

Rethinking Performance: The Challenge of Identifying and Dealing with Mediocrity

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Abstract

This study aims to conceptualize mediocrity, how a mediocre person survives in the organization, and how to eradicate that problem. A Plethora of research focuses on low and high performance; surprisingly, mediocrity in organizations remains largely overlooked. Despite the lack of attention from organizational scholars, mediocrity remained relevant and pinching problems. Partially this neglect is caused by a lack of clear conception of the mediocrity construct. It has been conceptualized contradictorily as poor performance, lack of commitment, lack of opportunity, and inadequacy of leadership traits. The biggest test of an organization is not poor performance —it is mediocrity and how it addresses mediocrity. Mediocrity is a multifaceted concept, having psychological, behavioral, and social facets. A Mediocre is a person who holds a survival instinct but lacks the vision to outperform and the passion for leading. These psychological traits lead to a behavioral dimension where he commands minimum skills, satisficing commitment, and satisfactory performance (not more than required). Eventually, the person earns a reputation that this is an average person who is not a top performer but does a good enough job. In an increasingly competitive business environment, organizational survival depends on identifying and dealing with mediocrity. Unless mediocrity is defined and validated, the antecedents, consequent, and vis-à-vis their solutions offer little to theory and practice for dealing with this slow killer of organizational performance (i.e., Mediocrity). The phenomenology research method is used whereby 10 participants are selected for the interview. A purposive sampling technique is used for this study, and a two-phase coding cycle is used to conduct the analysis.

Keywords: Performance, Mediocre, Mediocrity, Opportunity, Commitment

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1 Introduction

Since antiquated timeframe, individuals lived in troops, gatherings or clans, endure and strived hard for the shared objective accomplishment. Since revolution of industrial, this survival system for a similar objective in gatherings was named as firm, workplace or organization. A firm is a social substance which involves Human Resource (HR) that display certain conduct. As per RBV Theory, humans have the attributes of being significant, supreme, uncommon and non-maintainable. According to Jayaram et al. (1999) at the end of the day, RBV of firms features the centrality of HR in the accomplishment of the focused-on objectives, assignments, exhibitions and upper hand adequately. In this way, the fundamental objective of HR is to accomplish effectiveness and performance of firms. In addition, leaders, managers or supervisors who thinks manipulatively considering about the future can settles on choices in regards to when, how and where to focus on the clients, set destinations and resources are facilitated. Predicting future viewpoints into ongoing process of decisions making, that establishes advantage of competitiveness.

As the world's economies become progressively incorporated and the worldwide economy hence develops, there is expanding concern with respect to how such patterns will influence the earth. Truth be told, the connection among globalization and the earth has turned out to be very argumentative in arrangement circles. Globalization is mix of the world's economies through an expanding cluster of reciprocal and multilateral, local exchange and speculation understandings. Numerous legislatures are additionally singularly decreasing the job of the state in financial issues. The outcome is an expansion in the progression of products, services, and knowledge over the globe.

Departments of HR are changing as the cutting-edge business faces various and complex difficulties, and opportunities exploitation. The change of HR today is an immediate call of the quick changes inside organizations because of variables, for example, globalization. In the worldwide challenge inside the level and associated new world, basic decision making and leadership in firms has turned out to be progressively mind boggling and tangled. The new worldwide world has enlarged the ability pool for amazing and minor employees, and for changeless and flexible laborers. A firm's ability can be a hotspot for a supported advantage of competitiveness and can influence significant outcomes of firms, for example, survival, productivity, consumer loyalty level, and performance of worker (Pfeffer, 1994). HR needs to exploit innovation and information examination to assemble a worldwide HR data framework that gathers and stores information from different sources. The framework will break down the information to give business bits of knowledge, anticipate future needs and create methodologies to fill those necessities. Organizations with the capacity to anticipate and reasonably deal with their workforce needs – particularly for high aptitudes – will pick up the conclusive advantage of competitiveness (World Economic Forum, 2010).

The worldwide supply of ability is shy of its long-haul request, and the gap is a gainsay for businesses all over. The lack between the supply and demand of ability is probably going to keep on expanding, remarkably for profoundly talented laborers and for the up and coming age of center and senior managers. Most countries that are emerging with huge populaces, including Brazil, Russia, India, China, and Pakistan, will most likely be unable to continue a net surplus workforce with the correct aptitudes for any longer. Presently, like never before, firms need to put more noteworthy accentuation on drawing in human capital as opposed to monetary capital. Since capital is extensively accessible from speculators and loan specialists and developments can be copied generally effectively and rapidly, successful HRM is the most ideal approach to separate one organization from another. Worldwide utilization of all levels of workers (weak, mediocre or good) is one of the segments of worldwide HR with the best potential for incredible influence for worldwide organizations (Pucik, 1996). Just the firms that will adjust their HR practices to the changing worldwide employee economic situations will probably draw in, create and hold the correct ability, and will probably prevail in the worldwide challenge. This surplus of workers

hence needs strong improvement of mediocre performer as well.

In spite of the unemployment and recession, most developing nations, including the China, Japan, India and Pakistan will face long haul ability deficiencies chiefly because of maturing and the retirement of people born after world war two. There are a greater number of laborers resigning than entering the work power in these nations. By 2020, for each five resigning laborers, just four new employees will join the work power in most countries that are developing. The lack of laborers is anticipated crosswise over most ventures, including fabricating, development, transport and interchanges, exchange, inn and eateries, money related services, IT and business administrations, human services, government organization, and teaching sector. Along these lines such deficiency elevates firms to, not just talented employee but mediocre performing employee should also be hired.

For what reason do a few gatherings grasp practices that sustain their mediocrity? It comprises of focal gathering practices performed around the normal whose redundancy results in their embeddedness in a team or individual. In ordinary conditions, a few groups become mediocre and try to improve. Yet, under different conditions, bunches become mediocre, stay unremarkable, or improve, yet not by much. A roof is created that counteracts their achievement to prevalent levels, in spite of certain endeavors to do as such. It remains a riddle of how unremarkableness might be socially created and kept up after some time. This investigation relates to the expansive class of phenomenon theoretically related about the proliferation of status structures in gatherings and firms. It tends to this worry by concentrating on the marvel of average quality, which might be seen as way needy: unremarkableness is increasingly receptive to prior conditions of a framework as opposed to exogenous weights to change. In that capacity, unremarkableness winds up customary, the lifestyle, and how things are done in a team. The wellsprings of continued mediocrity are contended to comprise of firm issue in the circulation of capacity and the nearness of managers of teams who fortify the cases of the less capable.

All firms and teams must address with people who can't perform above mediocre level. (Goode (1967) contended that they do this not by uncovering or removing individuals for lesser accomplishment, for this would provoke untoward regard for the team and bargain its notoriety. This is the reason occupations; for example, decline to reveal entropy about the skill of experts and why they state that it is deceptive to freely condemn coworkers. Rather, teams and coworkers use the administrations of the mediocre in elective ways and in this manner limit the scope of their potential danger. The incompetents are secured, in manners that shield the firm from the bumbling and mediocre. There is a related social procedure, unexplored by others, at work in certain team and firms. This comprises of the underestimation of the adroit. All individuals, teams and firm are set apart by a dispersion of capacity. The adroit consistently dwarfed the less capable (mediocre). Issues related to firm has to make sense of how a team can get along and fulfill its objectives while as yet utilizing the less capable (mediocre).

1.1 Mediocrity

Researchers are still working on the topic of mediocrity because it's totally emerging phenomena in the field of management (Secrist, [1933](#)) according to the author "mediocrity is modest commitment to excellence" it's a big issue in the workplace (Berman & West, [2003](#)). Mediocrity is a well-known but vexing problem, at present, very little scientific and practical knowledge exists about mediocrity. How to common it is, how to address it, how to define? Unfortunately, the fully ignorance of mediocrity in research and also in corporate sector. organization day by day facing serious challenges, avoiding mediocrity from administrators, that is impact on performance, productivity, and relationship ([1 Light, 999](#)). Author explored different techniques and solutions to overcome this problem how to enhance performance (Berman & West, [2003](#);

Blumberg & Pringle, 1982; Hermanowicz, 2013) and overcome that killing behavior. In existing literature ambiguity in understanding about Mediocrity. Yes, solution is important, but the most important is to find out the factors, aspects and hidden things, that are helping and supporting in developing a mediocrity. This is more important than solutions, that study try to fulfill the Every organization trying to attain higher performance but why they are failed. Previous ten to twenty years of results and literature is available well defined about excellence and less performance. But there is not brief, handsome information in literature and Data regarding mediocrity. So previous research shows that mediocrity is associated with decreased performance of the organization (Berman & West, 2003). The pure purpose of this study is to investigate, explore and conceptualize the mediocrity. Define who is actually mediocre, second how to survive mediocre person in the organization, third investigate and identify the factors that are pushing to the employees working like a mediocre. Here, two aspects was discussing in the literature. First that factors might be internal or external (Berman & West, 2003; Light, 1999) due to someone consider a mediocre person.

Consequently, symptoms of mediocrity such as shifting blame and foot-dragging will persist (Ashworth, 2001; Cohen & Eimicke, 1995). First important thing is this to know that and investigate who is mediocre person, literature shows mediocre person is that who is committed with his self to perform modest, and modest commitment is actually relate to the lack of knowledge, lack of awareness, and modest mental capabilities, (Berman, 1999; Light, 1999). Literature has been discussed the percentage of mediocre performance is high than higher performance. Because number of examples, a higher performer performs a modest, what is the reason behind this, which factors that push the higher performer not to perform well?

Number of factors have been pointed out in the literature, like culture of the organization is dominant (Hermanowicz, 2013) or might be the culture of the organization is power distance, hierarchy, control oriented, another no opportunity is available (Blumberg & Pringle, 1982) for high performance. We can say that no availability of resources, leadership, and culture promote mediocrity. According to the author (Peters & O'Connor, 1980) eight situations are explained and demonstrated empirically that effect the output, first is job-related information, second is tools and equipment, and third material and suppliers, fourth budgetary support, fifth required services and help from others, six is task preparation, seventh is time availability, eight work environment, all above those aspects or reasons that create hinders and stop to work like a good performer.

One theory that covered the whole phenomena is contingent theory and second is trait theory. (defined trait theory) Contingent theory is basically famous in the leadership. Contingent theory has discussed on situational base phenomena. Contingent theory depends on others, and here other mean situations, so that theory supports how someone perform different in different place and different situations. Might be one person in one place or field was not performing well, but if the place or task is change might be his performance will be high.

1.2 Research Gap

Despite lack of due attention of organizational scholars (Berman & West, 2003), mediocrity remained relevant, and pinching (Blumberg & Pringle, 1982) problem. Partially this neglect is caused because of lack of clear conception of mediocrity construct. It has been conceptualized contradictorily as poor performance, lack of commitment (Berman & West, 2003), lack of opportunity (Blumberg & Pringle, 1982) and inadequacy of leadership traits.

1.3 Objectives of the study

In view of the foregoing, this study is aimed at conceptualizing and validating mediocrity construct. It will demark mediocrity and contrast it with suggested allied constructs such as lack of commitment and poor performance etc.

So in previous research was showing that, mediocrity is associated with decreased performance and failure of the organization of goals, objectives, strategies and will end in organization failure overall (Berman & West, 2003). But the pure purpose of this study to investigate and explore,

first who is actually mediocre person? And second, investigate or identify the factors that are pushing to the employees working like a mediocre. Here, two aspects are discussed in the literature. And that factors might be, internally or externally (Berman & West, 2003; Hermanowicz, 2013). Third objectives of the study to identify the traits and behavior of the mediocre person that showing in his working life in the organization (Ashworth, 2001; Berman & West, 2003; Cohen & Eimicke, 1995).

1.4 Research Question

RQ 1: What defines mediocrity in organizations?

RQ 2: How do mediocre manage to survive within organizations?

RQ 3: what are the Reasons of Mediocrity?

RQ 4: How to overcome mediocrity in the organization?

1.5 Significance

- In an increasingly competitive business environment, organizational survival would be dependent on identifying and dealing with mediocre.
- Unless mediocrity is defined and validated, the antecedents, consequents and vis-à-vis their solutions offer little to theory and practice for dealing with this slow killer of organization performance (i.e. Mediocrity).
- Proposed study would be maiden initiative in this regard.

2. Literature

2.1 Mediocrity Term

Mediocrity term coin was discussed first time by Professor Secrist (1933). Mediocrity term identified that time when America was facing economic challenges and professor Secrist was working to the economic woes and discovered the potential insight to the nations and America was again back on the road of prosperity. Professor Secrist (1933) selected fortunes 49 departmental stores, that was working between in 1920 to 1930 are higher performance and lower performance and measured the performance with the help of ratios. Divided all these stores in four different groups like in lowest performance in 1920's to higher profit or performance in 1920. The Secrist took the data of selecting four groups, and results were surprising because stores' performance was average than higher throughout the decade, and some stores were average in profit than lower performance. Here the professor Horace Secrist identified the performance of the business in converging (tend to meet a point) to the mediocrity. But here the professor was too much careful, no print and explore the information and decided again to collect the data from other different sectors. So selected different 73 industries include hardware store, railroads, banks, and getting the same result. Then which was the time when professor Horace Secrist asked 38 economist and statisticians to criticize and give comments in this methodology, but the Secrist was more confident about his work and wrote a book with 200 pages, include charts, tables and the title of the book is Triumph of Mediocrity in business (Secrist, 1933).

But, unfortunately we don't know about it, because no handsome information is available, only some practical and scientific knowledge exists related to mediocrity. Due to which no one knows that how to define, how to common, how to address it, and most important thing we are still don't know who is actual mediocre? Which are the traits, or particular characteristics on behalf of those we are calling mediocre person or mediocre performance? No proper solution is available to deal with mediocrity. So, the ignorance of mediocrity is causes serious challenges of the organizations. Due to destructive impact on performance and productivity.

Different scholars have defined mediocrity in different point of view and different contexts, although different thoughts have existed about mediocrity. In this study discussed all previous definition of mediocrity, one of definition is moderate commitment, according to (Berman & West, 2003).

1.6 Definition

“These images of mediocrity suggest that it has many manifestations, mediocrity is broadly defined as having only a modest commitment to the contemporary values and practices, such as having only modest commitment to serve the public interest, providing accountability, or achieving excellence, and doing so with only modest commitment to using contemporary practices. This section discusses three key elements of this definition, namely “mediocrity” “commitment.” And “contemporary values and practices of public administration.” Different authors are defines mediocrity in different ways, in literature three to four different types of definition are discussed related to the mediocrity. One of most strong argument is, Mediocrity broadly defined as having only a modest commitment with him. And some authors have defined mediocrity with performance, and some authors are linked mediocrity with opportunity.

Table 1: Concepts related to Mediocrity

Definition's	Authors
Mediocrity is broadly defined as having only a modest commitment to the contemporary values and practices of public administration	(Berman & West, 2003)
Higher capacity, higher willingness and opportunity is most favorable then everything is good line, now employees perform ‘very high performance	(Blumberg & Pringle, 1982 ; Miller, 1963 ; Taylor, 2013)
Lower performance of employees is considered as a mediocre.	(Secrist, 1933)
Author defined the someone performance is good but not great (good to great), I have little to offer. Chronic mediocrity is a symptom of ineffective leadership, not anemic personnel.	(Grenny, 2007)

Mediocrity

According to this definition the first term is mediocrity, it is consistently having relation not excellent and not poor perform modest quality type called mediocrity. For example imagine a scale of commitment new values and principal, mediocre nature don’t go for a good because mediocrity occupies a middle range of commitment, forget to move to the higher reaches. Might be, if try and participation is highly motivated, we can say that can’t try to think like a good performer, and the lower performer might not be bothering, things are working and it’s not any change his attitude and behavior can say is a lower performer, and required to participate and select for best but no willing to putting more efforts and use limited source and thinking, this is the modest type of commitment is neither good nor bad, it could be it is a mediocre.

1.7 Who is mediocre?

Who is mediocre person, according to the literature that person is mediocre who is committed to his self to perform modest action (Berman, [1999](#); Berman & West, [2003](#)). Modest commitment is actually related to the lack of knowledge, lack of awareness, and modest mental efforts. Mediocre person does not bother to go for the betterment, does not go to enhance his competencies in help of teaching programs, and counseling, does not go and bother to research and getting information, does not go to the quality work, don’t go to the change, always tries to manipulate the policies of the organization, always dodging responsibility, always tries to hiding behind rules and regulation (Ashworth, [2001](#); Cohen & Eimicke, [1995](#)) and always thinking no anyone better for me, and satisfies his work, I always performs better than others, that person is actually mediocre and the owner of the modest commitment with himself.

1.8 Traits of mediocre person

In literature, no more striking information is available regarding mediocrity (Fink, [2003](#); Parachini, [2003](#)) and if some minor information is available but not completed and covers all the aspects, and Phenomena of mediocrity is important in the workplace but is neglected. So far as the mediocrity was defined different contexts, and different author present different definitions,

concerning mediocrity, like one of the most work has been done regarding the field of mediocrity the (Berman & West, [2003](#)) Discussed in his article, the name of, what is Managerial Mediocrity? And Discussed in his article due to mediocrity the govt of Columbia faced different managerial failures and mismanagement, and defined mediocrity exist in whole only the poor commitment with his self (Fink, [2003](#)).

Another author defined mediocrity is a lower performance and findout in the literature author linked mediocrty with opportunity, if opportunity is missing due to someones performance is considered lower performance and this guy called a mediocre person (Blumberg & Pringle, [1982](#)). Hermanowicz ([2013](#)) defined culture is one of the important factor that is cause to support a mediocrty, number of reasons like power distance, no appreciationl, motivation factore is missing, less salary, bounses. Other argument that have been discussed in the literature mediocre performance is coming only to avalability of less resources (Peters & O'Connor, [1980](#)).

According to the Berman and West, ([2003](#)) different images of managerial mediocrity that managers are passing the belonging during his work like dodging, buck, irresponsibility, avoiding to follow the rules and regulation and blame the policies create misunderstandings. That are all, make and cause, to support the failure of managerial administration. Those mediocre are compromise with little initiative and task and feel pleasure only few extraordinarily accomplishment, those mediocre missed opportunity and don't putting efforts for getting higher performance for his and organization (Ashworth, [2001](#); Cohen & Eimicke, [1995](#)).

1.9 External factors

Literature is showing ability & motivation helps the employees from modest to higher performance, but another view of different authors explain the ability and motivation are helpful in expansion, but some other controls also exist to increase performance of the employees that are the external factors. (Steers et al., [2004](#)). Example, if in completion of your book was facilitated by foundation ABC, and general electric sponsored the book, some development societies and family are helping in preparation of bibliography to final manuscript. Purpose of this example only to understand all the external factors are not adequate to predict, other factor also exist that enhance your performance other than ability motivation formulation. So if ability and motivation do not fulfill the criteria and help modest commitment to the higher performance, so which thing is missing to cover the gap according to the author? The missing thing is opportunity. Opportunity is an external factor that effect the individual commitment (Blumberg & Pringle, [1982](#)).

Table 2: External Factors that Promote Mediocrity.

Factors	Reference
Lack of opportunity	(Maier, 1955 ; Schall & Smith, 2000 ; Vroom, 1964)
Lack of chance	
Lack of resources	
Power distance	(Twenge et al., 2002)
Leadership	(Hermanowicz, 2013)
Environmental factors	(Peters & O'Connor, 1980)
Culture	(Hermanowicz, 2013)

Opportunity

Another author has discussed opportunity is cause to lower performance (Blumberg & Pringle, [1982](#); Maier, [1955](#); Schall & Smith, [2000](#)). Author has been discussed how performance in enhanced in employees. Literature is explain the performance of the individual depends upon the availability of different variables or different forces (Vroom, [1964](#); Vroom & Yetton, [1973](#)) Like, first job satisfaction, author discussed a happy worker perform productive work, that is satisfaction and that satisfaction leads to the higher performance (Porter & Lawler, [1968](#); Schwab

& Cummings, [1970](#)). After investigate author identifies Two different point of views about performance, one is more familiar Performance causes satisfaction, and second is relationship (Porter & Lawler, [1968](#)). But unfortunately the second argument is stronger than first, only the reason of some empirically support, mean job satisfaction is not only the single construct for lower performance to the higher (Henne & Locke, [1985](#); Porter & Lawler, [1968](#); Schwab & Cummings, [1970](#)).

Understand that phenomena in example of two social science students, both are equally intelligent motivate, willingness, ability and inquisitive, and want to perform a quality work. After completion his degree one student 'A' is help in strong reference and getting job in world Class University, but the second student 'B' is not any intercession support due to not getting job in good university. And after three to four years if we evaluate the performance of the both students, is totally different. 'A' student published 10 to 15 papers but the student 'B' was only produce 3 to 5 papers only (Blumberg & Pringle, [1982](#)).

The question is arising both are equally intelligent but in performance one is performing high and second student is performing modest performance, so we can say that 'B' student is mediocre on the behalf of performance? No here some external and internal factors are occurring and effect the performance of the students (Porter & Lawler, [1968](#)). Like first student has published 10 to 15 paper's because the opportunity and availability of resources, good library, computer labs, and flexibility in timing for teaching and study, but in other side 'B' student does not use this type of opportunities, no good lab, small library, no research software available, overcrowded classrooms, no access to the high rank journals (Blumberg & Pringle, [1982](#)). So these above aspects stop to perform a sophisticated work and high quality work. Here the author gives a rational willingness, ability, motivation, does not overcome this problem, some internal and external factors and opportunity is more important and effective for modest performance to high performance (Blumberg & Pringle, [1982](#)). Here no personal commitment to produce mediocre type of work.

Opportunity consider is basically environmental factor in this study, according to the author of (Blumberg & Pringle, [1982](#); Porter & Lawler, [1968](#)). explain in the paper of the missing opportunity in organizational research; some implication for a theory of work performance, For example production in FMCG sector, and setup need to be produce more than previous for heightened requirement and needs of the human beings, but the equipment is not capable for running continue more than 14 hours, labor not skilled, raw material supply are not properly provides to the sector. So due to output are effected, in this situation we consider someone is performing like a modest performance, and modest commitment with his self, and don't want to fulfill the duties of his job, and we can say that someone are dodging the organization, and hiding his self in rules and regulations, No, here the situation is totally controversy someone want to perform better but some external environmental factor are stop to performing well (Dachler & Mobley, [1973](#)).

Culture

In one of other article mediocrity is creating and exists only to the culture of the organization. One of the most interesting article where discussed mediocrity is cause of different normative, marginalization, and other factors, the article name is culture of mediocrity by (Hermanowicz, [2013](#)). In this article discussed different aspects, in all aspects the author main focus One of the important factor that are helping in making a mediocre is culture, less salary reward, motivation, and that person is compromise of average persons, and decide why I do perform well from others, whereas no any appreciation from department side, its true those are good performer not committed to modest performance with his self, only the culture of the organization are trained and guide you perform like a mediocre (Hermanowicz, [2013](#)).

And time to time Different opinions are occurring related to the individual's psychological thinking, two authors (Abbot, [1988](#); Collins, [1975](#); Davis, [1945](#)) argue with each other how individual or psychological perception change in against some forces and maladies. One opinion is pursuits of goals exist and completed only the individual competencies and struggles, and that

goal is recognized and completed only continually and contingent of those struggles (Davis, [1945](#)). But Collins give different argue, if in societies conflicts arise related to you, power, unequal distribution of resources, wealth exist how people move and fulfill his personal goals, and pursue against the societies. Eventually the unaccepted impose standards and norms, and by exploiting resources are force to change his goals and motives (Collins, [1975](#)). More briefly explains how culture is affected to the individual to perform well in next.

Leadership

Another thing consider is effective to the employees for higher performance is leadership (Hermanowicz, [2013](#)) Here one thing have to remember. We are discussed some factors that are helpful to resolve the problem for those employees that unless and until decide and committed his self I am not go for high performance because I am committed his self to perform modest. And explore the information for better knowledge, and how previous studies are putting efforts for mediocrity is actually have, and then we will try to fill the remaining black box of related this phenomena. So, leader consider is a key predictor for the employee in enhancing his personal skill, characteristics, identification of traits, goal settings, behavior patterns, functioning, that all things is a characteristics of a good leadership. But unfortunately, the model of leadership the situation theories of (Fiedler, [1971](#); Vroom & Yetton, [1973](#)), facing a different methodological and conceptual flaws according to the (Landy & Farr, [1980](#)) give a useful information regarding the leadership criteria from particular situation, but neglected and does not provide the explanation of leadership behavior in particular situation so it's not essential in general theory and implemented in universally.

According to Blumberg and Pringle ([1982](#)), author explain motivation is helpful to the employee's and pushing to go high performance. A universal assumption regarding this school of thought someone solve a critical problem, now need to show some motivation techniques like job promotion, bonuses, incentives shows and helpful for your employee make and consistently perform good in future. So for this purpose different theories are exist and predict the performance of the employees like goal setting theory, equity theory, expectancy theory, achievement motivation theories. But according to the author those theories are not so much powerful, because those models and theories are apply to the individual only the particular situation and particular circumstances (Miner, [1980](#)).

Recourses

So, factors that affect the performance of the employees and force had have to perform modest performance, and change the behavior, and helping and creating the thinking of mediocre commitment with his self (Aldag & Brief, [1979](#); Dachler & Mobley, [1973](#)). These factors might be some external environment and internal all are encompasses the mediocre commitment. In the literature identified and demonstrated empirically eight situation, constructs that effect the output and modest performance, first is job-related information, second is tools and equipment, third materials and supplies, fourth budgetary support, fifth required services and help from others, six is task preparation, seventh is time availability, eight and last work environment, all these situational factors that push to the employees for modest performance (Peters & O'Connor, [1980](#)). In all above construct are showing someone not a modest knowledge and modest commitment with his psychological problem. Only availability of environmental factors are effected the performance of the employees. If you don't provide a full information related to the job and not proper equipment existence and services, in this situation the person accept the reality and facts and start working for organization in the available resource only, and result expected are modest. For example you get a job in software house, and fully motivated and willingness for research and presenting a unique idea for some unique software with unique features and launch in one year, but according to the (Peters & O'Connor, [1980](#)) no budgetary support, material and supplies, work environment, how is it possible someone that launch a new software in one year, whereas his or her willing and capacity or motivated. But the external forces are stopping them to perform well, how he or she considers is a mediocre?

Internal factor

Here the thing the person is willing and capacity or motivated to perform good, but the lack of internal communication, immature mechanism, not proper tools available, information hurdle, harmful culture we can say that power distance exist in the organization, take decision vertically, salary, bonus, reward and many more that observe in the phenomena of the organizations, and that factors are hit and targeted to the straight in the psychological of the human being. And that time employees decide why I am performing well, whereas organization doesn't serious about it and ours. So that some internal factors are identified during the studied of the literature (Berman & West, 2003).

So similarly some external factors are directly connected to the employee's mediocre commitment. In above we are discussed willingness, capacity, and motivation is some constructs that are helpful for higher performance, of employee and organization. But between in employees willingness and performance occur some other forces, like opportunity (Secrist, 1933). According to the literature and scholar opportunity is an environmental factor, and some time exist variation in those factors, like less favorable opportunity and higher favorable opportunity. And similarly willingness and capacity also variant in different situations treat differently.

Table 3: Internal Factors that Promote Mediocrity

Internal factors	Reference
Willingness (motivation, job satisfaction, job status, anxiety, legitimacy of participation, attitude, perceived task characteristics, job involvement, ego involvement, self-image, personality, norms, values, perceived role expectations, feelings of equity)	(Maier, 1955; Vroom, 1964)
Capacity (Ability to perform Ability, age, health, knowledge, skills, intelligence, level of education, endurance, stamina, energy level, motor skills)	(Maier, 1955; Vroom, 1964)

How? Now we try to connect all the linkages, in first if lower capacity and lower willingness and external environment factor opportunity if is less favorable we can say that the 'very low performance perform by the employee side', but if opportunity is less favorable to more favorable then 'low performance exist', mean only change the environment factor less favorable to more favorable the performance graph is changes whether the change is minor. We can say that the external factor is more important for mediocre performance. In second, lower capacity and higher willingness and if opportunity is less favorable then 'low to moderate performance' and if opportunity is favorable then 'moderate performance' create or occur (Miller, 1963).

In third situation if capacity is higher but still willingness is less and opportunity also less favorable then employee show 'low to moderate performance' and if higher capacity, lower willingness but the opportunity is most favorable then 'moderate performance' are coming towards from the employees. In fourth and last if the higher capacity, higher willingness, and less favorable opportunity 'high performance are performing to the employee side, but if higher capacity, higher willingness and opportunity is most favorable then everything is good line, now employees perform 'very high performance (Miller, 1963; Taylor, 2013). Mean willingness and capacity positive role play in employees but until or unless opportunity is vanished the employee are incapable to perform well. Here we conclude that, external factors are force to the employees to perform modest, whereas employees are not actually a mediocre person.

2 Methodology

Methodology is defined as the process which is behind the research whereas the research method is set of particular tools, procedures and techniques that are used to gather and analyze data, for

instance, interviews, surveys. Methodology refers to the model to conduct the research within the context of particular paradigm. It comprises of set of beliefs that provide guidance to the researcher to adopt one set of research over another.

2.1 Research Approach

There are five general qualitative research methods that use by the researchers and (Creswell & Poth, [2017](#)) discussed these approaches of qualitative research in his book “qualitative inquiry & research design” which are discussed below:

2.2 Phenomenology research

Narrative research describes the live experience of merely one individual. But in phenomenology study describes the different or several individuals who have live experiences of existing concept or phenomenon. The main focus of the phenomenological research explains all individuals are common in experience in phenomena. Qualitative research according to (Van Manen, [1990](#)) identify a phenomenon of an object to identify of humane experience. This human have experienced different phenomenon in his life, those experience are might be anger, insomnia, bypass, disease, undergoing coronary artery, laser, bypass surgery (Moustakas, [1994](#)). The researcher collect data from individual they have been experienced related to the phenomenon, and then inquirer make a composite and develop a complete information or essence, that they have experienced during data collection from individuals. In this description include what they experienced how they experienced it (Moustakas, [1994](#)).

Phenomenology is mostly used in social & health science especially in sociology, (Jonhson, [1992](#); Swingewood, [1991](#)), Nursing and health sciences (Nieswiadomy & Bailey, [2017](#)) education, health services sociology (Giorgi, [1985b](#); Polkinghorne, [1991](#); Tesch, [2013](#); Van Manen, [1990](#)). Two types of phenomenology research, one is hermeneutic phenomenology (Van Manen, [1990](#)) and second is transcend or psychological phenomenology (Moustakas, [1994](#)). In phenomenological research use for collection of information from the participants is used for interviews and depth interviews or multiple. According to Polkinghorne ([1989](#)), researcher have conducted interviews of approximately five to 25 participants, and all they have experienced same phenomenon. Two famous or broad questions must be asked from the employees (Moustakas, [1994](#)). “What have you experienced in terms of the phenomenon?” called structural description, and second “which situation is affected your experience of the phenomenon” call structural description (Colaizzi, [1978](#); Giorgi, [1985a](#); Moustakas, [1994](#); Van Kaam, [1966](#)). You may ask other open ended questions from the participants but main focus of both above questions is on gathering the information that will lead to a textural and structural description of the experience and help in understanding the common experience of the participants.

2.3 Data collection

Data collection is the main part of every social science research whether you perform quantitative research or qualitative approach. Creswell, et al. ([2007](#)) present a comprehensive framework or process of activities for data collection. That framework depends on number of series of steps that are interconnected with each other. These activities locate a site or an individual, gaining access and making rapport, sampling purposefully, collecting data, recording information, exploring field issues, and storing data. That all series of interconnected activities are only the purposeful for gathering information to answer the research question. Instead of others, in qualitative research different series of activities for data collection is used and followed like conducting interviews and making observations.

2.4 Sampling strategy

This study is using phenomenological research design to answer the research questions. Ten participants are selected for this study who has working experience is more than ten years and sample size of 10-15 participants for the phenomenological research. For this research respondents selected in different cities of Pakistan that have good repute in the sense of

performance. Use purposefully selected because it is aimed to get good information. A demographic detail of the information is given in the table below.

2.5 Sampling Technique

Before data collection process of study, most important thing is establishing the population which is more appropriate for your study and for getting better results so,

Table of Respondents

Table 3.4

Description of Interviewees.

Name of Respondents	Gender	Tenure	Age	Current position	Sector classification	Country
Dr. Navida	Female	30	60	Associate Dean	Education	Pakistan
Mr. Sami	Male	15	36	Assistant Professor	Education	Pakistan
Mr. Salman	Male	15	45	Head of HR	FMCG	Pakistan
Mr. Adnan	Male	14	40	ASM	FMCG	Pakistan
Mr. Tariq	Male	13	42	ASM	FMCG	Pakistan
Mr. Muzzamil	Male	11	36	Senior Officer	Chemical	Pakistan
Mr. Zahid	Male	10	32	Team Leader	Pharmaceutical	Pakistan
Mr. Usman	Male	11	30	Trainer of SNGPL	SNGPL	Pakistan
Mr. Waqas	Male	18	46	Director of SNGPL	SNGPL	Pakistan

The sampling technique which is used in this research is purposive sampling that part of the non-probability sampling, that type of sampling based on objective of research's study and characteristics of their population. This is the main criteria of population from where our respondents are related.

- Data collection for those that have ten years' experience.
- Good repute in the company in the sense of performance (top performer).
- Don't gender preference both are included.

The purposeful sampling used in this research, because the researcher selects the participant and sites for study, because the inquiry is informed purposefully, and because the only person that understand the research problem and the main theme or phenomenon of the study (Creswell & Poth, 2017). All things and decision need to be made by inquirer that who will part of this study, who or what should be sampled, and how many peoples, sites will make part of this study. According to Marshall and Rossman, (2006) important for researcher is to decide that who or what should be sampled that is beneficial for the phenomenon or conceptualization, and focus in sampling four aspects are more important, first events, settings, actors, and artifacts. Another important thing in qualitative research, the size of question is equally important in sampling strategy in data collection process. I have found, however, a much more narrow range of sampling strategies for a phenomenological study (Creswell et al., 2007; Creswell & Poth, 2017). It is essential that all participants have experience of the phenomenon being studied.

Ethical consideration

During the data collection, research guide and consent from designed to make sure that there is not ethical violation is practiced in this study. Before interview getting consent about and then given all the required information to the interviewee. Interviewee was requested to be honest in sharing their experiences and stories so that the study results can't be questioned. The purpose and stance of the research was clearly communicated to the interviewee and they become part of this study with their own will. Furthermore, their privacy was guaranteed from my side and ensure the interviewee that all handed answers to be used solely for analysis purpose.

2.6 Data analysis

In qualitative research data analysis is one of the big challenges for the researcher, because in qualitative research data is in text shapes and many other forms. So, for researcher it is a

challenging task that how to manage and represent a data in tables, matrices. Data analysis of qualitative research is totally different from the quantitative. For qualitative research data analysis uses also different software like, Atlasi, NVivo, Hyper Research, and Maxda. You use and select one of the best option in all above software which are easy and best suitable for your research.

In qualitative, data analysis contain number of steps or activities, first you prepare and organize the whole data for analysis and change the shape of the data, “(text data as in transcript, image data, audio, video data change in written)” for analysis, data in written shape or statements so needs to reduce data into themes and that themes are made through a process of coding, and after following the whole process data is finally changed in figures, tables, or a discussion.

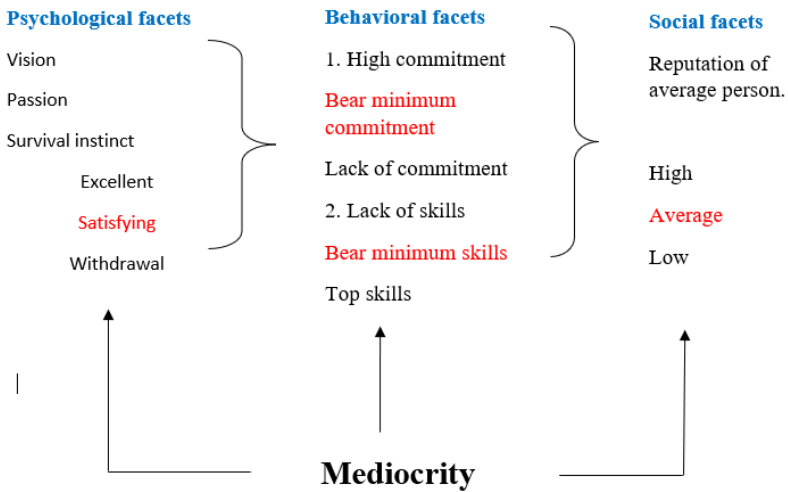
3 Discussion

In this study, different approaches are used to examine the mediocrity. It has provided lens to the practitioners and researchers to see mediocrity more closely. Surprisingly, very little attempt to explore and synthesize the research about mediocrity is conducted. Plethora of information is available and focused to the lower performance and top performance, surprisingly mediocrity in the organization is largely an overlooked area. In the past research, mediocrity is discussed and hypothesized with job performance and antecedents of low job performance. Apart from this, three to four qualitative studies on mediocrity in different span of time is done. This shows the phenomenon of mediocrity still relevant to the social science research, but quite unexplored and unclear. Thus, this research has put enormous efforts to expand the understanding about the phenomenon of mediocrity.

The study briefly conceptualizes the mediocrity, explain the reasons and causes, and give solutions to reduce or eradicate mediocrity from the organization. In extant literature, authors have explained mediocrity in different ways. Like, average performance of employees is considered as a Mediocre Performance (Secrist, 1933). Berman (2003a) broadly defined mediocrity as having only a modest commitment to the contemporary values and practices. Defined mediocrity as the symptom of ineffective leadership. Higher capacity, willingness and opportunity are most favorable for higher performance as stated by Blumberg and Pringle (1982). But the question is which of these arguments and conceptualizations are factual. So, the purpose of this research conceptualizes the mediocrity construct.

Research results demonstrate, commitment, ability, vision, passion, and higher performance is considering admirable work. But leadership and opportunity is not key factor for excellence. This is additional findings why opportunity and leadership is not significant with performance. These findings discussed in details at the end of discussion in the head of additional findings. Interviewees explain if you have ability and will to work you enhance your capacity, you mold his self-according to situation, and you developed leadership skills. So that's why leadership is less important to overcome mediocrity. It's not mean leadership is not important for you and your work, but this is just opportunity if you get or develop.

Mediocrity is not a single level construct; it is a multi-dimensional construct. Mediocrity is a mixture of three different facets. First is a psychological facet; second is behavioral facets and last one is social facet. Psychological facet comprises with other important constructs, like lack of passion, lack of vision and survival instinct. They all lead to the mediocrity through psychological mind set. Secondly, behavioral facets include lack of commitment, average commitment, top level commitment, lack of skill, below minimum skill, and top-level skills. Thus, leads to the mediocrity through behavioral facets. Capacity and will of work are few of the different determinants of behavior. Third facet of mediocrity is social facet. It includes reputation of a person; no matter the reputation is low, average, and high.



Ice berg phenomenon explains the psychological and behavioral facets (stated in above figure). Psychological facets are thought processes and attitude of a mediocre person's that cannot be judged. Like, we cannot know about someone's vision and passion. But, their behaviors are exhibited as actual outcomes of that particular attitude. This helps us in seeing, observing and evaluating the behavior, it is the upper part of water. Once the behaviors are observed continuously bear minimum thoughts of the person are known. Such behavior sets reputation about a mediocre person in the society whether he/she is a good teacher, researcher, doctor, scientist, etc. Social facets play a vital role here as it explains how an individual exists among their colleagues. Thoughts of the colleagues matter in your workplace. You are an average or mediocre person and excellent performer.

3.1 Additional Findings

The purpose of this study is to conceptualize mediocrity. There are four levels of performance; they are low performance, mediocre performance, good performance and champion behavior or excellent performer.

First, however according to the results of this study, employees are considered as excellent performer when he/she completes their tasks in time and add value in the tasks. Interviews conducted for this study give logic that in order to survive in modernizing and globalizing society more efforts have to be put. Now, traditional thinking, technologies, policies and old mind set don't support in order to compete. If you want to get an advantage of competitive then value needs to be added in everyday tasks at workplace.

For example, when you assign the task to a person with full guidelines, he/she will accomplish the task within time. Would they be known as mediocre or excellent performer? This study has shown after in depth interviews participants are considered as good performer. Not a top performer. Why because, Organizations want value addition in the task and projects. What, if someone completes his task within time that person considers is a top performer? No, that person consider is a good performer not a top performer.

For example, understand with one an example. University has launched a policy every teacher will be published one research paper every year in 'Y' category journal. In university most of the teachers are good in research and other's good in teaching. But after putting some efforts mostly teachers have successful in publishing paper. But just 5% teachers have published paper in 'A' category journal, this is not requirement of the university but they published. So, what both are considering good performers. No, when he/she has completed his/her task according to instructions

within time they consider good employee, good researcher. But those teacher's or employees they fulfill the task and add some value addition they consider top performers or champions. Because literature has shown that, those guys have highly motivated, capacity and mindset they perform beyond the expectations and add value.

Second, in the extant literature, two different views are discussed. First view is personal psychologist assumed and focused on training, placement and selection for better outcome. Second view is social psychologist that emphasizes on the motivational aspects. Vroom (1964) followed by Maier (1955) and others have presented in their work with evidence that performance = (ability * motivation). However, various authors acknowledge number of forces that affect the willingness. After the completion of Vroom's (1964) book, *Work and Motivation*, give arguments about environmental factors that affect the performance of a person. Moreover, Blumberg (1984) states that organizational, outside the organization and personal factors can influence an individual's performance or create resistance in employee at workplace even if an employee has ability and willingness. He further added another dimension, opportunity. If a person has all three attributes, ability, willingness and opportunity then the performance of individual goes high and won't be considered as mediocre person.

Blumberg and Pringle (1982) quoted number of author's who discussed environmental factors that affect the performance of person. For example, Cummings and Schwab (1973) discussed about wage rate, job superintendent and annual bonus can influence the performance. Further, (Dachler & Mobley, 1973) explored that performance relationship is moderated by ability and other situation factors like machine downtime, lack of materials and other factor that uncontrolled of the individual. In addition, Aldag and Brief, (1979) showed a model where the person's performance is moderated by ability, skill and other non-motivation constraints like market demand and technology. Besides, Peters and O'Connor (1980) demonstrated eight situation constraints for work outcome that affect the performance of individual. These are variables related to job information, tools and equipment, materials and suppliers, budgetary support, required services, task preparation, time availability, and work environment. These all are considered under the opportunity dimension.

Blumberg and Pringle (1982) developed a model for ability, motivation, opportunity (AMO). But the uniqueness of these research findings accepts the previous model Ability and Motivation. Willingness and ability remain relevant to the person and if they exist then the performance of that person is excellent. Ability to work and willingness discussed in detail previously in the psychological facet. However, opportunity is not very important factor revealed in the study. Many interviewees discussed about opportunity; they say that if an individual has ability and willingness then he/she can create opportunity to be known as excellent performer to transform from mediocre performer.

One of the interviewees said that when an employee switches the job and have potential, they create opportunity for themselves. External factors cannot restrain an employee from progressing and creating opportunity, if an employee has knowledge, ability and willingness. Moreover, interviewers agreed on a point, if an employee is lacking in either of the both, willingness and ability, then no matter how many opportunities you have, he/she won't be able to perform beyond mediocrity. Ability includes different factors like age, stamina, health, knowledge, skill, energy level and level of education. However, willingness considers job satisfaction, job status, legitimacy of participation, job involvement, self-image, norms, values, feeling on equity, perceived role expectation.

3.2 Survival Strategies

This depicts an important aspect that if someone lack of passion, vision, excellence and satisfying. Questions here arise, how those people exist in the organizations and why organizations bear that person and are not fired. Results revealed that mediocre person has kept minor instinct of survival as they are well aware of it. If an employee does not do the needed bear minimum tasks, then the

organization push them to do the minimum task needed by a specific job? Ultimately, such employees do it to the level they are accepted in the organizations that no one calls them for work. Hence, this is one of the very interesting findings of how mediocre person survive in the organizations even if they aren't passionate, visionary and excellent. So, that element has been discussed in the head of survival strategies that mentioned given below.

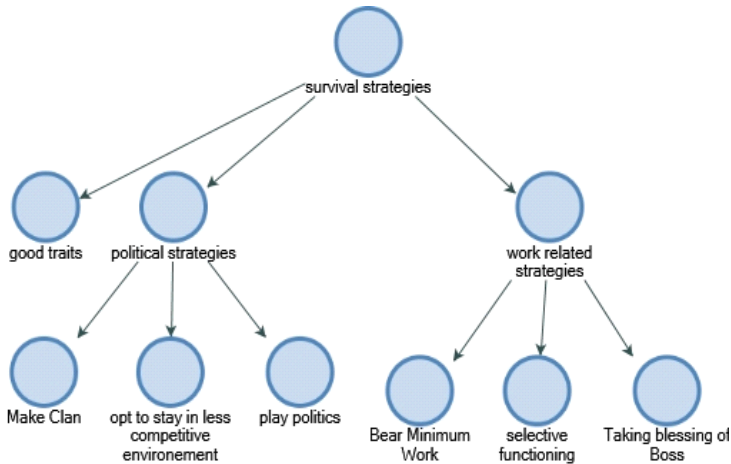


Figure: 5.2

3.3 Descriptions of survival strategies

Mediocre person for his survival uses different strategies and techniques. Study has found out three different types of strategies. They are political strategies, work related strategies and good traits. In political strategies, mediocre person makes a clan for other mediocre for survival. Moreover, a mediocre person tends to be cruel by giving hard time to the top performer, making them leave the organization. This will eventually make mediocre survive in the organization as mediocre performer. Additionally, mediocre person may become followers of a top performer. They would try to hook up with top performer and be his disciple, or follower, or team member. Mediocre person under political strategy opt to stay less competitive and creates such environment.

Mediocre person does not get in the tasks or environment where competition is high so that their survival is possible and stays in organization without proving themselves. However, in developed or developing countries, employees have to be innovative and put in extra effort and value to survive in the market. Thus, this troubles mediocre persons and make the working environment and survival tough and challenging for them. Consequently, mediocre persons follow political strategies to survive in such environment. They play political games in workplace such as, leg bullying, bluffing, tricks, buttering, grouping, making undue friends, giving undue favors etc.

In Work related strategies, mediocre person tries to take blessing of boss, get close to him, make good relation with the boss, tries to come in the good book of the boss, enhance his personal relationship, invite for dinner or other parties. Apart from this, mediocre person does selective functioning. For example, an employee is given four tasks; however, he can perform well in three out of the given four tasks. Here, comes the role of the manager. Manager will try to train the employee for that one task he/she is unable to perform. However, a continuous failure in not able to complete the undone task would make the manager understand, compromise and be flexible that instead of training him/her for the task, they should better hire some other employee is that they may be more productive effectively and efficiently. In this way his/her survival gets easy in the organization.

Mediocre person survives just because he is doing bear minimum work. As discussed previously, our organizations and society are not very innovative. Henceforth, when tough tasks and

challenges are given to the employees, they eventually start performing low. This is one side of the coin. In addition to all this, great performers go beyond the call of the duty and serve great citizenship with great loyalty. This makes mediocre person do minimum tasks and put less efforts that let them survive in the organizations as free riders on the shoulders of good performers. Good traits are considered as the third strategy behind the survival of mediocre performer. Several interviewees agreed on a point that though mediocre has many weaknesses but they also attain good traits like time, honesty, credibility, communication, etc. Organizations and managers think they hire some other person, and then he/she might be not good in such traits. Such mediocre person may produce some productive outcomes for organization.

3.4 Reasons of Mediocrity

While exploring the phenomenon of mediocrity from different angles, many reasons were found out. With the help of literature and interviews, study has found numerous reasons that promote mediocrity. External and personal factors are the two categories of reasons. In external factors, organizational and general factors are included. Moreover, general factors categorize into other three parts, friends and family circle, educational institution and family burden. Whereas, personal factors include two dimensions, lack of ambition and lack of learning and development.

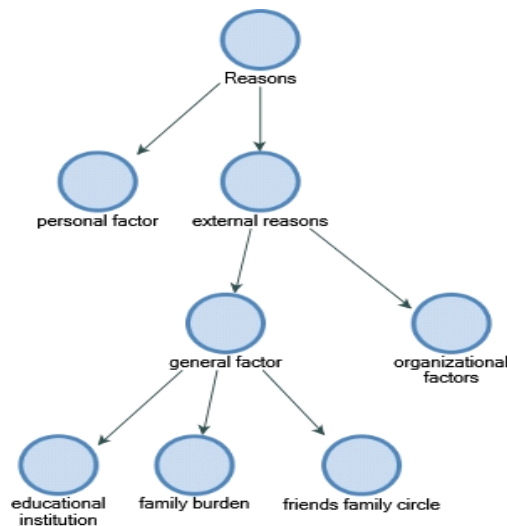


Figure: 5.3

3.5 Reasons of Mediocrity

Lack of commitment, interest and willingness are the three dynamics of lack of ambition. Lack of commitment means, someone is not motivated to do something not only for organization but also for one's own self. Commitment is very important aspect for someone, because commitment leads everything that you face in your life. Lack of Commitment, interest and willingness are connected with each other. Mediocre person is not willing to perform and learn as they lack interest and commitment.

Another finding, it is very difficult to break the mediocrity of an individual, (in the sense of commitment) mediocre person cannot be motivated easily through different factors because they are psychologically satisfied. Leadership plays vital role in letting a mediocre performer be an excellent performer. If a leader does not utilize his leadership skills to motivate a mediocre performer well and are satisfied with his mediocre performance then the role of leadership is not positive.

Thence, behavior is most important factor in mediocrity. People who have decided that they cannot do or achieve anything, or lack ability, or have no confidence that they can go beyond certain limits are never able to be a good performer. The study has shown that lack of motivation ultimately leads an individual be a mediocre. The author of this study has found mediocrity as directly linked with commitment at individual level. As said earlier, willingness of an individual let them perform tasks.

Study has shown that lack of learning and development does not overcome mediocrity of an individual. It is important for such person to learn and develop their skills and competencies so that they may set and achieve high targets. Additionally, personality is more important, that gives an individual confidence to face the hurdles, helps in making and taking decisions. Lack of personality, development of skill and competencies promote mediocrity.

Organizational factors also promote mediocrity. If a person has all capabilities, commitment, abilities, competencies, want to learn but some organizational factors does not let them use it completely; they remain a mediocre as it hinders to perform excellent. After deep study, some organizational aspects are identified that cause and promote mediocrity in individual. For example, job design, lack of empathy, bad leadership, lack of P-J fit, absence of clear KPI's lack of empowerment, performance evaluation, lack of opportunity all organizational causes that stimulate mediocrity. Job design and lack of P-J fit issues are very precarious, that perform from the department of HR. For example, someone is good in teaching, planning, budgeting, data entering and programming, how you assign duty of training, or research etc. Research showed in this way outcome of the person is bear minimum might be minimum so need assign duties to the individual as per expertise.

As discussed above leadership is one of the most significant and unexpected outcome. This study has shown that leadership is one the way that can too lead to mediocrity. At times, leaders feel threat if other colleagues perform well. They get a feeling that they may be replaced by any other good performer. This leads to politics by leaders. Through leadership behavior leaders stop motivating, appreciating and giving confidence to the followers or subordinates. Eventually, even a good performer begins to show low performance.

Empowering is another reason found from the investigation behind mediocrity. According to the study, when an employee does not feel empowered, sense of ownership will never be generated. When there is no sense of ownership, employees do not perform with freedom and depends on minor things. To conclude, empowerment is very essential for better outcome of an individual. Moreover, not recognizing and valuing the efforts and performance of the employees in time is another reason discovered in the study. According to the participants of the study, not recognizing and valuing the top performing employees in time makes them dissatisfied, unhappy and mediocre.

Furthermore, general reasons elevate mediocrity. Family burden, educational institutional and friends and family circles are the general reasons. Educational institutional are performing main role play to stimulate the mediocrity. Soon after completion of education students join corporate sector. However, they are not prepared with the soft skills needed by the organizations. Numerous elements are missing that has leaded incomplete development of students' skills. For example, teaching system is weak as they do not give challenges to students and opportunities to be creative. When they face challenges in organizations, they are never capable enough in handling it. Likewise, they cannot be creative if needed to achieve competitive advantage. These elements when are not present in employees, even if they are intelligent, do not feel motivated and hence low performance occurs. As said by interviewees, educational institutes focus on theoretical knowledge and hard skills. They do not produce soft and corporate skills. Employees are therefore not ready to hit a ground running because they lack these skills and are not prepared.

Interviewees confessed that Pakistan is not an innovative country. This results as the major reason

for the employees to be mediocre. Employees know this fact and do not normally be innovative. They consider it waste of time and, hence, do not put in extra effort to be innovative. Society is full of mediocre; our friends and family circle is also full of mediocre. The study has shown several solutions to overcome the problem of mediocre existence.

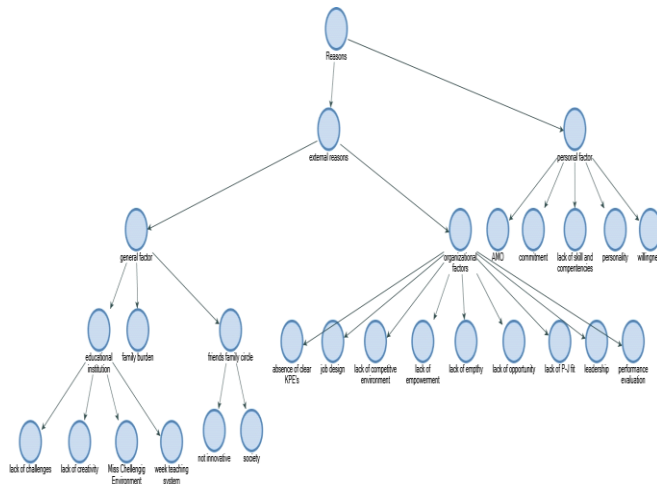


Figure 4: Personal and external reasons of Mediocrity

4 Solutions

In prior research, shared some solutions to overcome the mediocrity. He said that training and good leadership is enough to eradicate mediocrity from the society. Moreover, this study reveals number of new ways and strategies that are effective for mediocrity and reduce it from the society. Organizational culture plays a vital role in making a mediocre an excellent performer. If the culture of the organization is challenging, employees will have to work hard to meet the challenges in effective an efficient way. Competitive environment and high targets have to be set for the employees in the organizations along with the threat of getting fired if not performed up to the mark.

Another solution is commitment and motivation; however, creating both in employees is difficult. Moreover, the results of the study have shown that organizational culture is directly proportionate with motivation and commitment. Motivation is something due to peoples goes into organization, and culture can have an impact on motivation.

Study tells us Need to create an urge in the employees to do something, if organizations successfully create urge in the employees then the desired results are obtained. Very importantly, adding value in and for the organizations by the employees adds value in the life of the employees. This represents the give and take relationship between employees and organizations. Study has revealed that give and take relationship is more useful for the organizations than for employees. Another solution is knowledge sharing and learning among colleagues in the organizations. Working in a competitive environment with competent coworkers is not enough. It is important to create an environment where knowledge is shared together and learn and develop collectively, elevates the growth of the employees and organizations. Hence, mediocrity can be overcome.

Vision is considered as the foremost solution in eradication mediocrity from the society. As stated by several participants, vision is the most important element needed in individuals to excel. Vision is the key factor towards the excellence as individuals with high vision would work hard in all the worst, good, favorable and unfavorable circumstances. Thus, leading to excellent performance and

reduces mediocrity. If organizations give road map, shares clear vision and KPI's on first day of employees will ultimately, sooner or later, performance will get better.

Acknowledging, valuing and recognizing the employees work, effort and performance diminishes mediocrity. Therefore, timely recognition of employees is one of the solutions for reducing mediocrity. They should not only be monetarily recognized, but should also be recognized through non-monetary ways. For example, job enlargement, job enrichment, performance awards, growth in designations, promoting at good levels, arranging family trips, giving different sponsors, etc.

5 Conclusion

This paper has displayed a model of a mediocre market where individual ability must be adapted freely and at work. The ability is general to an entire focused industry that faces a joint generation issue of yield and data about individual outcome. The emphasis has been on the impact of standard work showcase blemishes (credit-obliged people and their failure to resolve to long haul pay contracts), which cause firms to overlook the upside capability of specialists and base their enlisting choices on anticipated ability alone. Thus, firms procure mediocrity; that is, people who are over the populace mean however not capable enough to legitimize them taking up rare occupations that could be utilized to explore different avenues regarding new ability. Other than inferring lower ability levels, this issue is likewise connected with falsely high leases to ability. Inadequate turnover is related with higher wages in light of the fact that uncovered ability is scarcer than it need be, and in light of the fact that a more expensive rate of yield (thus a higher incentive for ability) is required for tenderfoot procuring firms to earn back the original investment in harmony.

Very scare studies are conducted for mediocrity as phenomenon. Over decades only Barman (2004) thought to explore about the reasons behind and solutions for mediocrity. This study is another attempt to investigate mediocrity as phenomenon, its reasons and strategies needed to be adopted by the individuals, organizations and societies. According to the study, mediocrity can be defined as the bear minimum work done not in time. However, if the work done is in time and adds value addition, it is then coined as excellent performer. Besides, abilities, willingness, vision, passion, they are major traits needed to make an individual excellent performer.

Mediocrity is multifaceted concept, having psychological, behavioral and social facets. Mediocre is a person who holds survival instinct but lack of vision to outperform, and passion to lead. These psychological traits lead to behavioral dimension where he commands bear minimum skills, satisficing commitment and satisfactory performance (not more than what is required). Eventually the person earns a reputation that this is an average person who is not top performer but does good enough job.

It is worth noting that demonstration of any of these traits in isolation, or occasionally, does not make a person mediocre. Mediocrity prevails when above three facets are demonstrated on continual basis in tandem with each other.

Different strategies can be used to motivate individuals for the utilization of abilities, willingness and vision. Furthermore, study can be used at individual, organizational and societal level to eradicate mediocrity. Pakistan is competing in the era of globalization. To be competitive, Pakistan as developing county has to be at competitive advantage. This is only possible when individuals excel as excellent performer and make influential change through innovations and extra efforts at individual, organizational, societal and eventually, national level.

5.1 Limitations

Despite of all the results of this study, there are several limitations that limit our ability to draw in-depth definite conclusion. First limitation of this study is that data is collected through interviews. Future research could be concluded by empirically tested this model and to use mixed method research to gather more information through surveys and more. Meanwhile, the future research could be concluded in specific one targeted population or one sector like education sector, IT base

companies, SME's etc. second in this study have done ten interviews, in future research add more interviewees for more information and generalizability.

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