expectations and standards for acceptable conduct within the organization's environment. On the other hand, employees are accountable for developing personal action plans in coordination with their management to resolve deficiencies.

Once a problem is defined, the recurrent problem should be investigated. Employees must understand that recurrent patterns of performance deficiencies are noted and cannot be tolerated. An employee's entire performance history should be reviewed and taken into consideration when evaluating recurring patterns of performance deficiencies. Management should consider the relative nature of all infractions for the purpose of taking corrective actions.

Nothing in the agency environment is more important than improving productivity. Even though employees were productive, they lack job satisfaction. They found rewards in their own effort and satisfaction is certainly one of the important ingredients for increasing work performance. On the other hand is the selfish motivation, in the sense that the organization desires improved productivity because the outcome is profit, and productivity is one of the basic ways of increasing it. There were four options examined during this study which were pay, worker training, supervision and participation.

Certain Managers just seem to have what it takes to get employees to do what they want. Whereas, others have a difficult time. There are all sorts of reasons for such big, important differences in management. Most managers who understand those reasons and those differences can begin to do something useful about them. They can do something useful and effective about

building motivational advantages for themselves by getting the help from workers to reach organization goals; influencing workers to work hard, and conveying impression about the behavior of employees.

## **CONCLUSION**

Analysis suggests that most managers are enforcing closer contact with their workers to generate a healthy working environment. The managers get in touch with their employees by face-to-face contact, letting them know how the process is working. Furthermore, meeting occasionally is one way managers get in touch and maintain regular contact with their employees.

Human Resources Assessment indicated that employees are provided with organization policies and procedures, such as confidentiality, if needed. Absenteeism is often a reflection of employee morale. Each division should be encouraged to think of ways to extend appreciation to those employees who have outstanding attendance records. However, productivity, motivation and stress were factors explored to increase in work performances in the organization.

## **RECOMMENDATIONS**

In view of the factors affecting the work performances, it is recommended that Capital Metro take the following steps and investigate further the potential uses of seminars, free counseling and enforced recreation in the work environment:

- Improve productivity through future training session of all employees; an organization can strengthen its performance through encouragement of attitudes that support productivity. Negative attitudes toward productivity can be expected to cause an individual to be less productive than if he or she embraces a positive attitude.

- Explore motivation through future management training certain managers can obtain employees cooperation whereas others are less effective. The employees are waiting for the assignments to be delegated and an indication that they are needed or wanted to carry out a role. The employee's desire to cooperate with the manager exists.
- Control stress on the job by implementing **“Stress Training Module”** as a part of their monthly meetings. Many organizations execute internal programs of stress reduction by implementing an exercised facility, aerobics, and/or membership to health spas. Such gestures may not solve the problem because some employees are predisposed to find stress wherever they are. The toughest challenge is convincing stress-prone individuals that they need to change. These people are meticulous and orderly and very proud of it. They always answer social expectations without considering stress.

# **AN ASSESSMENT OF FACTORS THAT AFFECT EMPLOYEE PERFORMANCE IN THE PUBLIC TRANSIT INDUSTRY: A CASE STUDY OF CAPITAL METRO IN AUSTIN, TEXAS**

By

Shirley J. Seaborn  
Raquelle Wooten  
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The cost-revenue squeeze facing transit systems all over the nation underscores the importance of exploring ways to better manage human resources, the single largest component of transit operating expenses. There is a strong and growing interest in controlling wages in the face of a general decline in productivity and making more efficient use of vehicle operators and other staff. Recently, emphasis has been placed on the work environment as a major cause underlying employee performance problems. This study evaluates some general factors that affect employee performance in the public transit industry. Capital METRO Transit Authority in Austin, Texas was identified as a typical, midsized transit property for purposes of this evaluation.

## **Overview of Related Studies**

In the United States, the public transit industry has served very vital and important purposes. In achieving its mission, public transit has much in common with private industry, including implementation of effective management strategies. Reliable studies have generated various ways in which the organizations in the private sector can be modified to produce many more meaningful and useful outcomes. Yet, an evaluation of the scope of the services documented so far in industry still pinpoint certain criteria and objectives lacking tremendously. For example, earlier this year Northwestern National Life Insurance questioned a random sample of 600 U. S. workers. Almost half (46%) said their jobs were highly stressful and 34% said they felt so much stress they were thinking of quitting (Murray, 1993). In addition, Gene Cooper, a partner at Corporate Counseling Associates (a supplier of corporate employee assistance programs), says,

"It used to be 3% to 5% of our calls for counseling were stress related; now, more like 8% to 14%. They come from all levels, clerks to vice presidents. Also, corporations are rushing to cut costs, and downsize before year end. They want to take their lumps in 1991, in preparation for a stronger rebound in 1992. That means an usually powerful wave of layoffs will sweep through the United States" (Estrada and Kinicki, 1992).

Productivity studies in private industry have a long history simply because of their correlation to profitability. The traditional measures of ratios of production outputs to production inputs are continually being updated in the private sector. Computer technology has fashioned a new frontier which has spawned non-traditional methods of assessing productivity. Quality circles, employee benefits and incentives all have interesting implications for boosting employee morale and productivity (Johnson 1992). On the other hand, Greiner (1986) suggested performance targeting as a motivational strategy that may work in inducing employees to perform and to continue to improve service productivity. Some conflicts can be involved in resource needs and the compatibility with employee needs, conflicting employee values and attitudes and the effectiveness of personnel structures and organizations.

Moreover, U.S. companies have employed many forms of worker motivation including group incentives to beat the competition. Some firms believe group incentives increase productivity, lower production costs and create a more competitive company. Group incentives do have drawbacks. Those workers who are succeeding in their own right with an individual plan, may result in some worker resentment because performance is rated on a group level. If the worker environment is not conducive toward group incentives, such a plan can create more problems than it solves. Many companies have difficulty selling group incentive plans. Employee involvement in changing from individual incentive plans to group incentive plans can make the transition easier for both manager and worker. Employee committees can help in marketing the concept to fellow workers (Verespej, 1992).



Greiner's (1992) study suggests that the employee's response to the Windows desktop environment is often an indication of the type of attitude they have towards the work environment in general. The book *'How to be Organized in Spite of Yourself'* by Sunny Schlenger and Roberta Roesch cites three main categories of workers. These worker types are (1) Everything Out Type who enjoys leaving things out on the desk where they can easily find them, (2) Nothing Out Type, who is more orderly and secretive and (3) The Right Angler Type who displays a tendency to clean up or tidy up the work areas of others. They believe these tendencies are reflected in the user interfaces chosen by the employee types. The potential for conflict when all three are placed in a similar working environment is great. Managers should establish fundamental rules regarding licensing software issues and virus protections to ensure the personal freedoms for all types of workers.

Self-defeating behavior exhibited by employees in the workplace is often done to ease anxiety or to diffuse issues stemming from interpersonal or intrapersonal organizational issues. Employees exhibiting such behavior need counseling with experts to define and identify dysfunctional behavior. Supervisors should create environments where employees feel free to express their fears and anxieties. Supervisors should give feedback and listen to employees when they are communicating the results of that feedback. Lefkoe, and Enslow (1992) claim that work environments influence the health and welfare of employees. Employees in the work environments who feel happy, safe and secure and who feel wanted have less accidents and incur less health expenses. Corporations need to create cultures that foster employee job satisfaction and enthusiasm for their professions. Robert Levering, author of *'A Great Place to Work'* and *'The One Hundred Best Companies to Work for in America'*, describes a healthy work environment as one where employees are not penalized for making mistakes nor expressing their feelings, are treated fairly and not exploited, can feel pride in their work, and are made to feel that they are responsible and have control over their own work.

Losey (1991) and Prasad (1990) reported that American businesses are paying more than \$150 billion dollars annually for the problem of employee stress. The warning signs of stress should clearly be understood in the early stage by managers and supervisors. Corporations set feverish paces that they expect all employees to follow. This may very well be the cause of employee stress. Workers can easily feel that they are on call at all times with technological innovations such as beepers, fax machines, cellular phones and computers. Such automation has lessened the turn-around time on projects. Many employers have taken advantage of this and impose tighter time frames for accomplishing a task. Employees are constantly threatened regarding lack of job security. The implication is that managers should be more sensitive and really question the demands they place upon employees. Oftentimes these demands are not realistic.

According to Murray (1993), stress stands implicated in practically every complaint of modern life, from absenteeism to sudden death. Diseases to which stress contributes--hypertension, heart attack, ulcers, the common cold--are quantifiable, but since stress is not their only cause, an increase does not necessarily signal an increase in stress.

On the other hand, Drago and Wooden in their work '*The Determinants of Labor Absence: Economic Factors and Workgroup Norms Across Countries*,' (1992) causes of absenteeism were analyzed through a survey which verified the importance of workgroup cohesion (the ability of employees to work together harmoniously). Cohesion was positively correlated with low absenteeism rates even in cases where there appeared to be great job dissatisfaction. Characteristics associated with lower absenteeism rates were male gender, part-time employment status, short job tenures and high wages. Higher rates of absenteeism were correlated with shift-workers, and workers categorized as having "sick leave entitlement and low employment rates". They also found that determinants of whether a worker was absent at least one time in any given year were different from those which determined the rates of absenteeism for the other workers for the same company.

Transportation agencies and scholars have begun to analyze the factors that affect employee performance in the public transit industry. Belzer and Amend (1989) reported in an informal paper prepared for an annual meeting of the Transportation Research Board in Washington, D. C. that the increase in absenteeism is the one area of human resource productivity among the transit operators that needed attention. The absenteeism causes ranged from illness to injury which exceeded the rates found in similar public and private sector industries. This factor not only shows evidence of being costly in terms of present day operations, but certain kinds of illness, (particularly those related to stress) may have the potential of creating serious financial and operational problems in the near future if allowed to continue.

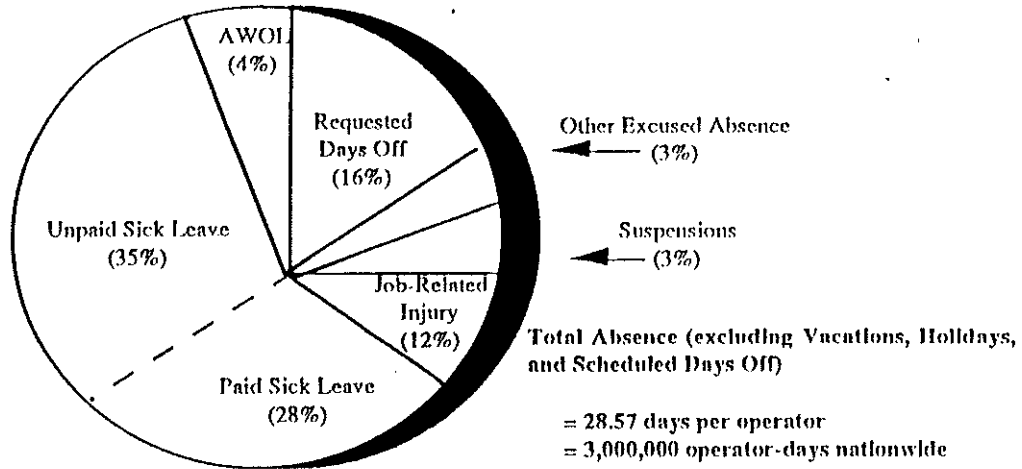
In 1980, a report titled *The Study of Operator Absenteeism and Workers' Compensation Trends in the Mass Transportation Industry* was prepared by the Port Authority of Allegheny County (PAT) with the assistance of an Urban Mass Transportation Administration grant. Among the vehicle operators, absenteeism was widespread. Compared to the general American business and community, absence percentages are double in the transit industry. Excluding vacations and holidays, absenteeism data indicated that the average vehicle operator was absent 28.57 days in 1978, or 11.9 percent of the average annual scheduled workdays.

Geddes, 1991; Dalton and Mesch, 1992; and Kinicki and Carson and Bohlander, 1992 believed that absenteeism causes a *direct* cost especially associated with absence, including payroll costs to the absent employee for sick leave, injury on duty, and other excused absence, such as jury duty or funeral leave. *Identifiable indirect costs* also accrue such as increased overtime premiums, guarantees, and allowances, as well as increased fringe benefit costs of substitute employees. *Administrative costs* are difficult to measure, but also are affected by absenteeism, such as recruiting, hiring, training, accounting, dispatching, and maintenance. The total identifiable costs of operator absence were estimated at approximately \$187 million, or \$1,780 per operator, in 1978. In addition to these cost impacts, employee absence may affect transit

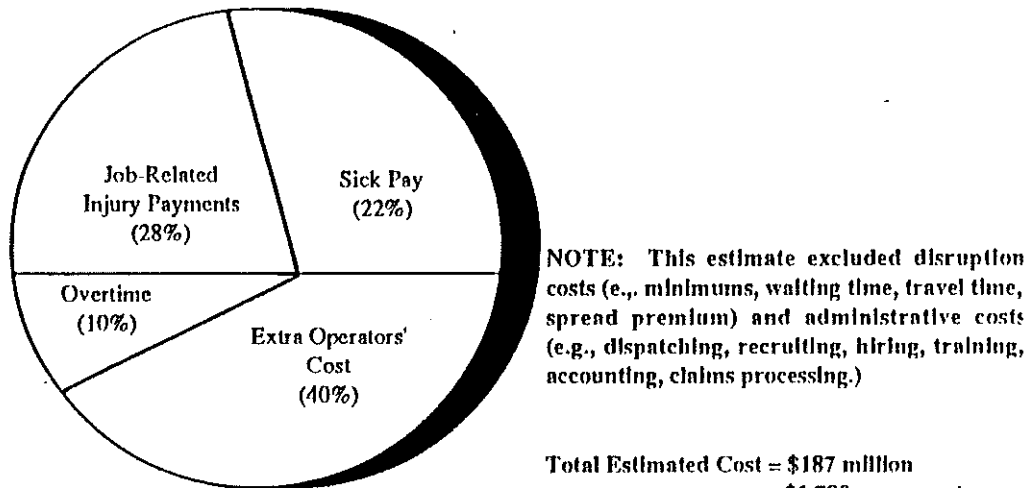
service quality and reduce service reliability through inability to fill the schedule due to operator absence or a substitute operator's lack of familiarity with route. The components and the nationwide implications of operator absences are demonstrated in Figure 2.

This researcher discovered that studies in the past have indicated various significant factors effect employee performance in the public transit industry. Employee performance is influenced by inadequate training, lack of physical fitness, different wage plans, job titles, improper tools,

**Figure 2. Extent of Operator Absence**



**COST OF OPERATOR ABSENCE**



**NOTE:** This estimate excluded disruption costs (e., minimums, waiting time, travel time, spread premium) and administrative costs (e.g., dispatching, recruiting, hiring, training, accounting, claims processing.)

**Total Estimated Cost = \$187 million**  
 \$1,780 per operator  
 27% of federal operating subsidy

**NOTE:** Figures may not total because of rounding.

**SOURCE:** Port Authority of Allegheny County, The Study of Operator Absenteeism and Workers' Compensation Trends in the Mass Transportation Industry.

hazardous environments, etc. In addition, employee performance has been shown to be affected by absenteeism (i.e., dissatisfied with job, transportation problems, health reasons, and natural/catastrophes); limited supervision (i.e., lack of middle management which inspects

drivers performance while on duty, etc.); and driving safely (i.e., time, vehicle conditions, etc.). While other factors can also be addressed, the scope of this project will focus on the above identified significant factors.

These factors that affect the population as a whole also can be quantified while applied to the transit industry. Improvements can be made by not only, providing adequate training to the employees but also ameliorating those facets of low productivity which employers are often not cognizant of in the work force environment. The modern world, which is always changing due to high technology coupled with market forces in action, will require a significant increase in employee performance in the transit industry to remain competitive. Thus, if proper attention is not given to the growth and improvement of employee performance in the industry, very serious consequences may ultimately hinder the goals and progress desired in the industry.

This research was designed to produce a comprehensive analysis that can reduce the manager and employee weaknesses by implementing proactive strategic plans. It will also focus on methods to increase the manager and employee strengths. The manager and the motivated employee can then work together in order to produce optimum performances.

### **Problem Statement**

Building relationships between manager and employees has been the subject of discussion for transportation professionals for a number of years. In June, 1961, hearings before the Subcommittee on Investigation and the Oversight Committee on Public Works and Transportation by the U.S. House of Representatives examined the financial and productivity problems of urban transportation. Many transit operators have identified absenteeism as a major labor problem that results in significant unwarranted operating costs. A national study by Peat, Marwick, Mitchell and Company (1980) found that unscheduled operator absences averaged 29 days per operator per year, a rate well above the experience of private-sector firms. Higher

absenteeism rates may be symptomatic of more fundamental problems in the work environment. Transit drivers, for example, operate in conditions of limited supervision, meet difficult schedules (i.e., split shifts, weekends duty, etc.) and perform multiple tasks such as driving safely, maintaining on-time performance and counting passengers. Without greater attention to adequate training programs, job re-structuring to improve working conditions, and methods to motivate and reward good performance, transit systems are likely to experience continued high absenteeism rates, stress-related employee health programs and poor worker morale.

There was a need to conduct this study on the underlying factors that affect employee performance in the public transit organization. Data from the study were used to develop training programs to increase productivity in the public transit workforce. The problem to be addressed in this study was how to develop appropriate strategies for more effective use of human resources, with emphases on reduction of absenteeism and stress-related problems.

### **Purpose and Objectives**

The purpose of this study is to focus on several aspects of employee performance in the public transit environment of a typical mid-size transit authority. Capital METRO in Austin, Texas agreed to participate in this study and provides the case study for the employee and manager perspective. Specific issues to be addressed include low employee morale, absenteeism, work environment split shifts and weekend duty, driver safety and driver stress.

The objectives of this project are described below:

- ↳ Document the operating requirements or the tasks demanded of various types of workers (vehicle operators, maintenance crews, management, etc.) and collect data on how management has structured the organization in meeting these requirements.
  
- ↳ Identify comparable data on other service industries with operating characteristics (i. e., long hours of operation with limited supervisory contacts, and

stress-related problems) similar to those in public transit.

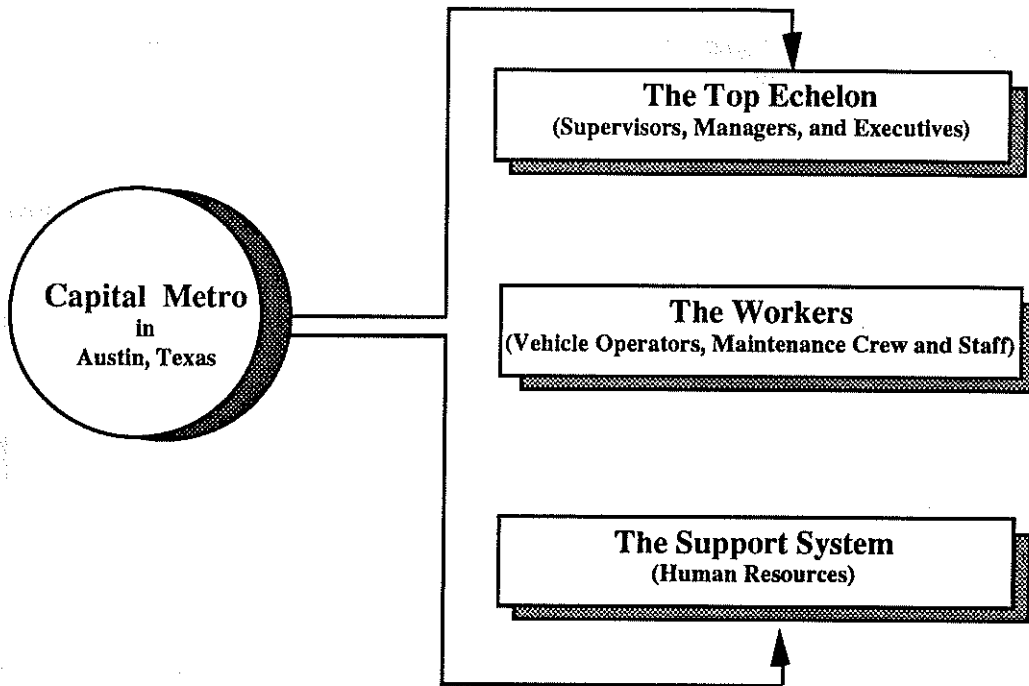
- ↳ Explore alternative approaches for structuring work to meet operating requirements.
- ↳ Develop a training module for increasing productivity by improving employee motivation and performance based on these data.

### **General Methodology**

Two different methodological techniques were used to conduct this study. The first was reviewing the content of various documents. The analysis of documents was used during the first part of the research project. Over 50 journals were reviewed, along with Capital METRO reports and documents. The purpose was to begin to research the transit agency in order to build a hypotheses. The second technique used was statistical analysis of data based on a survey conducted on a mid-sized transit property. The survey utilized a multi-level assessment. The multi-level assessment would allow for analysis from several perspectives: The Top Echelon, The Workers, and The Support System (See Figure 3). As we know, no outcome is strictly the result of one factor; there must be at least one reactant and at least one catalyst for every subsequent reaction. Therefore, each contributor must be assessed and analyzed before effective strategies were developed.



**Figure 3 Capital Metro's Survey Contributors, 1994**



The Capital Metro Work Performances Survey consisted of fifty-five (55) questions distributed in 3 different surveys. The surveys were administered to a stratified sample based on 776 employees (See Chart 1 Capital Metro Performance Statistics Report). A total of 216 responses were received and included in the data.

**Chart 1. Capital Metro's Employment Performance Statistics, 1994**

<b>Calendar Year</b>	<b>Jan 1 1990</b>	<b>Jan 1 1991</b>	<b>Jan 1 1992</b>	<b>Jan 1 1993</b>
<b>Number of Employees</b> (Excludes employees on leave without pay)	712	786	794	782
<b>Number of "Administrative Employees"</b> (Non Union - Non Civil Service)	129	154	156	187
<b>Number of Minority Employees</b>	538	597	598	585
<b>Percentage of Minority Employees</b>	76%	76%	75%	75%
<b>Average Days of Employees Sick Leave</b>	5.68	4.83	10.13	8.86

**NOTE: (1) Average Days of Employee Sick Leave is calculated by dividing the number of sick leave paid to all employees by the number of employees.**

Chart 2 provides a breakdown of the survey responses of the Capital Metro employees. An overall response rate of 23 percent was obtained. The questionnaires were administered during October through December, 1993.

Chart 2. Capital Metro Survey Distribution, 1994

1994 Employee Breakdown			
Category	Distribution	Return	% Return
1 Top Echelon	67	44	.656 66%
2 Line Workers	708	171	.241 24%
3 Personnel*	1	1	1 100%

\*Personnel Director Manager (only)

The surveys were distributed to all employees with a return requested directly to the Administrative Secretary II of Government Programs at Capital Metro. The line workers either received their survey through the supervisor or in their mailbox directly. The administrative employees received their surveys through the departmental secretary. The response rate of returns for each survey category were 66% from the Top Echelon, from the Line Workers 24%, and 100% from Personnel.

The main objective of these surveys was to evaluate the management and employee's viewpoint on factors affecting the work performances that decreases productivity. By asking questions relating to certain factors that cause the production to decrease, the researcher was able to gather

and analyze data to present in this study and be used by all transit agency professionals in formulating policies.

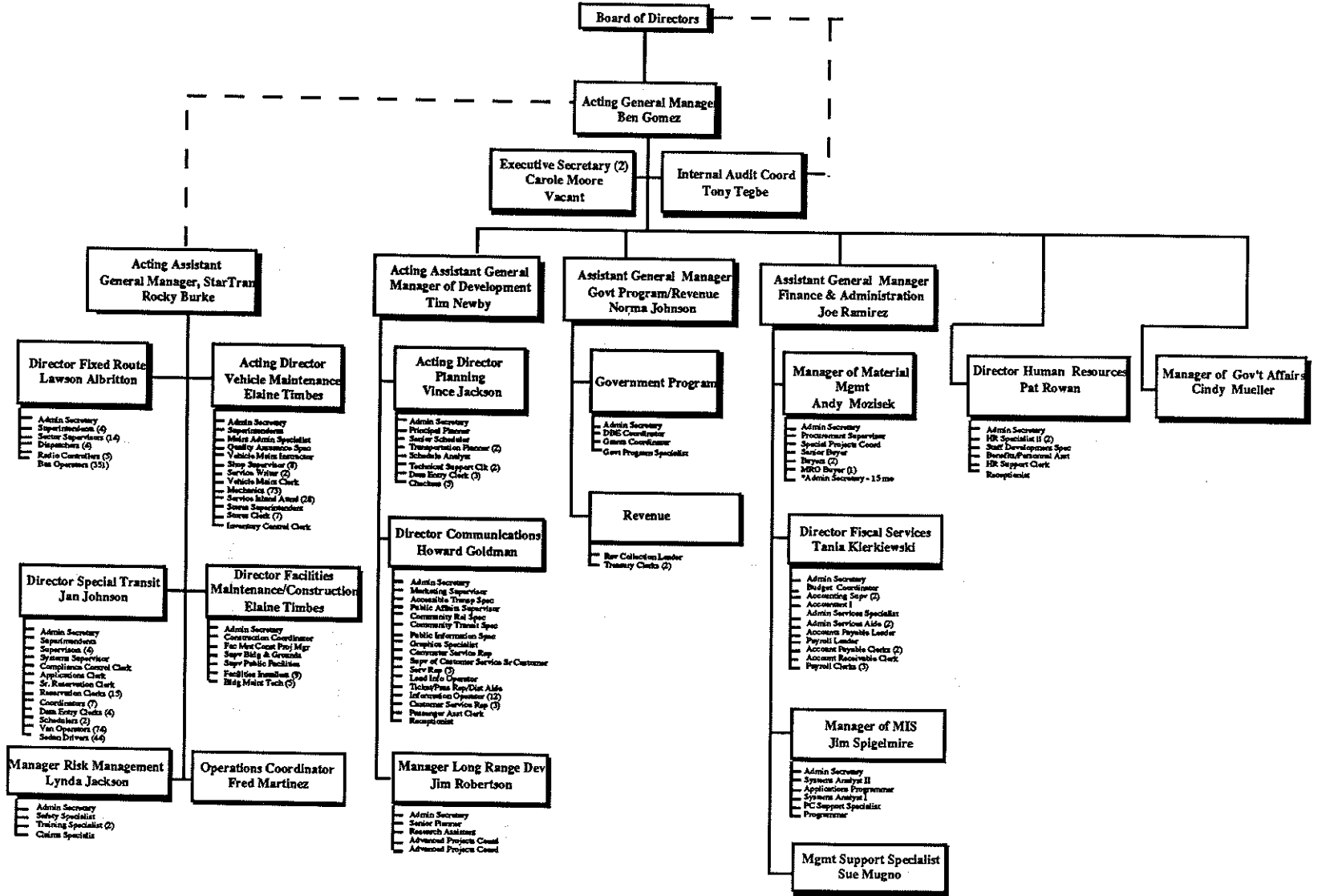
The survey was designed to gather information from the management and employees to demonstrate their perspective on attitudes, behaviors, and health in the organization. Careful consideration for ease of completion and subsequent entry into a computer database was given. **Appendix A** includes the questionnaires for the three surveys. The survey data were analyzed by means of Mini-Tab Software and database management system.

### **General Background Data of Capital Metro**

This section introduces the reader to the history on Capital Metro's organization, furnished by Norman Johnson, the Assistant General Manager of Government Programs at Capital Metro. Descriptive characteristics of the employees as well as some general information regarding some behavioral outcomes will be presented. It was very important to understand these behavioral outcomes before an interpretation of a more sophisticated analyses is undertaken.

Capital Metro was created in 1985 and is administered by a 7 member Board of Directors (See Chart 3 for organization chart). The current Capital Metro dedicated sales tax rate is 3/4%.

Chart 3. Capital Metro Organization  
March 3, 1994



SOURCE: Capital Metro in Austin Texas, from the Annual Report. Star Tran is the Operating Connector for Capital Metro  
\*Temporary Employee for Light Rail Special Project

Capital Metro offers a full range of transportation services including fixed route bus service, special transit service for the elderly and disabled, commuter express service, a rideshare program, and park and ride facilities. In addition, Capital Metro currently contracts with the University of Texas to provide university shuttle service. Capital Metro also operates a downtown circular, "The Dillo", utilizing antique trolley replicas.

Since 1985, Capital Metro has provided \$5,000,000 annually for general mobility Fund (PTMF) Program. The 1992 PTMF budget includes a one time \$5,000,000 commitment to the City of Austin for needed street maintenance. For 1992, Capital Metro spent \$3.0 million on a variety of park and ride lots, transfer facilities, and other facilities in its service area.

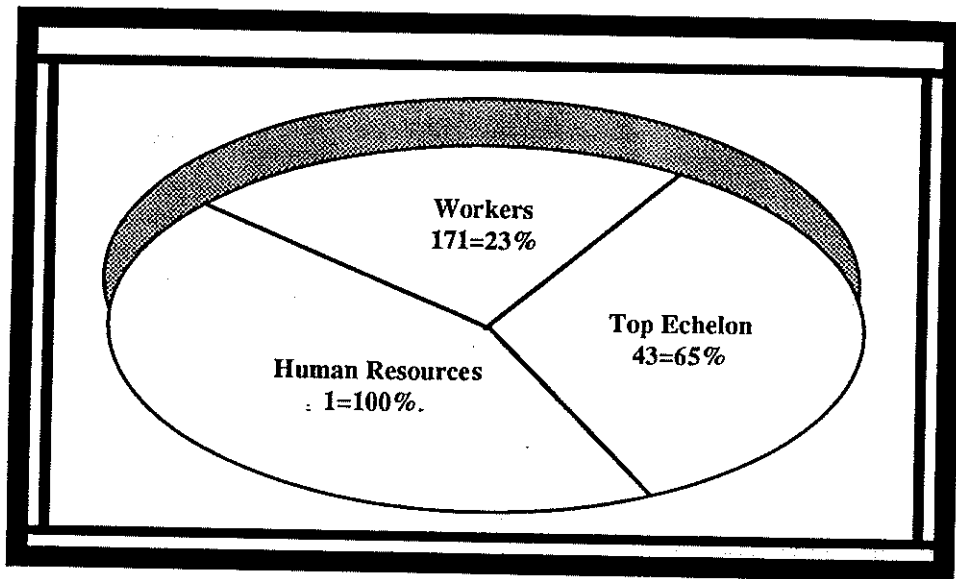
Capital Metro is currently in the planning stages for a light rail system. This proposed starter line will extend from near downtown to North Austin for a total of 14.5 miles. This estimated capital cost of the project is \$174,600,000 or approximately \$12 million per mile. Capital Metro expects the line to be complete and operational in the 1996-1999 time frame.

Since Capital Metro's creation, ridership has risen steadily from 5.8 million in 1985 to over 26 million in 1991, an increase of almost 350% for the six year period.

## **Major Findings and Results**

This section of the study will discuss the results of the Capital Metro Surveys first and a basic intent of mutual responsibility for performance goals. A sample of 776 surveys was distributed and 216 were completed and returned. Figure 4 provides a summary of responses received by management and employees who successfully completed the survey. According to the survey results, over 26% response rate was received in total.

Figure 4 Capital Metro's Summary of Responses, 1994



The surveys and major findings structure on mutual responsibility on the part of both management and employees for attaining the highest possible level of performance.

### *Top Echelon Assessment*

This survey was completed by Capital Metro supervisors, managers, and executives. There was a total of 66 surveys distributed through the organization getting a 65% return rate. The survey consisted of sixteen questions distributed to supervisors and managers who oversee at least thirteen employees or more in their everyday operation (See Chart 4 for Assessment Matrix of Capital Metro). Sixty-six percent of the respondents carrying the title of crew supervisor. Fifty-five percent (55%) indicated that they do not contribute to the determination of employee wages and compensation work as 55% having "none" comments, 27% make recommendations and 16% decided pending approval. Job title and productivity ranked extremely high in determining compensation. Regarding hiring and firing, 21% reported not having any influence in this category, where on the other hand, 5% have complete authority. Thirty-one percent of the

**Chart 4. Assessment Matrix of Capital Metro, 1994**

(Survey Responses)

Managers	Management Tools / Strategies						
	Conduct Employee Evaluations	Atmosphere of Meeting Held	Meeting with Subordinates	Approachable for Subordinates	Management Style Employee Promotions / Demotions	Who Is Hired / Fired	Employee Wages and Compensation
	○*	⊗	⊗	⊗	○	⊗*	○*
	○	○	○	○	○	○	○
	●	●	●	●	⊕	⊕	⊕

● OVER 50%	<b>LEGEND</b>	⊗ 20% - 29%
⊕ 40% - 49%	⊙ 1% - 19%	○ 0% - no response
	⊕ 30% - 39%	

**\* Those managers identifying themselves as people-oriented did not respond to evaluation, promotions / demotions, or wages / compensation questions.**

managers make recommendations only in employee promotions and demotions. The supervisors reported that their management style is very involved in direct decision and that they believe half of their subordinates would label them having a very approachable (open door policy). The other half reported their subordinates should approach them only after going through the chain of command. When asked about getting to know and interact with their staff, 23% indicated



interacting is limited to job related issues; 33% by encouraging conservative yet cordial interaction and 37% occasionally promoting informal interaction such as birthday, holiday, and special occasion acknowledgment. Thirty-three percents (33%) of all respondents hold weekly meetings. Meetings are held 33% of the time weekly with all subordinates but 35% when issues need to be addressed. Meetings with the first-line supervisors are held weekly at Capital Metro. The meeting held at Capital Metro with the subordinates are usually on a one on one basis, according to over half respondent. The atmosphere at the meetings with the subordinates is held in a round-table discussion format. Monetary rewards and bonuses, time off and employee of the week and month are equally important at Capital Metro as incentives' managers use for improving staff productivity. Employee evaluations for the most part are conducted annually.

An analysis of the Top Echelon Survey indicates that, to improve performances, several categories must be discussed. A key problem is the persistent failure to perform assigned duties or to meet prescribed standards. The researcher determined that managers are a major role model to the workers for the organization. In order to improve performances, managers have a mutual responsibility. Management is responsible for determining systemic factors that affect individual performance and for establishing performance expectations and standards for acceptable conduct within the organization's environment. Management also is responsible for communicating those standards to employees and providing comments through performance evaluation and, when necessary, reminders of weaknesses. Management is encouraged to consider all available options to correct problem situation in addition to the procedures specified in the organization's policy. This includes conducting performance reviews more often than the required annual performance review when an employee's performance or observed weakness requires it. The employee responsibility is described in the following section.

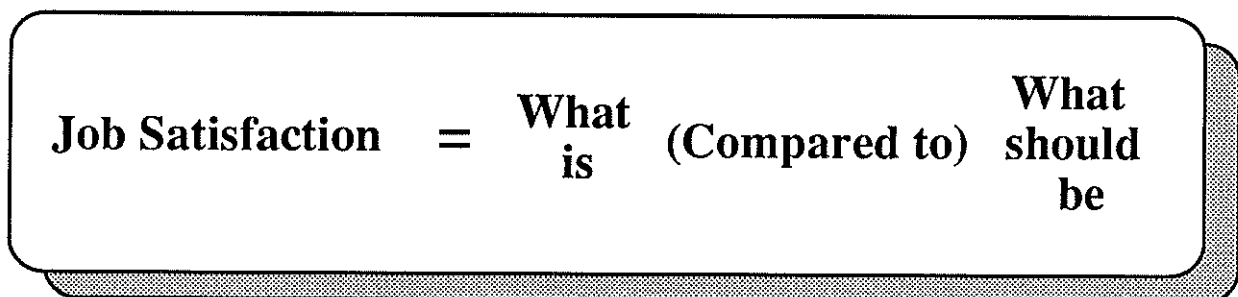
## *Worker Assessment*

The survey was completed by vehicle operators, maintenance crews and general staff at Capital Metro. A total of 748 surveys were distributed through the organization, getting a 23% response rate of returns. The survey consists of 23 questions that contain sections on attitudes, behaviors and health.

### **Attitudes**

Capital Metro's employees are absent from work less than twice over a three month period. Although job satisfaction has been defined in many different ways, the most commonly accepted definition views it as depending on two employee perceptions (beliefs). One perception is the employee's assessment of what the job and work environment are currently providing. This is called the "what is" perception. The second perception is what the employee wants the job to provide or believes the job should provide. This is called the "what should" be perception. Then the employee's satisfaction is determined by the agreement between these two perceptions as shown in Figure 5.

**Figure 5. Job Satisfaction**



Over half of Capital Metro's employees seem to be contented in their daily work environment with regard to the job satisfaction variable. Capital Metro's employees rank several indicators including challenging responsibilities, sufficient compensation and food benefit (insurance and

vacation time) to be high. On the other hand, insufficient compensation and inadequate management rank to be the highest categories of why the employees felt they are dissatisfied.

At Capital Metro, an overwhelming 75% of employees rated stress extremely high in the work force. Employees relieve job-related stress by discussing it with a co-worker. Other methods of relieving stress are by not showing up for work or decreasing productivity.

When asked if there were any high productivity incentives such as bonuses, employee recognition etc., 58% of the responses were positive and reflected that their level of productivity, was somewhat affected by the incentives. On the other hand, 42% were "not at all" affected by the incentives offered.

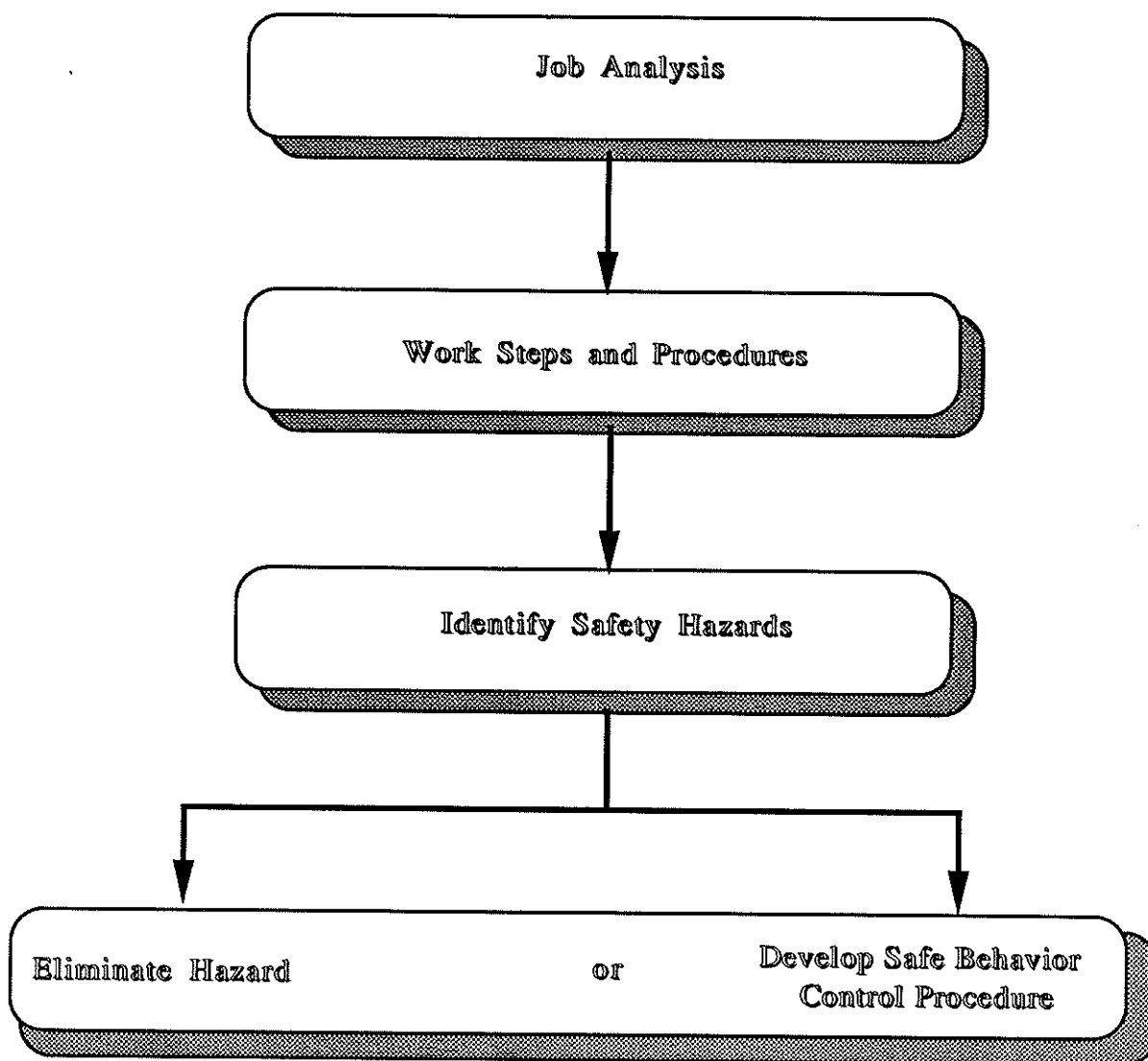
### **Behavior**

Capital Metro's employees feel as though their compensation is based upon their job title and seniority. The employees were allowed to respond to more than one category in the job-training question. Seventy-nine percent received on the job-training once hired, whereas 72% received job training previous or experiences before they were hired. When receiving job assignments and responsibilities, 74% reported their job assignments were clearly stated. Fifty-five percent of the employees felt sufficient times were given to them to carry out job assignments. Over half reported that the employees did receive adequate equipment (such as vehicles, transport systems, computers, and tools) to carry out job assignments. Regarding their rights as an employee, 58% of the employees did know their rights whereas 32% were unsure. The employees were aware that the Human Resources' Department is an employee resource center where they could obtain information regarding their rights, rules, benefits and agency policies and procedures. Consequently, forty-four percent (44%) of the employees responded that they use the Human Resources' Department once a year or less. As an employee, 53% felt as though their rights were not violated.

Safety in the job environment 53% of the respondents rated as being hazardous. In Figure 6, safety rules indicate both what employees should and should not do. It further explores how employees can control the safe behavior in the environment. These rules are displayed throughout the organization as safety posters exhorting employees to "Think Safety" or "Put Safety First, Not Last."

While these sorts of activities should seem to have some possibilities for curbing unsafe behaviors, very little is known about their effectiveness. There are factors that may severely limit this effectiveness. Employees may neglect to communicate and enforce the rules.

**Figure 6. Safe Behavior Control**



Moreover, many of the rules tend to be quite general, and thus specific unsafe behaviors may go unnoticed and uncorrected.

One way to overcome such problems is to explore the need for safety control procedures rather than just safety rules. In this approach, each job is thoroughly analyzed to identify the specific steps or procedures used in performing the job. For each hazard, it is decided whether or not it can be eliminated. If it cannot be eliminated, a specific safety control procedure is established that will ensure a safe behavior if it is followed. Therefore, the emphasis is on identifying and showing the employee, in a positive manner, what the employee can do to engage in safe behaviors.

In rating the significance of their job titles, 35% of the employees responded that titles are somewhat important, 33% as neutral and 32% not important to perform everyday activities. Sixty percent (60%) do not feel their job offers the potential for upward mobility. Even though 71% of employees have children, it does not affect their attendance.

According to the survey results, employees have mutual responsibilities put on them to improve performances. As responsible adults, employees are accountable for developing personal action plans in coordination with their management to resolve weaknesses. Also, employees are responsible for reviewing all available rules, policies, and procedures and for familiarizing themselves with this information.

### **Health**

On the scale of "never to very often" with middle range reflecting "sometimes" and "often" the frequency of employees involvement in health (or exercise) activities was shown. Ninety percent (90%) of respondents never consume drugs unless their doctors prescribe them for health purposes. Seventy-eight percent (78%) of the employees never talk to a counselor about health

related problems. Capital Metro's employees (over half) drink alcohol occasionally. To maintain good health, employees exercise to alleviate stress along with seeing their doctors.

*Human Resources Assessment*

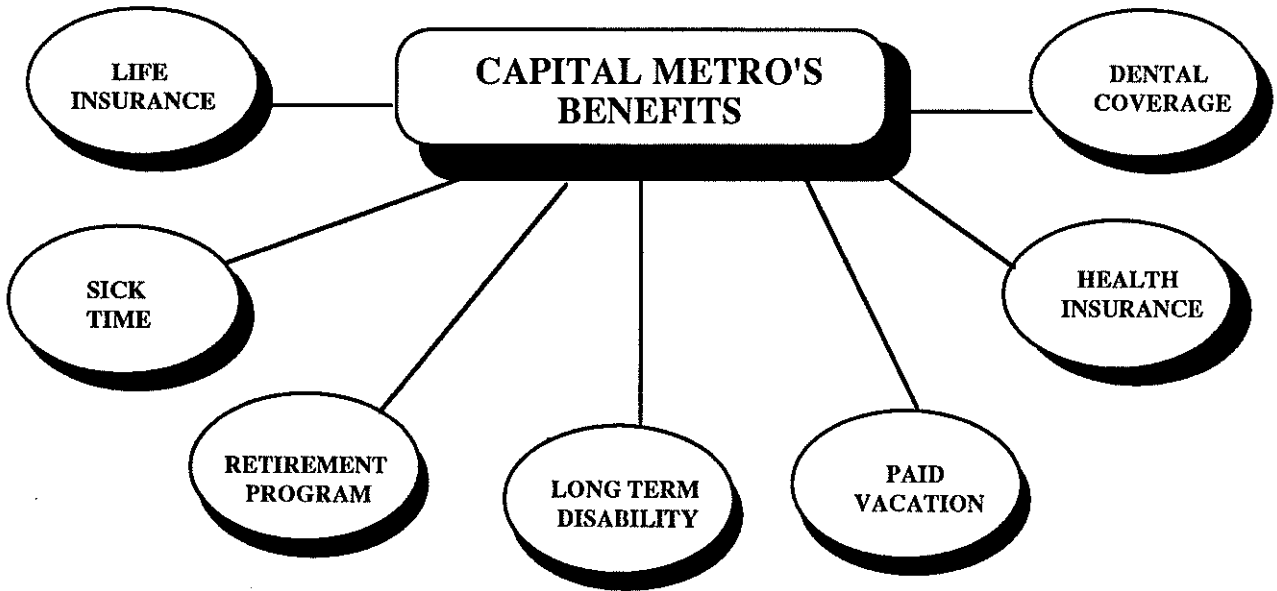
This survey was distributed to the Human Resources Director of Capital Metro who services over 600 employees. There are approximately 5 to 8 employees working in the human resources department. Chart 5 gives the personnel policies and procedures of Capital Metro.

**Chart 5. Summary of Capital Metro Personnel Policies and Procedures (1994)**

Availability (Yes)	In Progress (No)
<p><b>Employee Manual/Handbook (EMH),</b></p> <p><b>Agency, Compliance with the Equal Opportunity Employer Mandate,</b></p> <p><b>Active Sexual Harassment Policy,</b></p> <p><b>Establish Grievance/Complainant filing procedure,</b></p> <p><b>A Communicated Policy of Confidentially between the Human Resources Department and the Employees,</b></p> <p><b>An Employee Relations Counselor,</b></p> <p><b>Employee Regularly Notified of Personnel Policy Changes made by either the Company or by the Company or by Legislative Amendments on Ordinances.</b></p>	<p><b>Availability of EMH,</b></p> <p><b>Employees Briefed Regarding Policies / Procedures Upon Hiring,</b></p> <p><b>A Division within HR for Screening Employee Prior to Hiring,</b></p> <p><b>A Communicated Policy of Confidentially Between the Human Resources Department and the Employees.</b></p>

Figure 7 gives a breakdown of the benefits Capital Metro provides for their managers and employees. Extended company benefits or support system incentives offered by, Capital Metro include Educational Development, Counseling Services and Drug/Alcohol Abuse Prevention.

**Figure 7. Capital Metro's Manager and Employees Benefits**



### **Summary of Findings**

Surveys were distributed to the management and employees of Capital Metro in Austin, Texas, to help evaluate some factors that affect employee's performance in the organization. The response rate of 23% was achieved.

It was found with the management survey that 66% of the respondents are familiar with the behavioral outcomes generated throughout the organization. This was excellent because several questions were designed to gather information comparing the strengths and weaknesses of each manager. The researcher wanted to survey as many employees with management status for this

study in order to gain a comprehensive knowledge of how productivity could increase within the departments.

It was determined that most managers are engaging in closer contact with their workers to generate a healthy working environment. The managers get in touch with their employees by getting the face-to-face contact and by letting them know how the process is working. The employees then know that the managers are really interested in their work. The ways managers get in touch with their employees are by having meetings occasionally and maintaining regular contact with the employees.

With the employees survey, a 24% response rate was achieved. Capital Metro's employees reported that they would like to have a voice in daily affairs before final decisions are made. Many employees feel they would be more responsive if made to feel their comments would make a difference throughout the organization. Employees emphasized how training is essential when increasing productivity and job performance in order to get promoted to the next level of pay.

Many explanations offered from the Human Resources Assessment Instrument indicate that employees are provided with organization policies and procedures. Employees realize that they do have a department that offers confidentiality if needed. The key results of the study determined that the factors affecting the employee performances in the public transit industry can not be resolved over night, but a gradual adjustment could bring out a tremendous difference in the management and employees behavior of daily production.



## **Recommendations and Observations**

On the part of employees excessive absences can have negative impact on the operation of the agency and thousand of users. Absences create not only scheduling problems but also lower the productivity of the Department as a whole. In addition, tremendous cost is incurred in overtime and lost productivity, and conscientious employees are penalized by having to pick up the work load of those few who are chronically absent.

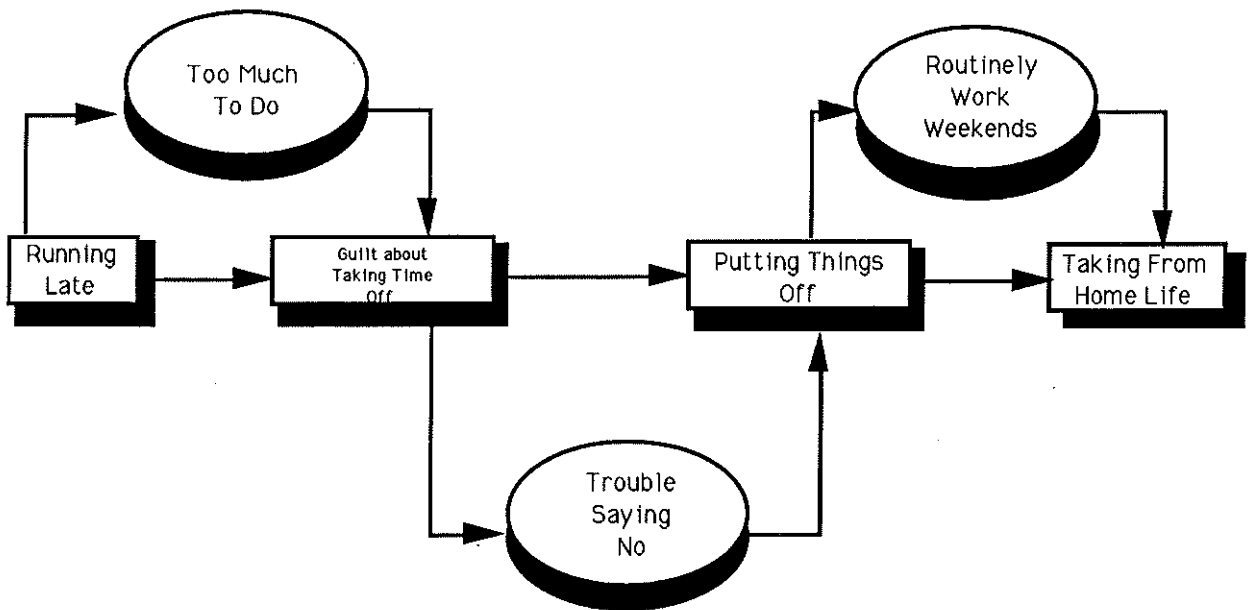
When any person accepts employment with an organization, he or she contracts with the agency to be fit and able to perform the functions of their job assignment. Sick leave is a benefit to be used only when necessary for a bona fide illness, and not to be confused with other benefits such as vacation leave that is guaranteed each year regardless of need. An employee's attendance record may be the basis for denial of a promotion, transfer, request for outside employment, or other benefits. Due to the unique nature of monitoring and assessing abuse of sick days and excessive absenteeism, each employee must be judged on an individual basis.

It was further discovered that excessive absenteeism is an indicator that a possible problem exists with the employee and intervention is needed. Excessive absenteeism is often a mask for drug/alcohol abuse, family difficulties, supervision problems, attitude problems, etc. Intervention may come in the form of counseling provided by a program within the Human Resources Department that generates assistance and/or disciplinary action. Chronic or excessive absenteeism is just cause for termination when employees have been given fair warning that termination would result if attendance did not improve.

Survey responses and unsolicited comments from the responded displayed that the employees are over worked regardless their position within the organization. Insufficient time seems to be a fact. How well time is managed may play a large role in determining the amount of pressure

felt. Figure 8 shows normal symptoms of managers and employees in the work force that indicate a time management problem.

**Figure 8 Warning Signs of Time Management Problem**



Are you always running late?

Do you feel that you always have too much to do?

Do you feel guilty about time taken off from work?

Do you feel guilty at the time work takes from your home life?

Do you put things off?

Do you routinely work weekends?

Do you have trouble saying no?

Positive direct responses to these questions indicate that the employers and employees may need some help managing their time to minimize stress.

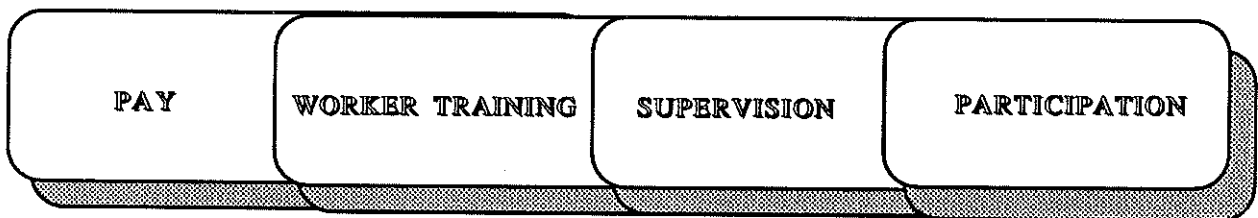
Some tips for managers and employees to consider based on their reaction to the statements are discussed fully in Chart 6.



## Improving Productivity

Nothing in the transit industry setting is more important than improving productivity. Some workers noticed that although they were productive, they lack job satisfaction. They find rewards in their own effort and satisfaction is certainly one of the important ingredients for increasing work performance. On the other hand is the selfish motivation in the sense that the organization desires improved productivity because the outcome is profit, and productivity is one of the basic ways of increasing it. Although, there are a number of factors that increase the work performances, this study explores the general categories of pay, worker training, supervision, and participation (See Figure 9).

**Figure 9. Common Factors Increasing Work Performances**



### *Pay*

As pay increases, productivity improves as well as the employee is rewarded for his or her output. Using pay to promote productivity beyond a certain level is considered to be unreliable. Some respondents indicated that they felt resentment when financial incentive was offered to legitimize pressured productivity in the name of pay.

### *Worker Training*

The area that has proved to have some inherent value in stimulating productivity, particularly among the newly employed, or those employees who shift from one level of job complexity to another is training. The idea is that a worker who has been helped to learn the colloquial procedures and policies quickly will become more productive in a shorter period of time. Many

employees fear that they are not rapid learners, and therefore, among other benefits, training will reduce potential for embarrassment.

### *Supervision*

The supervisor is the key to promoting increased output. If a supervisor understands the task at hand and has a good attitude toward subordinates, then the supervisor can deal with the workers in a better manner. In this way he or she gains their loyalty and stimulates them to be more productive.

### *Participation*

It appears that the more employees are involved in the challenges of production, the more productive they will be. A supervisor does not tell an employee what to do, nor ask them to do it; rather, the supervisor gets them to participate. Then the workers become caught up with being more productive by their own involvement. An employee who is involved in rethinking his or her job and what it contains is very likely, particularly with professional help, to want to expand it by taking on more horizontal and vertical activities and being responsible for them. This tends to increase the complexity of work in both directions. Once complexity is increased, the job requires more thought and involvement; therefore one person is contributing more output. Worker performances would be more likely to increase if workers are involved more directly in the responding to the challenges of production. They will contribute ideas and efforts that improve productivity.

### *Attitude Toward Productivity*

An organization can strengthen its performance through encouraging attitudes that support productivity. Many managers reject the notion that they are concerned with the management of attitudes. Various reasons can be explored, but the managers have an underlying proposition. One manager may feel as though he or she may manage results, not attitudes. Another may manage the behavior of workers, not their attitudes. If the workers apply themselves to the work in the manner expected of them, that is all that counts. The most effective area of the employee

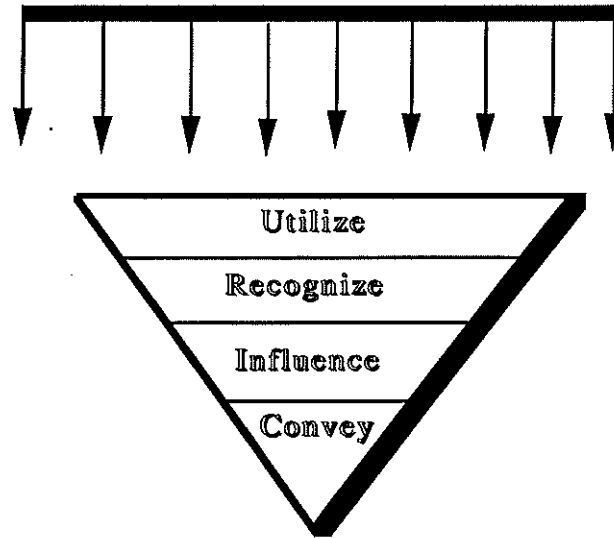
attitude is that it does not exist, only behavior exists. It is true that one can not see attitudes, but can see behavior. Attitudes are not managed, behavior is managed. However, when behavior is consistent with the needs of the organization, the worker's attitude will become consistent with their behavior. Therefore, it is the behavior that creates attitudes. It asserts that attitudes toward productivity are all important. Productive results can be anticipated only when attitudes are managed well. Therefore, negative attitudes toward productivity can be expected to cause an individual to be less productive than if he or she embraced a positive attitude. Pressuring for productive behavior may merely cause the employee to feel stress from being coerced and thus increase the negative attitude.

## **Increasing Motivation**

### *Managing Employees*

Certain managers just seem to have what it takes to get employees to do what they want, whereas others have a bad time. There are all sorts of reasons for such big, important differences in management. Most managers who understand those reasons and those differences can begin to do something useful about them. They can do something useful and effective about building motivational advantages (See Figure 10) for themselves by getting the help from workers to reach organization goals; influencing workers to work hard, and conveying the behavior of employees.

**Figure 10. Motivational Advantages**



Utilize manager and employees to help to reach organization goal: In general, managers have much motivational advantage, but only because employees want to do things for their superior. The employees are really only waiting for the assignment to be delegated, a signal of some indication that the manager needs or wants the role carries out. Employees desire to do for their manager. They only wait for the sign (and sometimes even work in anticipation, before the request).

1) Recognizing Employees Who are Commendatory to the Superior.

Employees that take on a role before full explanation are already motivated. They are motivated by duty, instinct, training and all the other powerful factors that meet the requirement established by the superior.

### 2) Influence Employees to Work Hard

Many times' employees steer towards the way economy is heading, so there is always the possibility of giving people an economic motive for doing what the manager wants them to do, even when the employees do not particularly care to do it otherwise.

### 3) Convey the Behavior of Employees

If managers are going to apply motivational strategies effectively, they have to know something about the work of workers to whom they will be applying it. However, managers may have to know and understand quite a deal about employees to be sure that the motivational strategy they want to apply will really be applicable.

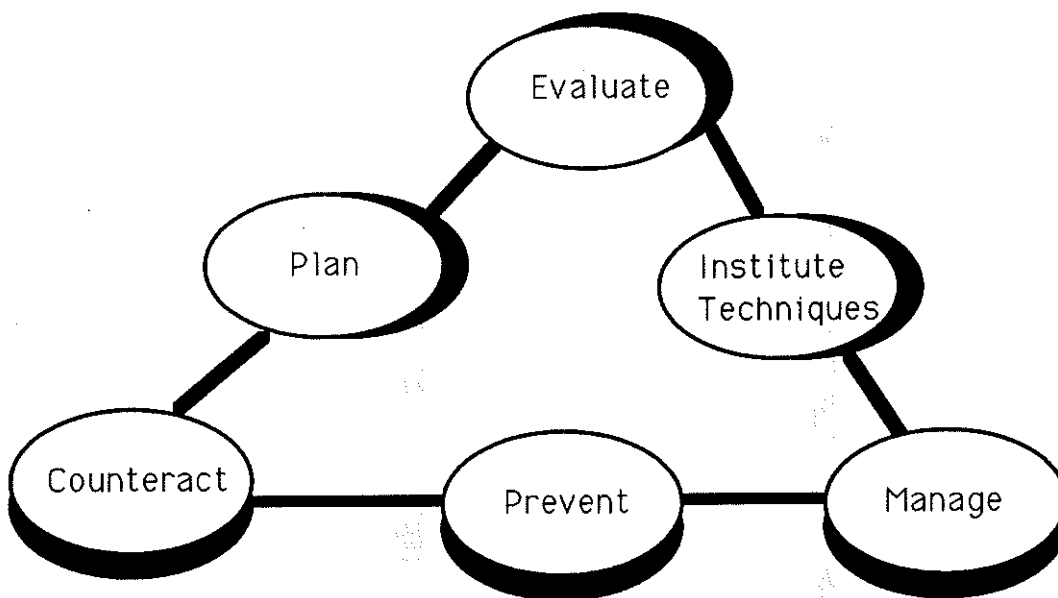
## **Stress**

Everyday, the daily stresses of modern life confront the managers and employees. They can not avoid stress, but they can learn to control it. Foremost, managers and employees have to understand stress.

Stress helps the managers and employees discover ways to minimize necessary stress and eliminate unnecessary stress. They will learn how to control their body's responses. Figure 11 shows other methods.



**Figure 11 Ways to Control Body's Responses**

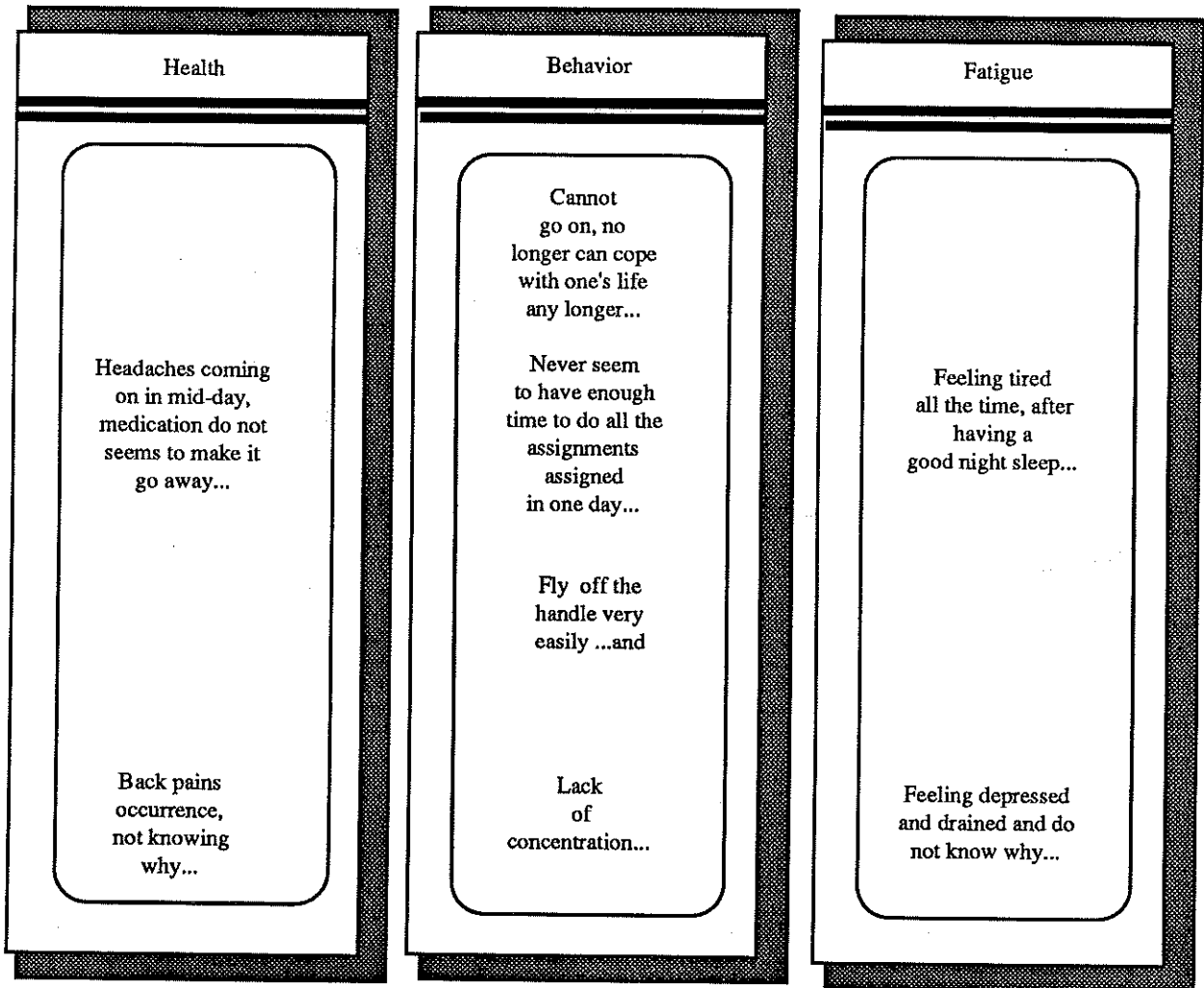


It is vital for all manager and employees to increase their productivity within the work force by a method of **evaluating** the amount of stress they are under. They make **plans** in the timing of important events to reduce stress. Use stress reduction **techniques** such as deep breathing, biofeedback, and self-hypnosis in controlling stress. **Counteract** stress that can make the manager or employees sick. **Prevent** related symptoms such as back pains and **manage** time efficiently.

### *Exploring Stress*

Stress is one of the dynamic creative forces that makes us speak, laugh, cry, work, stand, sit, run and walk. It is a force that attracts and repels. The word stress has become fashionable and emotive. The caring professions are being swamped by the effects of it. Stress is a common occurrence and a concern in today's work force. Chart 7 gives some common occurrence symptoms of stress that may be observed throughout the organization.

## Chart 7. Common Symptoms of Stress



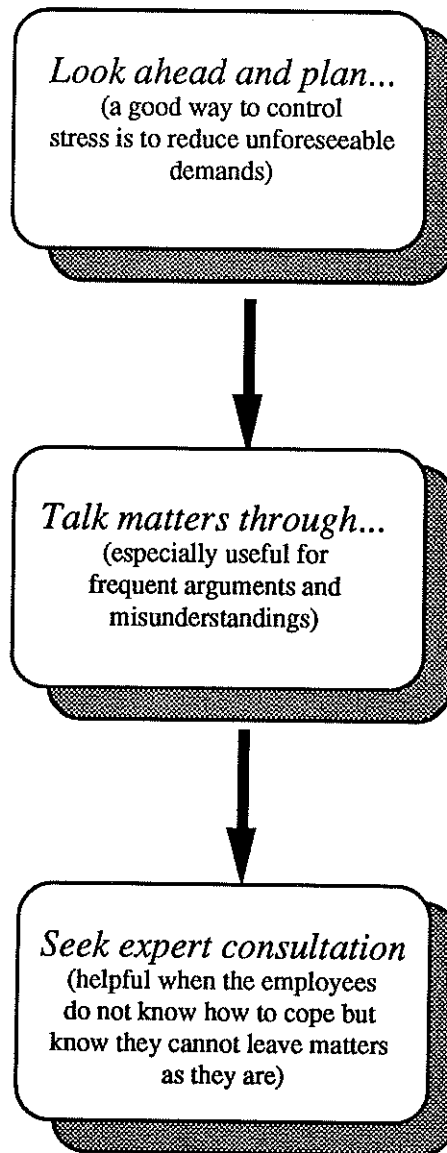
These common symptoms of stress are signs of suffering from the effects of stress. Unfortunately, management and employees live in a stressful world, and although a certain amount of stress keeps them on their toes, more stress than can be handled has the opposite effect. Too much stress can make them feel their worst and, if continued too long, can even cause managers or employees to become ill. Some simple principles about identifying and coping with different events that cause stress in their lives can assist employees in handling stress.

The body responded to demands made upon it. That means pleasant and unpleasant events can stress employees. The simple thought of a task can cause stress. For example: An employee is thinking about taking a vacation. As wonderful as getting away may be, all the last-minute preparations may make one rush, building up stress. This response is normal unless it gets out of hand. When the managers or employees control stress, they adapt and change as circumstances may demand. Having some control over events helps managers and employees reduce stress, but recognizing what they can not control and letting it go can also reduce stress (See **Stress Training Module in Appendix B**).

### *Planning Can Reduce Stress*

Managers have shown that planning in advance can reduce stress (See **Stress Training Module in Appendix B**). They use coping strategies. Figure 11, shows three actions needed in coping with stress. A mixture of strategies is mandatory to accumulated stress.

Figure 12. Strategies in Coping with Stress



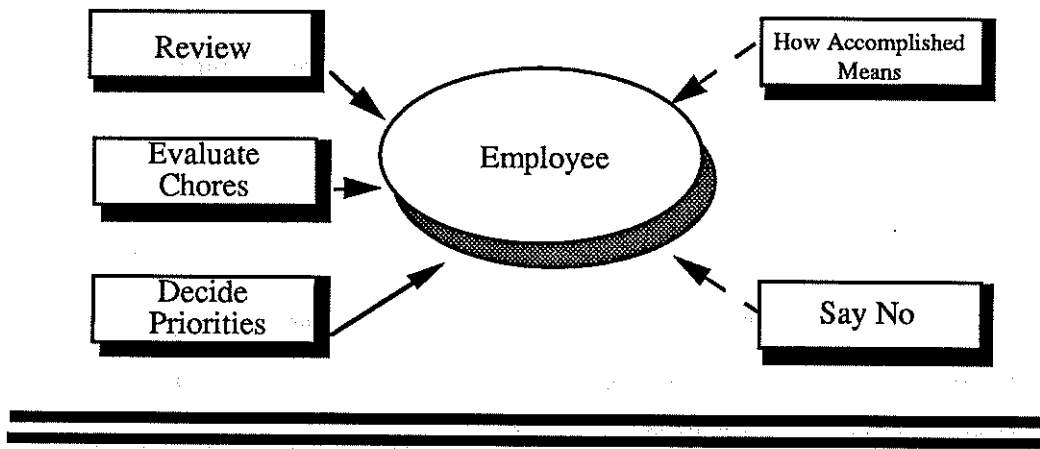
*Using Goals and Values*

Stress negatively effect employees morale. They should believe in themselves. If they know where to go and how to achieve goals, then they can have some control over what is happening-- and that will help them thrive.

### *Employees' Attitudes Do Help*

What pleasure and opportunity have in common is that they are both linked to success, and success is stressful. Taking on a better attitude sometimes can be all that the employees need. Sometimes employees make things harder on themselves by concentrating on negative thoughts. Taking control of the situation is a behavior not often use within the work force. The first step toward control involves the employees as a whole (See **Stress Training Module in Appendix B**). Figure 13 explains the methods for handling stress.

**Figure 13. Methods of Handling Stress**



In Figure 13, described methods of handling stress. It is important for the employees to review *responsibilities* and *chores*. Employees should decide their *priorities* in the area of what must be done do first, second, and so on. Review their *means*: How can the first task be accomplished (using what method and with whom)? Determine what are not priorities and let these items wait. Learning to *say no* can help one to gain control over responsibilities. Employees should learn how to handle stress in the work force to increase their work performances (See **Stress Training Module in Appendix B**). One of the most important things to realize is that the employees have choices in handling stress. Although their physical response to stress is automatic, they can teach themselves how to manage situation. This way, the state of the employee's emotions is less likely to affect their health. Therefore, the way they handle stress is by reducing their reactions to stress.

## **Conclusion**

The purpose of this study has been to examine the factors affecting performances of employees at Capital Metro in Austin, Texas. The results are based on the collection of data from a survey of Capital Metro's managers and employees. An analysis of the results indicated that most of the participants in the survey gave very positive responses to the aforementioned factors affecting the worker performances in the work force. Therefore, it is safe to say that the managers should recognize and understand the principles of group behavior; they can lead in such a way as to promote productivity, reduce absenteeism, and stimulate the creativity that is so essential for finding sound solutions to the many chronic and acute problems facing them.

The findings have implications for the organization looking to reduce stress among their workers to increase the work performance needs and to modify the work environment. Stress-management courses and other programs that help employees learn to cope with stress have the most long-term benefits. Documentation on stress-training seminars (**See Stress Training Module in Appendix B**), free counseling and enforced recreation at the organization were recommended. Often, the toughest challenge is convincing stress-prone managers and employees that they need to change. These managers and employees are meticulous and orderly and very proud of it. They always answer social expectations without considering stress.

As much as employees need routine to keep their lives running smoothly, they also need time away from the routine to rest, regenerate, and even expand their horizons. Well-timed, planned vacations can be the very quickest stress reducers, because they can remove individuals immediately from the cares and hassles of day-to-day lives. Although managers and employees might need a day or two of adjustment, they will find that "a change of scene or at least of routine" could make a difference in everyday operation.

Finally, it seems quite certain that whether managers and employees decide to stay around home or take a trip, they should remember that the point of a vacation is to let go and relax. Managers and employees should not feel that they have to accomplish something while on vacation. Some may over-exert themselves sight-seeing, while others may do all the yard and house work that they have been putting off all year. Either way, they are likely to return to work not refreshed, but burned out. Managers or employees should not feel that they have to put their vacation time as a time to compensate for the rest of the year. If managers or employees lived through a stressful year, they need time to rest and regenerate. Perhaps a week on a beach or a camping trip would be beneficial. If instead, they have had an uneventful, routine sort of year they might want to break radically with their routine for a couple of weeks. A trip to another country or state, or lessons in a new sport, might be just what the managers or employees need to reduce stress. However, it is good business for managers and employees to implement changes to improve productivity in the work force.

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# **Appendix A**

## **CAPITAL METRO in AUSTIN, TEXAS Surveys**

**-- Human Resources Assessment Instrument**

**-- Top Echelon Assessment Instrument**

**-- Worker Assessment**

# **AN ASSESSMENT OF FACTORS THAT AFFECT EMPLOYEE PERFORMANCE IN THE PUBLIC TRANSIT INDUSTRY**

## **ASSESSMENT INSTRUMENT**

The researcher propose that multi-level assessment be utilized. Multi-level assessment would allow for analyzation from several angles. As known, no outcome is strictly the result of one factor, there must be at least one reactant and at least one catalyst for every subsequent reaction. Therefore, each contributor must be assessed and analyzed before effective strategies can be developed.

It is believed that assessment should occur one 3 separate levels:

- 1 - The Top Echelon (Supervisors, Managers, and Executors)
- 2 - The Workers (Vehicle Operators, Maintenance Crew, and Staff)
- 3 - The Support System (Human Resources)

It is vital that each component be assessed before realistic productivity increasing strategies can be developed and implemented.

Suggested target sample populations include:

## HUMAN RESOURCES ASSESSMENT TOOL

To be completed by Human Resources Director(s)

1. Approximately how many agency employee are there?  
 under 100     100-200     201-400     401-600     over 600
2. Approximately how many people in the human resources department?  
 under 5     5-8     9-12     13-15     over 15
3. Is there an Employee Manual/Handbook?     YES     NO  
If yes. Does each employee have copy?     YES     NO
4. Are copies of the Employee Manual/Handbook readily available?  
 YES     NO
5. Are employees thoroughly brief regarding employee policies and procedures upon hiring?  
 YES     NO
6. Is /are their a division within Human Resources where each potential employee is screened prior to hire?  
 YES     NO
7. Is your agencies in compliance with the Equal Opportunity Employer mandate?  
 YES     NO
8. Is there active sexual harassmt policy?     YES     NO
9. Is there an established grievance/ complainant filing procedure?  
 YES     NO
10. Is there a communicated policy of confidentiality between the human resources department and the employees?  
 YES     NO

11. Is there any system of notifying employees of job opportunities available within the agency?

YES  NO

12. Is there an Employee Relations Counselor?

YES  NO

13. Are employees regularly notified of personnel policies changes made by either the company or legislative amendments or ordinances?

YES  NO

14. What benefits are offered to employees?

health insurance                       dental coverage                       life insurance  
 worker compensation                       retirement program                       vehicle  
 sick time                       paid vacation                      coverage

Other: \_\_\_\_\_  
\_\_\_\_\_

15. Are there any extended company benefits or support system incentives?

Fitness/Nutrition program                       Child Care facility                       Time Sharing  
 Educational Development                       Counseling Services                       Drug/Alcohol  
Abuse Prevention

Other: \_\_\_\_\_  
\_\_\_\_\_

Thank you for participating in the Texas Southern University's Center for Transportation Training and Research survey.



8. How approachable do you believe your subordinate consider you  
\_\_\_ very approachable ("open door policy")  
\_\_\_ can be approached only after all other alternatives have be exhausted  
\_\_\_ not at all, you must initiate approaching
9. How well do you know and interact with your employees?  
\_\_\_ first and last name basis, interaction is limited to job related issues  
\_\_\_ you encourage conservative yet cordial interaction  
\_\_\_ promote occasions for informal interaction (birthday, holiday, and special occasion acknowledgement etc.)
10. How often do you conduct meeting with all subordinates?  
\_\_\_ more than once a week                      \_\_\_ weekly                      \_\_\_ bi-monthly  
\_\_\_ once a month                                      \_\_\_ only when issues need addressing
11. How often do you conduct meeting with first-line supervisors?  
\_\_\_ more than once a week                      \_\_\_ weekly                      \_\_\_ bi-monthly  
\_\_\_ once a month                                      \_\_\_ only when issues need addressing
12. When you meet with subordinate it is usually?  
\_\_\_ as a group                      \_\_\_ one on one                      \_\_\_ other
13. Are your meeting with your staff/crew usually?  
\_\_\_ completely formal                      \_\_\_ semi-formal                      \_\_\_ round-table discussions
14. Do you offer on-going staff productivity incentives?  
\_\_\_ YES                      \_\_\_ NO

If YES, What Kind?

- \_\_\_ monetary rewards/bonuses  
\_\_\_ time off  
\_\_\_ employee of the week/month  
\_\_\_ Other \_\_\_\_\_
-

15. Describe yourself as a manager.
- people-oriented (employees satisfaction is your main concern)
  - task-oriented (job productivity is first concern with relatively little concern for employees)
  - task/people-oriented (equal level of concern for productivity and employee satisfaction)
  - productivity-oriented (high productivity and cost factors are of greater importance than employee satisfaction)
16. How often do you conduct employee evaluations?
- only as prescribed by human resources division
  - every three months
  - every six months
  - annually
  - whenever an employee is productivity is in question
  - never



## WORKER ASSESSMENT

To be completed by vehicle operators, maintenance crews and general staff.

1. Rate Job Satisfaction
  - completely satisfied
  - not satisfied
  - content for the moment
  - presently looking for new employment
2. Check reasons that best describe why you may be satisfied (check all that apply)
  - sufficient compensation
  - challenging responsibilities
  - good benefits (insurance, vacation time, etc.)
  - job autonomy
  - effective management
  - mobility potential
  - other (explain)
3. Check reasons that best describe why you may be dissatisfied (check all that apply)
  - insufficient compensation
  - inadequate management
  - you are over qualified/underutilized
  - no job autonomy
  - you are over worked
  - work not challenging
  - no upward mobility
  - other (explain)
4. What is the basis for determining compensation?
  - job title
  - education/training
  - don not know
  - seniority
  - experience
  - productivity output
5. Rate Job-Related Stress level
  - extremely high
  - low
  - medium/high
  - average

6. How do you relieve job-related stress?  
 not go to work  
 discuss it with a co-worker  
 discuss it with supervisor  
 consult human resources  
 reduce productivity/workload  
 other (explain)
7. Approximately how many times are you absent from work over a three month period?  
 less than twice                       2 or 3 times  
 4 or 5 times                               6 or more
8. Did you receive on the job training?  
 Yes       No
9. Did you have previous job training and/or experience before you were hired?  
 Yes       No
10. Are job assignments and responsibilities made clear?  
 Yes       No
11. Do you feel you are given sufficient time to carry out job assignments?  
 Yes       No
12. Are you provided with adequate equipment (i.e. vehicles, transport systems, computers, tools etc.) to carry out job assignments?  
 Yes       No
13. Do you know your rights as an employee?  
 Yes       No       Unsure
14. Did you know that the Human Resources Department is an employee resource center, where you can obtain all information regarding employee rights, rules, benefits and agencies policies and procedures?  
 Yes       No

15. How often do you utilize the Human Resources department?  
 never  
 maybe once a year  
 approximately once every 3 to 6 months  
 more than once every 3 months
16. Do you feel your rights as an employee are being or have been violated?  
 Yes  No
17. Rate Job Environment Safety  
 hazard free  
 somewhat safe (no major hazards)  
 not safe
18. Rate the significance of job titles.  
 very important  somewhat important  
 neutral  not important
19. Do you feel your job offers the potential for upward mobility?  
 Yes  No
20. Are there any high productivity incentives (i.e., bonuses, employee recognition, etc.) offered?  
 Yes  No
21. If yes, how much do they affect your level of productivity?  
 not at all  somewhat  quite a bit  
 completely
22. Do you have children?  If yes, is child care an issue affecting your employment?  
 Yes  No

23. Rate how frequently you do the following:

	Never	Sometimes	Often	Very Often
Drink Alcohol	1	2	3	4
Consume Drugs	1	2	3	4
Exercise	1	2	3	4
See your Doctor	1	2	3	4
Talk to a Counselor	1	2	3	4

Thank you for participating in the Texas Southern University's Center for Transportation Training and Research survey.

# **Appendix B**

## **STRESS TRAINING MODULE**

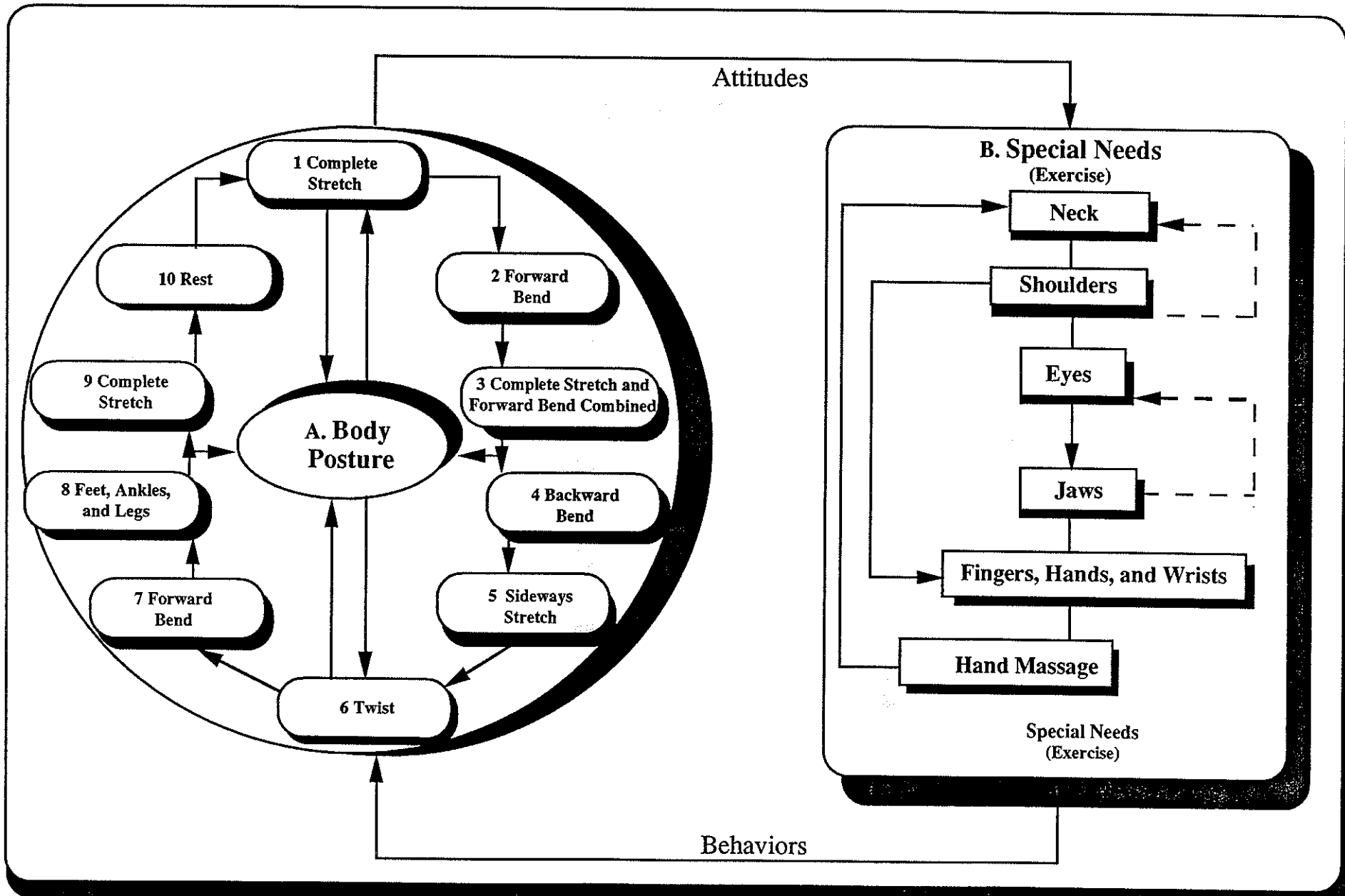
### **Body Posture Exercise**

#### **A. Body Posture**

#### **B. Special Needs**

# STRESS TRAINING MODULE

## (Body Posture and Exercise)



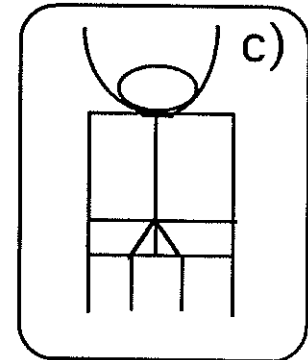
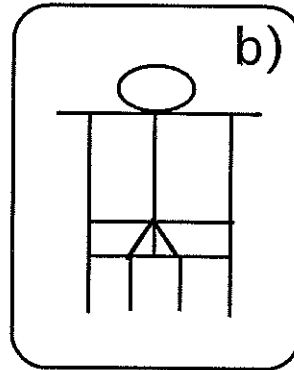
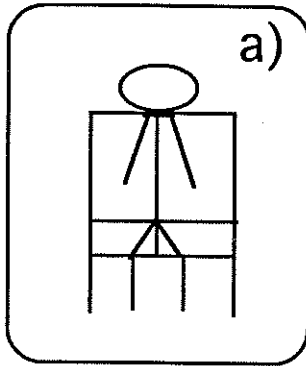
# TABLE OF CONTENTS

## Body Posture

As a very general rule it is good to keep the body moving. Narrow margins exist between stretch and strain, genuine tiredness and apathy and only you know how far you can go. It is totally up to the managers or employees to ascertain what is right for themselves. Please take each movement as far as is appropriate enjoying the energizing and relaxing effect.

	Page
Complete Stretch	3
Forward Bend	4
Complete Stretch and Forward Bend Combined	5
Backward Bend	6
Sideways Stretch	7
Twist	8
Forward Bend	9
Feet, Ankles and Legs	9
Complete Stretch	9
Rest	9

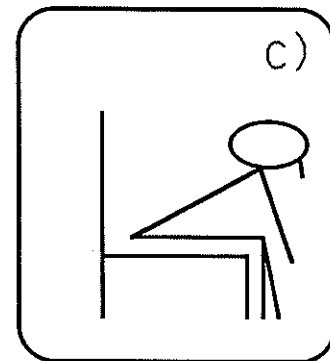
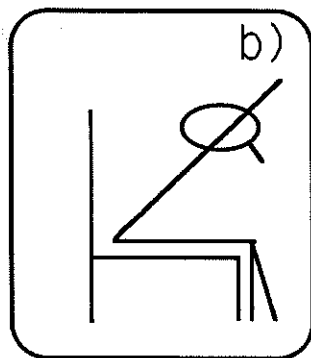
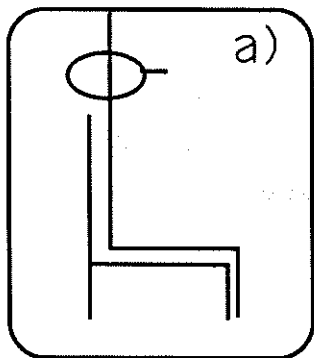
# 1. Complete Stretch



- a) Sit tall arms down by the side of the chair; legs slightly away from each other.
- b) Raise the arms out to your sides palms uppermost and stretch.
- c) Raise the arms up and over your head breathe in, link the thumbs together if you can. If this is not possible at the moment just keep your arms parallel to the floor. Take what is right for you. Hold the position breathing naturally.
- d) Lower the arms down by the side of the chair and breathe out.  
**(Repeat twice.)**



## 2. Forward Bend



a) Sit tall arms down by your sides. Have your feet slightly in front in order to support you but if the feet do not reach the floor have them supported with cushions. Raise the chin up and breathe in.

b) Lean forward from the hips without collapsing in the chest. Aim to keep a long straight line from the top of your head to the base of the spine. Breathe out.

c) Just let your arms hang in front of you. Rest your abdomen on your thighs. Relax the head down and just hang there. Rest and breathe naturally.

d) When ready, raise the head and come back up placing the hands on the knees or sides of the chair if you need to. Breathe in.

e) Sit tall, breathe out--and let go.

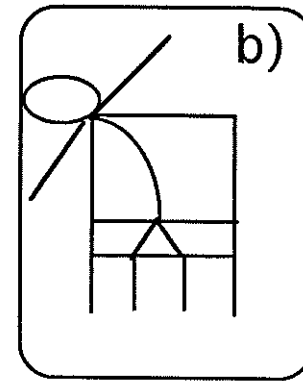
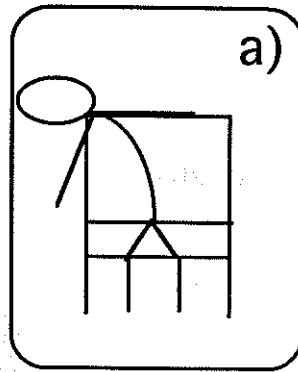
**(Repeat twice more.)**

### 3. Complete Stretch and Forward Bend Combined

- a) Sit tall and thoroughly exhale.
- b) Raise the arms up and out to your sides as you breathe in. Continue to stretch up and over the head if it is appropriate for you and link the thumbs and lift--really stretching tall.
- c) Hold that stretch for a while breathing naturally.
- d) Keeping the hands together, lean forwards from the hips as before. Aim to keep a long straight line from the base of the spine to the tips of the fingers.
- e) Stretch forward and down with the trunk eased over the legs, exhale. Just hang and completely let go, feeling that wonderful stretch along the whole length of the back. Let the arms go and head be quite loose and breathe naturally.
- f) Raise the head and come up in the same way. Stretch the arms out in front of you, thumbs linked together. If you need help to come up place the hands either on the knees or on the sides of the chair. Breathe in. Sit tall--and let go.

**(Repeat twice more.)**

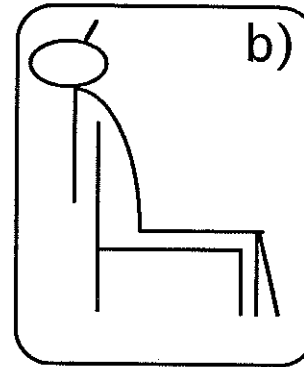
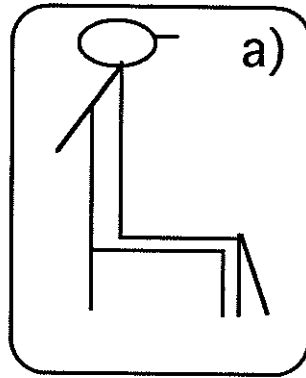
## 4. Backward Bend



- a) Sit tall and bring your arms around the back of the chair. Clasping your hands together if possible.
- b) Begin to open out the chest as you lean back, well supported by the chair, and tip the head back if it is right for you. Hold the position breathing naturally.
- c) Release the hands, raise the head back to center and sit tall bringing the hands to rest on your lap. Drop the head down, tuck the chin in and just rest for a moment.

**(Repeat twice more.)**

## 5. Sideways Stretch

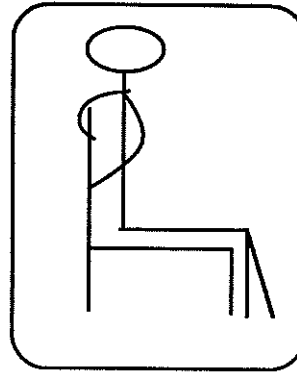


a) Sit tall with feet supported. Slide the left hand and arm down the left side of the chair without leaning forward.

b) Raise the right arm up and turn the head to look at the right hand. Hold that position breathing naturally. Lift the right arm up just a little further, breathe in, and as you lower it come back up to sitting tall and breathe out. Repeat to the right side.

**(Repeat the whole process once more each side.)**

## 6. Twist



- a) Sit tall, feet firmly supported by floor or cushions.
- b) Twist to the left. Bring the left arm behind the chair and grasp it with the hand if you can, using it as a lever to pull you round without straining. Turn the head to look over the left shoulder. Bring the right arm in front of you and take hold of the left side of the chair if you can --no straining. Hold that position breathing naturally and easily for several breaths.
- c) Bring the head back to center and arms back by your sides--let go. Repeat with the right side.  
**(Repeat the whole process once more each side.)**

## Body Postures (7, 8, 9, and 10)

### 7. Forward Bend

Ease the back now by repeating the forward bend as already described. Just relax forward and allow the head and arms to hang, gently stretching the whole length of the spinal column. When ready to come up, raise the head and place the hands on your knees or sides of chair for support if you need. Breathe in, sit tall, and let go.

### 8. Feet, Ankles and Leg Muscles

If you have not already done so please remove your shoes, socks or stockings and let your feet breathe.

a) Sit tall having the thighs well supported by the chair.

b) Raise the left foot up as you breathe in and push the heel away as much as you can, open out your toes. Tighten up the calf, knee and thigh muscles. Hold that position without straining. Check that you are not tightening up your arms, shoulders or jaw. Lower the leg breathing out and rest.

(Repeat that twice more with the left leg.)

(Repeat the whole process with the right leg three times.)

c) Raise the left foot up. Rotate the foot and ankle clockwise four times and then anti-clockwise four times--and lower.

(Repeat with the right foot three times.)

9. Bring the session to a close with the Complete Stretch twice more.

10. Just rest and relax for a while either sitting on the chair or lying flat on the floor.

# TABLE OF CONTENTS

## Special Needs

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Ease tension out of specific areas of your body. These exercises can be practiced separately at any time during the day and with any of the previous programs.

	Page
Neck	11 - 12
Shoulders	13 - 14
Eyes	15 - 17
Jaw	18 - 19
Fingers, Hands, and Wrists	20 - 21
Hand Massage	22 - 23

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## 1. Neck

Sit or kneel in the BASIC Sitting Position. Sit tall and become aware of the back of the neck as part of the spinal column which starts where you are sitting and ends just below the base of the skull. In order to get the best from these exercises it is preferable to remain sitting upright. Start by slumping over and notice how the whole shape of the spine changes--rounded upper back, protruding chin, compression just before the base of the skull--then sit tall and relaxed with the shoulders down and chest open.

a) Close the eyes. Turn the head to the right as far as possible and then to the left. Do this several times and allow the movement to become quicker and quicker until you can really release the head and neck. Check that the jaw is relaxed. Have a picture in your mind of a dog after a swim just shaking his head from side to side. Bring the head back to center.

b) Looking straight ahead drop the head to the left, left ear towards the left shoulder without tensing the shoulder in any way, and then to the right. (Do this up to twice more.)



## 1. Neck Con't

c) Drop the head down tucking the chin well in and notice how far down into the upper back you experience that stretch. Tilt the head right up and back, keeping the shoulders relaxed. Open the mouth as wide as you can relax the jaw. Then keeping the head in that position close the mouth and raise the head back up to center.

**(Repeat the forward and backward bend twice.)**

d) Drop the head down, relax the jaw and rotate the head to the right so that the right ear faces the right shoulder, then drop forward again and to the left with the left ear toward the left shoulder.

**(Repeat twice.)**

e) Rotate the head clockwise and anti-clockwise twice each way, and relax.

## 2. Shoulders

- a) Hunch the shoulders right up underneath the ears. Breathe in, hold that position and then breathe for a moment. Then quietly forcibly drop the shoulders down sighing deeply out of the mouth as though you are releasing a heavy burden from your shoulder. (Repeat twice.)
- b) Rotate both shoulders in a clockwise direction, down, forward, up and back. Keep it as flowing movement rather than four positions. Have a visual image of large wheels turning backwards. (Repeat twice.)
- c) Rotate in an anti-clockwise direction, down, back, up and forward. In the same way and this time the large wheels turning forward. (Repeat twice.)
- d) Practice the clockwise and anti-clockwise movement with just the left shoulder up to four times, keeping the right shoulder quite still and relaxed. Repeat with the right shoulder and keep the left shoulder still.

## 2. Shoulders Con't

e) Repeat the first exercise by hunching the shoulders up breathe in, hold the position and breath for a moment, and sigh deeply as you drop the shoulders down and let go.

f) Complete these exercises by dropping the head forward and, with the fingers and palms of the hands, just pat the back of the neck and shoulders quickly and lightly and enjoy the tingling exhilarating effect when you stop.

### 3. Eyes

If you regularly wear spectacles and can feel safe without them please remove them for the following exercises:

a) Blink the eyes in an exaggerated way, and let go. Having the eyes closed look to the left as though you can see inside your left ear, to the right as though you can see inside your right ear, look right up as though you can see inside the top of your head and down as though you can see inside your throat, and repeat once more.

b) Still with the eyes closed rotate clockwise and then anti-clockwise twice each way. Blink the eyes in an exaggerated way and then open them.

c) Repeat the exercises with the eyes open. Keep the head quite still. If you have a tendency to move the head while moving the eyes, then rest your finger tips of both hands lightly on the lower jaw to steady the head. This will encourage the eyes to work more. Look to the left, right, up and down. (Repeat once more.)

### 3. Eyes Con't

d) Rotate the eyes in wide sweeping movements. Notice if and where the eyes have a tendency to laziness and blurred vision. Do not avoid these areas, on the contrary be very precise. Rotate up to three times each way. Blink eyes in an exaggerated way and relax. Just check that you are not producing tension in the neck, throat, jaw or mouth while practicing these exercises. Consciously disassociate other areas of the body. Swallow to release tension in the throat and check that the teeth are not clenched so releasing the jaw.

e) Exercise for the focusing muscles of the eyes. Sit tall with eyes open and place your index finger in front of your eyes so that you can clearly see the tip. The proximity of the finger to your eyes will depend upon your eyesight. Make the distance appropriate for you. Look from your finger to a point immediately beyond the finger and as far away as possible with complete vision. Do this several times. Aim to have clear vision at each point before returning the gaze to the other point. Blink the eyes in an exaggerated way and let go. You can

### 3. Eyes Con't

also practice this without using your finger when you are by the sea or out in the country where you have a good view to observe something very close by and very far away. For example, if by the sea, look from the mast of a boat nearby to a boat on the horizon. If you are in an area where you can see traffic a long way off, trace one particular vehicle for as long as you can.

f) Bring the palms of the hands together, rub them until they become quite warm and then place them over your closed eyes and rest.

g) Bring the three middle fingers of each hand to rest quite firmly over the eyes and exert a little pressure until you can see stars and let go.

## 4. Jaw

The jaw has a powerful role to play in supporting the teeth to grind down food and chewing it in preparation for digestion. The old saying is 'Grin and bear it' and 'Grit your teeth and think of the Motherland' are typical of the amount of energy that is put into holding back. Some manager and employees grind their teeth when listening to others while mulling or chewing over what is being said with an impatience to say their own piece. Grinding the teeth while sleeping could be a physical symptom of holding on or back from saying or shouting something and can lead to severe dental problems. Releasing tension from this area may well have a marked psychological as well as physical effect.

- a) Lie flat on the floor in order that the head is well supported with the back of the neck slightly stretched.
- b) Open the mouth as wide as you can stick the tongue out as far as you can. Hold that position for a moment, then withdraw the tongue and close the mouth clenching the teeth.

(Repeat twice more.)

## 4. Jaw con't

- c) Rotate the jaw slowly and thoroughly, clockwise four times and anti-clockwise four times.
- d) Draw a figure of eight with your jaw. (Repeat four times.)
- e) Massage your jaw. Curl your forefingers round to form a hook shape, and together with the thumbs massage the jaw on both sides, left side with left hand and right side with right hand. Using firm pressure start up by the ear and make small circular movements towards the chin until the forefingers meet. Then pitch the jaw between the forefingers and thumbs all the way back up to the ears in tiny small movements. (Repeat twice more.)
- f) Finally, just relax the whole face and check that the teeth are not clenched. Open your mouth as wide as possible and breathe in to the base of your throat and enjoy a sensuous yawn and relax.



## 5. Fingers, Hands, and Wrists

Aim is to ease arthritis and tension in the hands and strengthen fingers and wrists.

a) Stand facing the wall at an arm's length away. Reach out to touch the wall with your fingers and place the palms of the hands flat on the wall. Keeping the palms in contact with the wall, walk the hands upwards as far as you can. Aim to have a straight line from your heels to the tips of your fingers. Now walk the hands down in the same way. The weight of your body will help to ease your wrists. **(Repeat twice more.)**

b) Sitting down bring the hands together in the prayer position, tips of the fingers, palms and heels of the hands touching. Splay the fingers out into a fan shape keeping the same contact between the hands. Close them and **repeat twice more.** Interlace the fingers and turn the hands inside out with the palms facing outward straightening the arms away from you. Aim to have the thumbs and little fingers of each hand in

## 5. Fingers, Hands, and Wrists con't.

close contact with each other. Ease the fingers out as much as you can. Release that hold, and return to the first position with palms of the hands together. Interlace the fingers now in a different way. Probably the first time you did it was a natural reaction for you to either bring the left thumb in front of the right, or vice versa. This time interlace the fingers so that the other thumb is in front and consequently the remaining fingers. Repeat the process by turning the hands inside out, palms and fingers away and straight arms. Hold that position. Release the hold and return to the first position.

## 6. Hand Massage

Use the hands to massage each other, first of all the left with the right.

- a) Begin by easing out the bed of the thumb nail.
- b) Take hold of the small joints of the thumb and knuckle and begin to unscrew them around and round.
- c) Finally, hold the tip of the thumb and shake it vigorously. Repeat this process with each finger on the left hand.
- d) With pressure from the right thumb firmly push down between the left thumb and fore finger in small steps towards the wrists marking out the passage between the bone structure. Repeat this process between each finger. When you reach the outside of the little finger repeat in the same way just pinching the flesh with the thumb and forefinger of the right hand, until you reach the left wrist.

## 6. Hand Massage con't.

- e) Turn the left hand uppermost and in the same way create pressure in the palm of the left hand with the right thumb in between the fingers and down to the wrist.
- f) Grasp the left wrist with the right hand and alternately make a screwing and unscrewing movement with the hand.
- g) Finally, rub the palms of the hands together quite vigorously.

When you stop, place the backs of the hands on your lap and experience the difference between the two hands. Repeat the whole process by massaging the right hand with the left and enjoy the tingling and comfortable effect in both hands.