



EMPOWERING EMPLOYEES TOWARDS QUALITY CULTURE IN ORGANIZATIONS – THE NEED OF THE DAY

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Abstract

In the mosaic complex corporate world employees working in organizations face uncertainly, complexity and huge processors. The key challenge for people in management and organization development is to help organizations development is to help organizations develop a culture that enables people both to function better individually and to achieve common purposes. The present paper is based on the quality cultural development in organizations and persons responsible to motivate the culture and he supporting quality culture and the some recommendations of the paper presenters.

The paper presenters feel that a new culture is needed in organizations. It is as if people are fighting a war on two fronts. On the one hand they are trying to respond appropriately to the challenges described above; on the other they are handicapped by inappropriate and irrational behavior within the organization – often worse when the challenges are greatest. For this “Super – leaders” will somehow solve the problems. Organizations need to learn how to release the creative energies, intelligence and initiative of people at cherry level.

Key words: Culture, Quality culture, steps to inculcate Quality culture in organization.

INTRODUCTION

People in organization face uncertainly, complexity and huge pressures. Argues that we need a new culture in organizations to help people and their enterprises thrive in this situation, and that widespread leadership plays a key part in bringing this about. A part of the process of enhancing quality, culture has become a taken – for granted concept intended to support development and improvement processes in modern organizations. Among the factors affecting them are : the demand for greater quality and value (more or less); increasing globalization of the economy and intensifying competition; increasing levels of technology; the decline of many traditional industries including defense; the emergence of pacific Asia as the centre of economic growth; growing awareness of the urgency of ecological issue; higher expectations of the quality of life; demographic changes; continued pressure and restructuring of the public sector, and more recently, international rescission.

A new culture is needed in organizations. It is as if people are fighting a war on two fronts. On the one hand they are trying to respond appropriately to the challenges described above; on the other they are handicapped by inappropriate and irrational behaviour within the organization – often worse when the challenges are greatest. Instead we need to make organizations exciting and rewarding places (especially in times of difficulty) where diverse people feel valued and respected and there is opportunity to develop and grow. We have to overcome the stultifying and disempowering effects of bureaucracy and, often, our education. Despite our conditioning, we need to acknowledge how human beings really feel when faced with this degree of uncertainty and challenge. We need to learn to give and get the support needed to deal with feelings appropriately so that they do not get in the way of our energy, creativity and judgment in a way it is a question of making life at work more balanced and whole person with feelings and not merely an instrument. We need to value people for who they really are if we want them to offer their full potential. We need a more balanced alternative to traditional leadership with its “yang” emphasis – a leadership that is more inspiring, nurturing and empowering. We need to find new, practical ways of working together which fully respect people whatever their gender, age, class, racial background or position in the organization.



WHAT IS QUALITY?

Basically, Quality focuses on excellent products or services that fulfill or exceed our customers' expectations. In the service sectors, "Quality means meeting every requirement of our customers and exceeding them"

OTHER DEFINITIONS OF QUALITY

Quality means getting everyone to do it right the first time. Therefore, when everybody is doing everything right the first time, nobody complains about anything or anyone anymore. The time is then ripe for the next stage of the quality revolution – KAIZEN.

Kaizen is the process of non-stop improvement of everything we do. It is a Japanese term consisting two characters: KAI means CHANGE and ZEN means GOOD, thus together it means IMPROVEMENT. With KAIZEN, everybody keeps finding better and much better ways of doing his or her jobs such as checking, communicating, managing, typing, etc. KAIZEN is something that we improve the right thing and make it better and better.

Key elements of KAIZEN are quality, effort, involvement of all employees, willingness to change and communication.

WHY WE NEED QUALITY IN ORGANIZATIONS?

The dimensions of quality in organizations include the followings:

- Time: How much time must a customer wait?
- Timeless: Will a service be performed when promised?
- Completeness: Are all items in the order included?
- Courtesy: Do frontline employees greet each customer cheerfully?
- Consistency: Are services delivered in the same fashion for every customer, and every time for the same customer?
- Accessibility and Convenience: Is the service easy to obtain?
- Accuracy: Is the service performed right the first time?
- Responsiveness: Can service personnel react quickly and resolve unexpected problem?

STEPS TO INCULCATE QUALITY CULTURE AT THE ORGANIZATIONS

1. Effective Communication: People in organizations typically spend over 75% of their time in an interpersonal situation; thus it is no surprise to find that at the root of a large number of organizational problems is poor communications. Effective communication is an essential component of organizational success whether it is at the interpersonal, inter group, inter group, organizational or external levels.
2. Changing Mindset
3. Better to better: EXAMPLE: The 1995 Annual Report of Toyota says: "We had the best car in the world. So what did we do? We changed it. We made it better" Chinese proverb, "Be not afraid of going slowly, be afraid only of standing still."
4. Creativity.
5. Management Commitment

STRATEGY TO DEVELOP A NEW CULTURE IN OUR ORGANIZATIONS

1 Develop your own vision for the organization, your part of it and yourself.

Developing a vision is a powerful contradiction to powerlessness. Base this on your values and your diagnosis of the key issues facing the organization. Trust your thinking. It is hard to do this on your own and you may need the support of a friend or consultant. Share your thinking with your colleagues. Encourage them to talk about their vision with you. You may be surprised by the similarity of their diagnosis and vision to your own.



2 Decide on these few absolutely crucial interventions that will make a decisive difference

These will tackle the key issues and bring about your vision. They will challenge and inspire you and make the best use of your talents. You will develop others by letting go of things they should do. You will give up trying to do too much are abusing others by expecting them to do so. Constantly responding to the demands of others prevents your changing things. Therefore it is a key step to decide what you must want to do and give up or minimize the rest.

3 Develop close friendship with managers

Ask them interesting and empowering questions: what are they pleased with; what do they find difficult; how do they see the situation; what is their vision for the future – what do they want to change; what do they need to tackle that will otherwise get in their way; how can you help? In this way you will gain their trust and support, collect data about the key issues and give them support in changing things for the better.

4 Build your network

Develop a growing network of like-minded people and provide them with leadership and support. Release their energy to bring about change. Start where the energy is and others will come round in time. Work at the highest level you can and move upwards as you build your credibility. Remember that many of your friends will move to positions of greater influence. Work strategically and see it as a long-term process.

5 Develop support for yourself

Without this, the task will be unnecessary lonely and difficult. You will find it harder to trust your thinking and take bold, decisive action. With support, you will learn more easily and deal better with inevitable mistakes, setbacks and disappointments. You will also model for others a more appropriate and unpretentious leadership. It is a myth that real leaders have to do it on their own. Part of your support needs to be handicapped by the rigid patterns of your organization, which affect you as much as anyone else.

PROBLEMS FACED BY ORGANIZATIONS IN EMPOWERING EMPLOYEES

1. There is huge desire among people in organizations for something difficult – commonly expressed in criticism and complaint. There is lack of clarity about what it is or how to make it.
2. The traditional leaders are in a view of keeping themselves separate from those they led. Unless, leaders change their actual behavior, nothing will really be different: and there will be cynical reactions to their expressions of good intent.
3. Organizations in order to capture the market have to change the product according to consumer oriented need to depend on move skilled people. Hence, the unskilled people must be empowered by sending them to training programs has become a costlier factor.
4. Most of the employees in traditional organization were lack of listening habits. They fuel what they do is correct. It happens the progress. Empowering the employees towards listening skills is a major problem to organizations now – a – days.
5. The traditional organization employees are proved to rest – pass method of continuing the job. Now the new culture inculcating long duration work also causes psychological disturbances to the employees. So, counseling is a must.

RECOMMENDATIONS

In the long term it seems that the forces of economic necessity conspire with new values and higher aspiration to bring improvement both worldwide and into workplace. The following recommendations were suggested:

- **Develop an inspiring vision for the future.** Invite others to contribute their own exciting vision.
- **Learn to love change and uncertainty.**
- **Decide to appreciate the whole situation and see to it that everything goes well.** This implies listening to a wide variety of people and not getting isolated.



- **See yourself as a leader of leaders not followers.**
- **Create an environment of appreciation, high experiments and support.** People perform and learn best in an atmosphere of warmth, challenge and high expectations rather than criticism and blame.
- **See yourself as a life – long appreciate.** This makes it easier for you and everyone else to learn. It is safer for people to be honest in this climate.
- **Develop high self – esteem.** This makes it easier to be flexibility, learn from experience and handle difficulties.
- **Build close, mutually supportive relationships based on honesty and trust.** This helps to avoid isolation, appreciate the whole situation and influence others.
- **Learn to listen with complete respect and ask empowering questions.** This releases intelligence and initiative. It is key way to develop leaders, to influence others and to help people deal with how they feel.
- **Create a culture in which people give up complaining and blaming and instead take initiative.** Complaining and blaming sap energy and initiative and hold powerlessness in place.
- **Develop concrete strategies and plans and review them regularly.**

CONCLUSION

People at every level make the culture of an organization. It is the way they behave which determines what the organization is like to work in. Top management can make well-intentioned statements about how they want the organization to be. However, unless leader change their actual behavior, nothing will really be different; and there will be cynical reactions to these expressions of good intent.

In organizations today, we need people at every level to act powerfully and offer their initiative, energy and intelligence. Yet the traditional systems most of us have experienced and perhaps exercised (for want of a better mode) discourage people from acting in this way. It encourages powerlessness because it does not fully respect or their true potential to contribute. Inherently it sets up conflict and resistance, to which the leader typically responds with various forms of manipulation

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