A conceptual study of Factors influencing Organization Excellence

*T.Shanmugapriya   **Dr.Rajamanogary

Assistant Professor, Sri Muthukumaran Institute of Technology, Chennai.

Associate Professor, St Joseph College of Engineering, Chennai.

Abstract

Business Institution, conferences, discussions, seminars, of the world have a tendency to place huge stress on the significance of good management in top performing corporations. The economists have had comparatively to say about the excellence of management is in dynamic individual's performance and other key performance indicators. My conceptual research is focused the development of individuals is impact on organization excellence. In this paper, going to concentrate on one of the best management practices of individual development of employee which helps sustainable growth of the firm in the competitive world. The purpose of this paper I would like to share my reviews which is concept oriented. With technologies, in particular, information technology, having direct impact at the workplace and in management and learning, the knowledge based economy requires that employees not only have the technical knowledge and skills for the jobs, but also the values for lifelong learning. Overall, the report finds compelling evidence that better management practices such that organization Excellence are significantly associated with higher productivity and other indicators of corporate performance, including return on capital employed, sales per employee, sales growth and growth in market share.

Key Words: Individual's Performance, organization excellence, sustainable growth , higher productivity, corporate performance

Introduction:

The successful organization requires that employees not only have the technical knowledge and skills for the jobs, but also the values for lifelong learning. Employers are looking for graduates who can think, innovate, communicate and work in teams. The economists have had comparatively to say about the excellence of management is in dynamic individual's performance and other key performance indicators. My conceptual research is focused the development of individuals is impact on organization excellence. In this paper, going to concentrate on one of the best management practices of individual development of employee which helps sustainable growth of the firm in the competitive world. The purpose of this paper I would like to share my reviews which is concept oriented.

FACTORS AFFECTING ORGANIZATION EXCELLENCE:

I. *PERSONAL FACTORS –*

1. Biographical Factors

a) Age of the organization

b) Conservation

c) Cultures

2. Learned Characteristics

    a) Perception of customer

    b) Reputation

    c) Values

II. *ENVIRONMENTAL FACTORS*

    a. Economic Factors

    b. Social Cultural

    c. Political Factors

    d. Legal environment

III. *ORGANISATIONAL FACTORS*

    a. Physical Facilities

    b. Organization Structure

    c. Leadership Style

    d. Reward System

Factors influencing organization excellence :

Employee - Focused Organization:

"Organizations depend on their employee and therefore should understand current and future employee needs, requirements and endeavor to exceed employee expectations". The purposes of the employee focused organization understand employee needs and expectations for yield, freedom, worth, loyalty, etc. Ensure a balanced approach among employee needs and expectations. Communicate these requirements and expectations throughout the organization. Measure employee satisfaction & act on results, and Manage employee relationships.

Developing Leadership Quality:

"Organization can develop Leadership quality to employee because leaders generate unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives."

Identify Involvement of People:

"People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit". Accept tenancy and responsibility to explain problems. Actively seek chances to make improvements, and enhance competencies, knowledge and experience. Freely share knowledge & experience in teams. Focus on the creation of value for employees. Be innovative in furthering the organization's objectives. Improve the way of representing the organization to employees, local communities and society at large. Help people derive satisfaction from their work, and Make people enthusiastic and proud to be part of the organization.

Developmental Approach:

"A desired consequence is achieved more efficiently when related resources and activities are managed as a development." Develop individual development plan to achieve the desired result. Identify and measure the inputs and outputs of the process. Identify the interfaces of the development with the functions of the organization. Evaluate possible risks, consequences and impacts of processes on employees. Establish clear responsibility, authority, and accountability for managing the process. Designing processes, consider process steps, activities, flows, control measures, training needs, equipment, methods, information, materials and other resources to achieve the desired result.

Continual Improvement:

"Continual improvement should be a permanent intention of the organization." Make continual improvement of the employee development processes an objective for every individual in the organization. Apply the basic improvement concepts of incremental improvement and breakthrough improvement. Use periodic assessments against established criteria of excellence to identify areas for potential improvement. Continually improve the efficiency and effectiveness of all processes. Promote prevention based activities. Provide every member of the organization with appropriate education and training, on the methods and tools of continual improvement such as the Plan-Do-Check-Act cycle, problem solving, process re-engineering, and process innovation. Establish measures and goals to guide and track improvements, and recognize improvements.

Accurate loom to Decision Making:

"Effective decisions are based on the analysis of data and information." Make the employee to study and involve in decision making. Before that employee should take measurements and collect data and information relevant to the objective. Ensure that the data and information are sufficiently accurate, reliable and accessible. Analyze the data and information using valid methods. Understand the value of appropriate statistical techniques, and Make decisions and take action based on the results of logical analysis balanced with experience and sixth sense.

Mutually favorable of employee – management Relationships:

"An organization and its employees are interdependent, and a mutually beneficial relationship enhances the ability of both to create value." Establish employees' relationships that balance short-term gains with long-term considerations for the organization and society at large. Create clear and open communications. Initiate joint development and improvement of employee and organization. Jointly establish a clear understanding of employees' needs. Share information and future plans, and Recognize employee improvements and achievements.

To improve organization Excellence step taken by the Organization:

1. Safe Stress

Some stress is essential - being too relaxed will turn in a sub-par performance. However the reality for most working people is that their daily stress outweighs their capacity to deal with

it, and over time they burn-out. Ensure your employees work at an <u>optimal stress level</u>, taking regular comfort breaks and working normal hours.

2. Health Promotions and Employee Wellness

Ensure your employees have access to information and services that promote health. Does your restaurant provide healthy options or is there a chocolate bar lurking around every corner? Do social activities revolve around <u>alcohol and a drinking culture</u>? Can your employee access health services during working hours? Have you arranged a discounted membership for a local gym?

3. Workplace Environment

Repetitive strain injury, manual handling and exposure to toxic substances are three risks to employee's health and are usually managed through effective health and safety policies. You can go many steps further and "Google" your environment - Google California employees can eat, work out, get their car fixed and have a haircut <u>all on Google soil</u>!

4. Modern Working Practices and Culture

Do you offer anything other than the routine 9 to 5? Can employees work from home, part-time, condensed hours or even annualized hours? There is a strong <u>business case for flexible working</u>, encouraging a more diverse and loyal workforce, including older people and working parents.

5. Multiple, Multilayered Communication Routes

Talk, talk and talk again to your staff. And then talk some more. Lack of communication is a regular complaint about poor management, isolating employees and contributing to a loss of control over the workplace. Have a weekly team catch-up meeting to go over plans for the week, have monthly business update with the bigger team, have quarterly "town-halls" with entire departments, have skip-level meetings so junior staff can talk directly to senior staff. Use technology to your advantage with moderated employee forum's, instant messaging, screen sharing software for easy multi-location meetings and controversially, social networking, to build geographically dispersed teams.

6. Training, Development and Self-worth

"If you always do what you always did, you always get what you always got."

Train your staff in the basic skills to do the job, and then push them some more. You'll build their self worth, and importantly, their worth to the company. Go here for help with goal setting and personal development planning. Holding regular, meaningful one-to-one's encourage people to wield their own stick and chase their own carrot and be truly self-motivated.

7. Absence/Attendance Management

Robust absence/attendance management policies keep healthy employees at work and allow genuinely un-well people time to get better. Keep records of attendance, hold return to work interviews and have honest discussions with people struggling to keep regular attendance.

Employee wellness programs have a valid place in a hardnosed corporate culture. The sums add up - money spent on corporate wellness is more than compensated for by increased attendance and productivity. British Telecom Group report massive savings in real estate, savings on recruitment expenses, and lower fuel costs, all attributable to their employee friendly policies. Fortune favours the brave company who sticks to their corporate wellness program during a troubled time, as they will reap the rewards when the economy recovers.

Conclusion:

"Wisdom worth learning, learn faultlessly

Live by that learning thoroughly."

According to my reviews in organizational excellence evolved, acts as a developmental plan that charts Organization future direction and defines Organization mission, vision and goals. OE including Leadership, Planning, Information, People, Processes, Customers and Results. Driven by our desire to achieve quality, standards and excellence in our programs such as training and services, we have adopted a range of complementary models, tools and benchmarks to progressively strengthen our framework for organizational excellence. Pursuing organizational excellence is a never-ending journey. It calls for top management commitment, leadership, a positive mindset towards change and innovation, sharing and learning, communications, and the active engagement of all staff.

References:

1. Chowdary.T.H (1986) "Advancing Technology and its ramifications in Industry"

2. Susman & Chase (1986) & Sharit etal (1987) " A socio technical analyses of integrated factory" Journal of Applied behavioral science, vol 22, (PP 257-270)

3. Singh.D.R (1973) "Bureaucratic Structure in Indian Business Organization"

4. Alexander J.W, & Randolph.W.A (1985), Kozlowski & Hults (1986) in "The fit between Technology & Structure as a predictor of performance in nursing subunits" Academy of management Journal, vol, 28 pp(844-859)

5. **Lyndsay Swinton - Association of Chartered Certified Accountants (ACCA) student magazine September 2006.**

6. White &ruh (1973) article

7. Norsworthy and Zabala (1985)

8. What Color is Your Parachute? ISBN 1 580 08727 2

9. 7 Habits of Highly Effective People - ISBN 0 684 85839 8

10. Mayer et al 1989 in Organizational commitment & job performance, Journal of applied psychology, 74 pp152-156