

# ‘Developing Excellence as a Philosophy at Workplace: Some Points to Ponder’

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## Abstract

The whole concept of sound work culture revolves round three basic traits of a work culture viz. Efficiency, Efficacy and Productivity. A good work culture stresses more not on mere delivery of results but on creating a system that delivers the results. Therefore, it is necessary that every organization should develop innovative work system.

A good work system creates interest in the work, develops affinity towards organization and cultivates the spirit of organizational loyalty. From this point of view, every organization should promote an organizational culture which emphasizes on winning employee loyalty and not on buying commitments.

A critical analysis successful and long lasting business organizations indicate that these organizations have stressed on development of performing employees. The very philosophy of these organizations is centered at establishment of sound value systems, transparent and healthy institutional practices. However, such practices require a creative approach, imaginative thinking and pro people work system.

The present paper studies and analyses various healthy practices that can be implemented for creation of a work culture that assures pare excellence performance.

## Introduction:

Most of the organizations that survive growth and expand in a competitive environment are having a very different kind of work culture than apparently ordinary looking organization. The spirit of these organizations is built around the principal of excellence and differentiations. These organizations do not concentrate around the principle of profitability or efficiency but they prefer to find out innovative ways to contribute grow and excel that is the real reason why very few organizations continue to excel for a long period of time. In business, competition is not the matter to be worried or afraid of. It always prevail what is more important is to identify what are the reasons of what of competition and what are reasons of changes in the business environment. Keeping oneself ahead of competition is the only way to stand in the competition. Those organizations that innovate usually are ahead their competitors. True success comes only to the pioneers and the risk takers.

The present paper centers on the very theme of cultivating excellence through planned efforts and creative organizational programmes. Many experts and analysts have ranked creative organizations on different parameters. Various reasons are attributed for the achievement of these organizations. However, few important and excellent features of creative organizations can always be easily identified. The researcher has tried to analyses what are these features and how these organizations have molded their philosophy to achieve the desired results by bringing principles into practice. Hence the main thrust area of the paper is the analysis of creative practices and its impact on organizational excellence.

## Statement of the problem:-

Business history is full of incidences and instances of business successes and achievements. There is no dearth of organizations that have excelled by bringing in practice small, simple and new approaches towards work and work systems. Winning loyalty is not a matter of monetary incentives but it is a matter of intense commitment. The commitment is a value that is not priced. It is not purchased nor can it be sold. It is only cultivated and dedicated. Commitment is usually a strong faith in a cause, institution or principle. The present paper tries to identify healthy practices implemented by successful business organizations to cultivate commitment and excellence. Hence the title of study is 'developing excellence as a philosophy at workplace: some points to ponder'.

## Objectives of the study:-

The major objectives of the study are enlisted as follows:-

- To identify various innovative practices adopted by industries to promote a healthy work culture
- To identify the distinct features of creative approach towards work culture
- To understand the implications of techniques used to improve the behaviour of employees at workplace

**1. Innovative practices adopted by industries:** - Employee Behaviour is the result of interactive responses of both, the manager and employees. The employees do not respond favorably to any decision of the management unless and until they are rightly convinced about the rationality of the decision. Suppression, exploitation and forced choice, selection of favorable response from employees can be a temporary solution. However it does not work in long term in the sense that the real opinions of the workers are not influenced by threats, fear appeals and suppressive measures. It needs and internal urge to accept a command. A willingness to obey, accept an order which is convincing and taken in a positive spirit.

Organizations try to change their communication strategies with the employees considering their mindset, attitude and approach towards work. Various creative practices have been adopted by different organizations in order to provide a right information input to the employees. The information inputs often have different notions and ways of conveying a message. A few examples of creative techniques used for communication with employees are quoted here:-

In a famous multinational company having its plant in Thane Belapur Belt communication practices are intentionally developed with the help of non-verbal information inputs. The company has preferred to use posters and pictorial to communicate, guide and warn and develop a positive attitude. It was noticed that the employees who otherwise were not giving regular attention to official and formal communication have become more attentive towards this communication. They feel that such communication are more interesting and have higher recall value.

In another organization, humor was specifically used as an appeal to communicated official instructions to the employees. The purpose of using humor was to refresh the mindset and motivate employees to react positively to critical situations and situation specific decisions. The managers took special efforts to see that employees are tuned with the culture, the organization intends to nurture.

**2. Distinct features of creative approach:** -A creative approach to healthy and innovative practices distinguishes the organization from other. The organization is distinguished in terms of system, activity and the focus of decision. A creative organization adopts practices that nurture healthy employee relations. The practices are based on certain principled related with employee focused activity. A few examples of such creative are worth understanding :-

A famous automobile company has encouraged employee's participation through 'suggestion box scheme'. However, the suggestion box scheme has a major focus on asking employees to offer suggestions that shall improve the existing system. The suggestion scheme was linked with attractive reward system.

Another service company has also used a very innovative approach towards employee communication. The organization insisted that the employees should communicate with their colleagues and superiors regularly on organizational matters. For this, specific circulars, communications were issued from time to time to the employees where, their opinions were sought and they were encouraged to critically analyze the existing policies. A healthy but off the track suggestion was rewarded for being unique.

3. **Implications of creative communication techniques on employee's behaviour:** -The question can healthy communication practices improve behaviour is well answered by many researchers in different ways. However, the practical applications of these findings are helpful to gain insights and understanding of the institution. It is noticed that employees who are offered a right suggestion in a right manner, communicated an idea or opinion with a positive spirit have shown a higher degree of affirmative response. Their approach towards work was more healthy, responsive and management friendly. Most of the employees felt that such kinds of communications are useful for developing healthy work culture. A few such examples can prove this observation.

Many organizations have started in house journals with an intention to encourage employees participate in organizational activities. Most of these house journals encourage employees to write articles reflecting their attitude their organizational policies.

In many organizations, differences of opinions are not considered as anti-disciplinary view. On the contrary, such an opinion is verified on various determinants of applicability, utility and practicality.

Some organizations prefer healthy interactions at peer level before finalization of decision so that it helps in developing a very healthy work culture.

### **Conclusions:-**

The above discussion helps to conclude that there is definite association between work culture, creative communication practices and organizational policies. The author has drawn following conclusions:-

- There is a definite relationship between organizational communication policies and employee response.
- The employees usually tend to show favorable attitude towards healthy communication system
- Work culture, employee relations and employee performance are interlinked. Positive employee response and healthy and creative communication systems are interdependent.

Thus, from the above discussion, it is clear that for improvement of organizational performance, creative communication practices play a vital role.