STUDY OF ORGANIZATION EFFECTIVENESS AND VARIOUS HIGH-PERFORMANCE PRACTICES IN AN ORGANIZATION

Navale Sanjay Damodar, ** Dr. Sujay Madhukar Khadilkar

*Research Scholar, **Research Supervisor
Department of Management,
Himalayan University,
Itanagar, A.P.

ABSTRACT

Management Policies and procedures have a significant impact on the degree to which something is successful. Goal setting, strategy formulation, human resource policies on recruitment, training, transfer, promotion, and performance evaluation, policies on decision making, leadership styles of managers, acquisition and utilisation of resources, customer relations, corporate social responsibility, and statements of vision and mission are some of the important variables. Vision and mission statements also play an important role. There are a variety of ways in which organisational qualities influence the efficiency of an organisation. The efficiency of an organisation may be improved by making changes to its processes, as well as its organisational structure. Downsizing, right-sizing, and re-sizing are all terms that are being used to describe the process that the majority of companies are going through in order to reorganise their organisational structure in order to face the challenges that are being presented by both technology and competition. The organisational structure of an organisation, particularly how well it supports decision making, has an effect on how the organisation operates. Alterations to an organization's technology and organisational structure both have an impact on the effectiveness of the organisation. It is possible for it to bring about changes in the operations, expenses, span capital investment, retrenchment, and other related things. So, the efficiency of an organisation is substantially impacted by both its structure and its technology. A wide variety of variables might have an impact on the efficiency of an organisation in India. The efficacy of organisations may be significantly hindered by a number of issues, including, but not limited to, a lack of resources, poor transport and communication infrastructure, a scarcity of electric power, and other inputs.

ORGANISATIONAL EFFECTIVENESS:

According to Mott, "the capacity of an organisation to mobilise its centres of power for action, production, and adaptability" is what constitutes "organisational effectiveness." The following is a list of the criteria that define the successful operation of an organisation:

Characteristics of organisational effectiveness:

- The extent to which the organization's goals have been realised;
- The manner in which its various resources have been utilised in relation to the environment;
- The corporate image that the organisation has developed;
- The ability of the organisation to satiate the claims of its various stakeholders;
- The achievement of the effective construction of a healthy and upbeat culture

81

Distinction between Efficiency and Effectiveness:

The words "effectiveness" and "efficiency" are often interchanged with one another. In actual use, however, these phrases may have a variety of meanings and be interpreted in a variety of ways. Although efficiency is connected to the ability to be effective and may be assessed by the amount to which inputs are used in order to generate a certain output, effectiveness can be measured by the degree to which a goal is really achieved. It is important to keep in mind that effectiveness comes from increased efficiency. At the same time, an organisation does not have to be efficient in order to be successful, and vice versa. Effectiveness in an organisation is more than just efficiency. Effectiveness is the answer that will bring about success in the long run, whilst efficiency may assist in the exploitation of all available resources in the most efficient way. So, in order to fulfil their full potential, organisations need to be both effective and efficient. This will allow them to realise their full potential as an organisation.

Organisational Vs Managerial Effectiveness:

There are occasions when the terms "organisational effectiveness" and "managerial effectiveness" are used interchangeably to describe the same thing. The accomplishment of goals via the strategic use of available material, monetary, and human resources is directly tied to the success of an organisation. When referring to management, "managerial effectiveness" refers to the efficiency with which managerial staff achieves intended results in the context of the actualization of goals. As a result, it is associated with individuals rather than the organization's structure, technology, or environment. In its most basic sense, it refers to the actions that managers do in guiding the efforts that workers put out in the achievement of organisational goals. Hence, managerial effectiveness is achieved when a manager adopts an acceptable management style and behaves in a manner that is intended to persuade subordinates to accomplish the objectives.

REVIEW OF LITERATURE

Pangarkar, Smita (2022) This work is focused on India and lays the theoretical and conceptual groundwork for future studies in the field of human resources, despite the fact that human resource development is a worldwide phenomenon and that every industry is working to enhance and integrate its human resources with cutting-edge technologies, policies, employee welfare schemes, training and placements, etc.

Angel Losada-Vazquez (2022) Companies in the economy need to be aligned with social improvement challenges not only to promote sustainable innovation but also because knowledge workers need to feel that their work is meaningful in both organisational and social terms. This is because knowledge workers need to feel that their work is meaningful in both organisational and social terms. Because of this, the goal of an organisation might potentially play a strategic role, and as a result, it becomes the responsibility of senior management. In addition, the organisational purpose, which is an element of the identity of the social enterprise, needs to be constructed as a

82

result of a new kind of leadership performance that is concentrated on learning processes and is driven by the individual and organisational communication capabilities of the business.

Ismael, Nechirwan & Othman, Baban & Gardi (2021) The study's goal is to examine the possible nexus between organisational effectiveness and training and development. A questionnaire was prepared to collect the information for the study. To get to the bottom of the topic at hand, we used a qualitative research approach that dug deeper into the topic at hand than would have been possible with a quantitative approach, such as a questionnaire. The first part of the questionnaire sought personal information, while the second provided insight into the following: (training, development, and organisation effectiveness).

Pfutzenreuter, Thais & Pinheiro de Lima (2021) This article explores the implementation of self-management teams and the implications that implementation has on performance. This analysis was guided by a case study of team development carried out at a Brazilian cosmetics firm that was utilised as a reference. Originality Coherent relationship between the theory and practise of team development, exploration of the sociotechnical approach, and identification of the most effective empowering approaches. Boxplot analysis is carried out across the phases of team building, and One-way Variance Analysis is also carried out in order to test for variations in average performance throughout the transitions between stages.

Chawla, Chanchal & Jain, Vipin (2021) Collaboration may be defined as working together with other members of the association towards the common goal of achieving the goals that have been set for the organisation. Collaboration is of the utmost importance in an organisation for the purpose of lessening the residual weight and, all things considered, carrying out all of the tasks of the organisation in an effective manner. In a hurry that has been going on for quite some time, it might be to the association's advantage to support on the lookout and to get the most out of the relatively large number of assets in the association. This analysis focuses on how the collaboration may have an effect not only on the overall status of the association but also on how the participants can have a good influence not only on the association but also on the representatives.

INDICATORS OF ORGANISATIONAL EFFECTIVENESS

An in-depth investigation of the several strategies described in the previous paragraph reveals that the efficiency of organisations may be broken down into multiple dimensions. The following is a list of some of the indications that are used to evaluate how successful something is:

1. Overall effectiveness
2. Quality
3. Productivity
4. Readiness
5. Efficiency
6. Profit or return
7. Growth
8. Utilization of environment

9. Stability
10. Turnover and retention
11. Absenteeism
12. Accidents
13. Morale
14. Motivation
15. Satisfaction
16. Internalization of goals
17. Innovation
18. Conflict- cohesion
19. Flexibility and adaptability
20. Evaluation by external entities
21. Organisational climate and culture
22. Quality of working life
23. Corporate social responsibility
24. Creativity
25. Ethics and value
26. Customer relation management

FACTORS INFLUENCING ORGANISATIONAL EFFECTIVENESS

The efficacy of an organisation may be measured in several ways. There are a number of different elements that might play a role in determining whether or not an organisation will be productive. Although some of the characteristics may be measured quantitatively, others can only be evaluated qualitatively. The extent to which an organisation is able to exert control over a factor determines whether that element belongs in the category of internal or external variables. Internal elements, such as human resources, management, and organisation, are amenable to substantial change as a result of the activities of the management. The majority of the external elements cannot be changed in an acceptable manner to improve the efficiency of the organisation since they are not within its control. Environmental elements are what we mean when we talk about external variables. The acronym PETLEGS, which stands for political, economic, technical, legal, ecological, governmental, and social and cultural elements, is a useful way to keep all of these things in mind. The organization's human resources are one of its most important assets. Their efficiency is affected by a variety of factors, including goal congruence, role clarity, interpersonal conflicts, interpersonal relationships, psychological commitment, motivation, satisfaction, knowledge management, and so on. If employees do not get along with one another, there will be a breakdown in communication as well as interpersonal trust and confidence. This may cause the personnel to behave in an emotionally disruptive manner. The loss of emotional intelligence might eventually lead to the deterioration of the internal working circumstances, which will have a negative impact on the effectiveness of the organisation. The purpose of this study is to investigate the many aspects connected to the evaluation of human resources as a measurement for determining the efficiency of the organisation that has been chosen by means of the distribution of questionnaires.

Organizational performance may also be affected by factors such as variations in social obligations, inequalities in the integration of the demands of workers, and corrupt management practises that lead to the abuse of money. The current study takes into account a variety of aspects, one of which is disparities in the incorporation of the requirements of staff members in order to assess the efficiency of an organisation.

MANAGEMENT PRACTICES

The Influence of Indian National Culture on Organisations

The collective programming of a group of individuals at the national level who share experiences such as political and educational systems is one definition of what is referred to as national culture. According to Neelankavil, Mathur, and Zhang (2000), successful cross-cultural management is significantly impacted by an individual's capacity to comprehend variances in values as well as dimensions of values. Comparisons of the many aspects of national cultures should be able to aid managers in evaluating the dangers associated with adopting a "one size fits all" strategy for the management of global human resources at the fundamental level. And further, such comparisons may be beneficial in understanding how to encourage workers in various nations, as well as for tracking prospective changes and adjusting accordingly.

Management Practices in India

This alignment can be thought of as a "national culture." According to their research, the implications for managers of multinational corporations include that in order to obtain high-performance results, adaptability to the cultural characteristics of the local area is required. Business initiatives that are developed at the headquarters and then marketed globally face the danger of clashing with country cultures that are not receptive to such ideas. In reaction to economic liberalisation and the increased integration of businesses throughout the world, management techniques in India are experiencing a considerable transition. It seems that the reaction to these factors is going to vary depending on the kind of organisation, the particular sector of the business, and the location. Yet, according to the research conducted by Gopalan and Stahl, it was discovered that "loyalty" is not only an essential part of Indian culture but also a management value that can be maintained in workplaces even when there is an influence from a globalised world. because it (loyalty) helps to preserve and cultivate an atmosphere of trust, which is essential in order to establish productive commercial connections.

The majority of management techniques used in India are derived from those used in Western countries. The modern Indian manager, who typically had their education in the West or was instructed in western management literature, strives to manage and administrate the Indian industrial structure in accordance with western ideas. According to the perspectives presented by B.R. Virmani in the book titled "The Challenges of Indian Management" in Indian Context, in order to bring about a change, it is essential that the dynamics of the Indian environment, which includes familial culture, is not completely separated from the organisation holding purely by the dictates of alien management principles. This is important in order to bring about a change. The

management of India has to shift its focus from short-term profitability to the establishment of long-term institutions. If the personality of the leader dominates the institution as it does at the moment, it should be the leader's obligation to establish traditions and practises that are beneficial to the long-term growth of the organisation. Planning one's career receives a relatively low priority. This will only result in unhappiness in the long run. Employees are entitled to begin participating in an organised career planning process as soon as they join an organisation. The socio-cultural milieu in India is one of a kind; its uniqueness contribute to the formation of the personalities of those who practise management and have an impact on management practises. One of the most notable aspects of management in Indian companies is the focus placed on the individual qualities of the company's most senior executive. Another distinguishing characteristic of Indian management is what is known as the "familial feeling," which refers to the way in which superiors and coworkers take on a parental attitude towards their subordinates. This fosters a feeling of safety and belongingness in the workforce by creating an environment in which employees perceive themselves to be part of a family.

HIGH PERFORMANCE WORK PRACTICES (HPWPS) AND HIGH PERFORMANCE ORGANISATION

High performance work organisations (HIPOs) include in developing flexible, high performing, learning organisations, which is the key to getting a competitive edge in a world that won't stand still, according to research and studies conducted by experts (William Pasmore, Creating strategic change: Designing the Flexible, High performing work organization, 1994). The following five aspects of HIPOs are significantly reflected in the research that has been done so far:

- Self-Managing work teams
- Employee Involvement/Participation/Empowerment
- Total Quality Management
- Integrated production technologies
- The learning organisation

Ashton and Sung (2002) proposed that in order for high-performance work organisations (HIPOs) to be effective, they need to focus on the following four primary areas:

- When designing jobs, employers should make use of all of the employees' intellectual and practical talents in self-managed teams and in the process of decision making.
- In order for workers to have an understanding of the business environment, it is necessary to distribute knowledge via various means such as meetings and briefings.
- Workers are entitled to learning opportunities, which might take the form of training, mentorship, coaching, performance reviews, and practise sessions.
- Workers should get monetary compensation, opportunities for professional development, and acknowledgement from their management and other employees.

Table 1: A compilation of High-Performance Working Practices

Company vision	Company structure	Culture	Learning activity
Differentiation	Flatter	Performance aligned to organisational objectives	Competence definition development
Customization	Non- hierarchical	Commitment to direction taken by organization	Team working
World class	Devolved making decision	Enthusiasm for change	Self-management
Benchmarking	Self-management	Quality recruitment and selection	Multi-skilling
People contribution	Team capabilities	Rewarding performance	Work based learning
Creativity and innovation	Project based	Trust	Job rotation
Problem solving capacity	High trust	Harmonization	Project working
Empowerment	High communication and involvement	Engagement community With local	Information sharing

CONCLUSION

It is concluded that the businesses and organisations that were analysed for this research follow a pattern of adopting standard management procedures in order to put HPWPs into effect in their respective organisations. This demonstrates that since organisations are working in the Indian setting, they are impacted by the culture of the country or economy, and this may be the reason why they adopt comparable management methods in order to put the HPWPs into effect. This is an encouraging finding since it indicates that the management style would not be influenced to adopt HPWPs even when there are differences in the characteristics of the industry or the company strategy. This conclusion acts as a key input for employees working in different sectors to understand that their jobs or approach to their jobs may be different, but that there is currently an improvement in management thoughts to move away from bureaucratic or autocratic style and towards more adaptive style in order to maintain their employees.

REFERENCES

[1]. Pangarkar, Smita. (2022). "Role of Human Resource Management in Organizational Growth and Development: An Empirical Evidences from India". *SSRN Electronic Journal*. 10.2139/ssrn.4092790.

[2]. Angel Losada-Vazquez (2022). Organizational Learning at Purpose-Driven Enterprise: Action–Research Model for Leadership Improvement. *Sustainability*. 14. 1301. 10.3390/su14031301.

[3]. Ismael, Nechirwan & Othman, Baban & Gardi, Bayar & A.hamza, Pshdar & Sorguli, Sarhang & Aziz, Hassan & Ahmed, Shahla & Sabir, Bawan & Ali, Bayad & Anwar, Kofand. (2021). The Role of Training and Development on Organizational effectiveness. *International Journal of Engineering, Business and Management*. 5. 10.22161/ijebm.5.3.3.

[4]. Pfutzenreuter, Thais & Pinheiro de Lima, Edson & Frega, José. (2021). High performance teams: an investigation of the effect on self-management towards performance. *Production*. 31. 10.1590/0103-6513.20210053.

[5]. Chawla, Chanchal & Jain, Vipin. (2021). Teamwork on Employee Performance and Organization Growth. *Journal of Contemporary Issues in Business and Government*. 27. 705-709. 10.47750/cibg.2021.27.03.097.

[6]. Waal, André. (2021). The high performance organization: proposed definition and measurement of its performance. *Measuring Business Excellence*. ahead-of-print. 10.1108/MBE-04-2020-0064.

[7]. Bicer, Can. (2021). *Organizational Change And Development*.

[8]. Salihovic, Kristijan. (2021). *Team coaching in the workplace. A literature review on team coaching and solving performance deficiency in the workplace*. 10.13140/RG.2.2.23925.91366.

[9]. Anoke, Amechi. (2021). *Effect Of Employee Development*. 10.15413/jbem.2020.0135.

[10]. Mehek, Afreen & Baker, Syed. (2020). *Team Management: Effective Tool*. 2582-5208.

[11]. Masanja, Ndalahwa & Chambi, Witness. (2020). The Effects Of Team Building Process On Organizational Performance: A Case Of Northern Tanzania Union Conference *Contemporary Journal of Education and Business* (CJEB). 1. 25-42.

[12]. Prasad, Prabhu. (2020). *Team Management: Crucial Role For Growth Of Organization*. 7.