

## **CHAPTER - VII**

### **SUGGESTIONS AND ACTION PLAN**

In this chapter, the researcher would like to give suggestions on the basis of the present study and observations which may help organizations to achieve 'health' and effectiveness, create a feeling of Job Satisfaction amongst employees and in turn enhance their commitment towards the organization.

**An organization is like a tree...  
A healthy tree bears a healthy fruit.  
Peter Drucker**

The word 'health' stems from the Indo-European root word 'Kailo' meaning whole, intact and uninjured. A holistic and healthy organizational perspective thus includes:

- ❖ Relationships within the organization.
- ❖ Relationships between the organization and the larger community.
- ❖ Organizational parts, projects, products, processes, culture and climate.

The concept of 'Organizational Health' provides a useful way to examine the current organizational situation and serves as a metaphorical lens to improve our vision. It brings the fuzzy into focus and helps reveal aspects that are normally obscured or overshadowed by daily routines and crisis, uncovering opportunities for improvement.

While creating a healthy organization is not currently on the "urgent" agenda, many organizations find it a way to approach problems and solutions in a holistic and a creative manner.

Organizational Health is a serious issue. With terms like "stress-related-illness" and "burnout" becoming household words, organizations are

increasingly looking for ways to keep their workforce happy, healthy and productive.

However, organizations have to start to realize that all of this suffering is killing its health and well-being. Not only that, but they are finding that its actually counter-productive to the bottom-line results so sought after in this time of change and downsizing. What organizations need to do is to look at what characteristics it should possess that would make it healthy in the true sense of the term. In a healthy organization:

- ❖ Objectives are widely shared by the members and there is a strong and consistent flow of energy towards those objectives.
- ❖ People feel free to signal their awareness of difficulties because they expect the problems to be dealt with and they are optimistic that they can be solved. (Relatively higher percentage of respondents of Engineering sector have perceived 'Insensitivity to Problems' at a 'high' level.)
- ❖ Problem-solving is highly pragmatic. In attacking problems, people work informally and are not preoccupied with status, territory, or second-guessing "what higher management will think." The boss is frequently challenged. A great deal of nonconforming behaviour is tolerated.
- ❖ The points of decision-making are determined by such factors as ability, sense of responsibility, availability of information, work load, timing and requirements for professional and management development. Organizational level as such is not considered a factor. (Relatively higher percentage of respondents from Chemical / Pharmaceutical sector have experienced 'Decision Paralysis' at a 'high' level.)
- ❖ There is a noticeable sense of team play in planning, in performance and in discipline – in short, a sharing of responsibility.
- ❖ The judgment of people lower down in the organization is respected.
- ❖ Collaboration is freely entered into. People readily request the help of others and are willing to give in turn. Ways of helping one another are highly developed. Individuals and groups compete with one another, but they do so fairly and in the direction of a shared goal.
- ❖ When there is a crisis, the people quickly band together in work until the crisis departs.

- ❖ Conflicts are considered important to decision-making and personal growth. They are dealt with effectively, in the open, people say what they want and expect others to do the same.
- ❖ There is a great deal of on-the-job learning based on a willingness to give and seek advice. People see themselves and others as capable of significant personal development and growth
- ❖ Relationships are honest. People do care about one another and do not feel alone.
- ❖ Leadership is flexible, shifting in style and person to suit the situation.
- ❖ There is a high degree to trust among people and a sense of freedom and mutual responsibility. People generally know what is important to the organization and what isn't. (Presence of 'Organizational Paranoia' is perceived relatively by higher percentage of respondents of Chemical / Pharmaceutical industries followed by Engineering industries.)
- ❖ Risk is accepted as a condition of growth and change.
- ❖ Poor performance is confronted and a joint resolution is sought.
- ❖ Organization structure, procedures and policies are fashioned to help people get the job done and to protect the long-term health of the organization, not to give each bureaucrat his due. They are also readily changed.
- ❖ The organization itself adapts swiftly to opportunities or other changes in its marketplace because every pair of eyes is watching and every head is anticipating the future. (Relatively higher percentage of respondents of Engineering sector have experienced 'Insufficient Interaction with Environment' at a 'high' level.)
- ❖ Healthy organizations embrace change as a natural and continuous process and exhibit a fluid response to change. They are characterized by a climate of learning, curiosity, a sense of community and shared meaning, utilization of collective intelligence and strong, trusting relationships and empathically honest communication.

## ACTION PLAN

Every organization has certain beliefs with respect to Vision, Organization, Work, Teamwork, Customers, Employees and Private Life; Nandkarni (2003) and others have also mentioned about this in their book on 'The Joyful Organization'. Here the researcher has described these beliefs which exist in the organization and suggests certain actions which the organization should adapt in order to become a "healthy" organization.

DESCRIPTION	BELIEF	ACTION
Vision	Develop a vision which is strategic enough to address direction and pinpoints the most important objectives to reach.	In different forums which exist in the organization, members from all levels should discuss the vision, building their ideas into it.
Organization	Organizations have to thrive continuously to operate in the most efficient way possible with the optimum use of resources.	Organizations should continuously monitor its processes and re-evaluate it. People should be trained and empowered to improve the efficiency of operations within their reach.
Work	Work is a natural part of life. Work should be enjoyable.	Working conditions should be designed in such a manner that they minimize difficulties. More interesting and challenging work should be provided.
Teamwork	People can achieve more, provided they work in teams. Organizational learning can also flourish where people are working in teams.	Work should be organized in teams. Training should be provided to ensure the efficiency of teamwork, delegation and empowerment.

Customers	Customers are partners. Organization should understand their needs and should do their best to provide the best quality at the lowest possible price.	Organization should keep close contact and frequent interactions with the customers using many forums. Moreover, it should actively utilize customer's knowledge and input in all activities of the organization from product design to distribution.
Employees	People are assets to the organization. Employees have their own objective of Personal Growth, which should be encouraged and facilitated as much as possible.	Various training programmes on topics related to Personal Growth and Development should be organized at regular intervals for all employees.
Private Life	People are first of all human beings. Besides work, they have other roles as well. A balance is important between professional and private life.	People should be encouraged to use their vacation times and work only during working hours. Moreover, family members should be invited to events to spend time together in organizational surroundings.

Apart from this, 'Well-being' of employees should be regularly assessed. Sum of employees' well-being further leads to organizational well-being. The researcher has presented the areas like Work Pressures, Job Satisfaction, Trust, Relationship and Attitude to assess the 'well-being' of employees.

**Work Pressures:**

Work Pressures include whether the compensation received is adequate or not, employees due to their work feel liked and valued by people at work, home and community at large. The resources to perform a particular job are adequate and whether they participate in decision-making pertaining to their work areas.

**Job Satisfaction:**

It includes the satisfaction that the employee derives from his or her job in terms of job security, time management, flexibility at work and the relationship with various groups and sub-groups in the organization.

**Trust:**

It refers to trust amongst the employees, interdepartmental and intradepartmental trust, and also intra-organizational trust. Whether the employee respects his or her colleagues.

**Relationship:**

It means whether there is honesty in all relations, employee socializes easily and can tell people that he / she cares about them

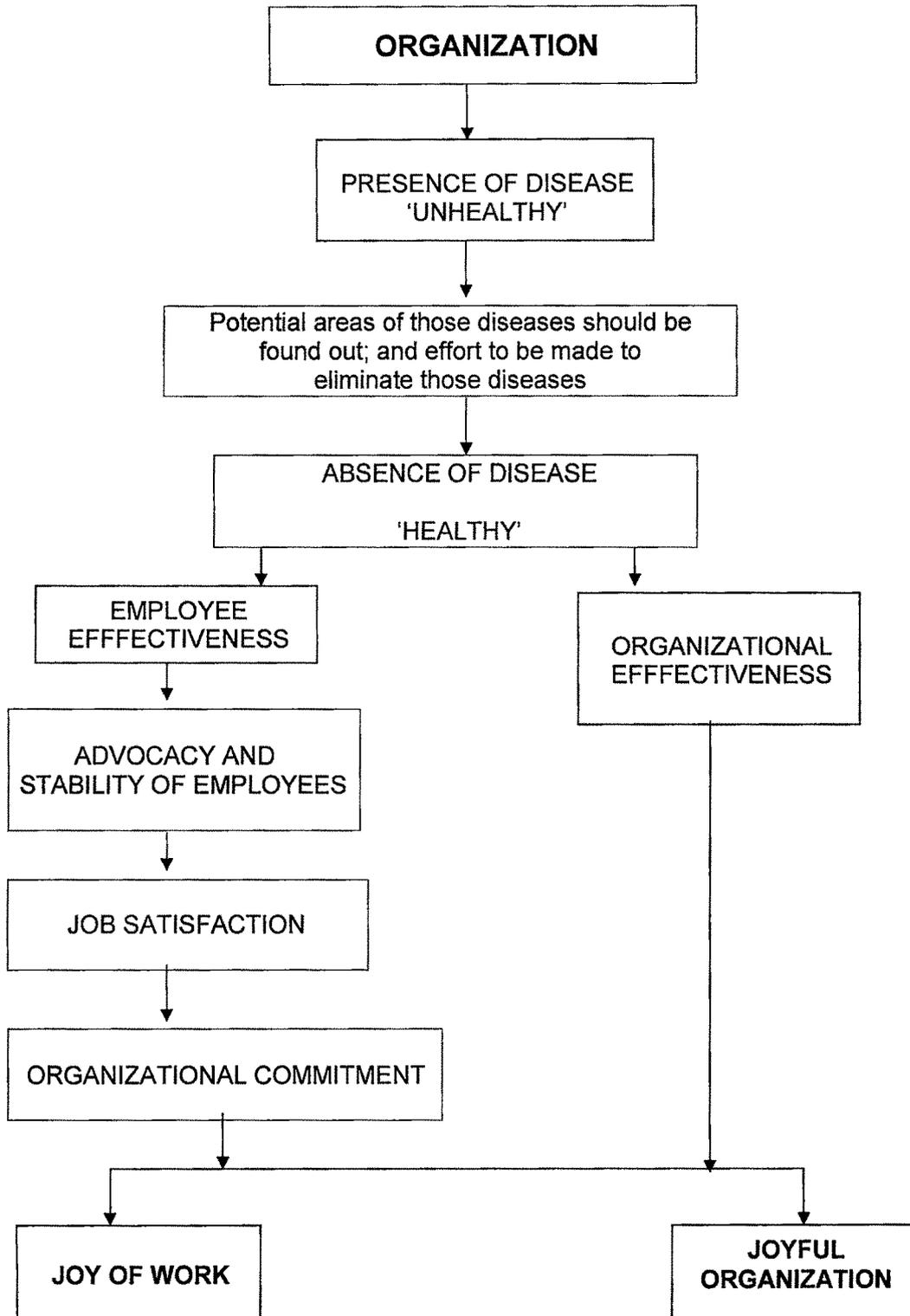
**Attitude:**

Employee is not disheartened on receiving criticisms and believes that a person should try to do one's best.

Based on the above assessment, intervention strategies could be worked out.

## MODEL OF ORGANIZATIONAL HEALTH

The researcher has worked out the model of 'Organizational Health' which is depicted below:



The presence of any of the 21 organizational diseases makes an organization 'unhealthy'. Efforts should be made to eliminate the organizational diseases. Right kind of leadership and training programmes for employee development and motivation can help eliminate the diseases. An organization can then move on the path of being 'healthy'. In a 'healthy' organization; effectiveness would be achieved and goals would be realized. Employees would advocate others to join their organization. Unless it is must; employees would not leave the organization. At the same time employees would achieve Job Satisfaction and Organizational Commitment would be fostered. It is this organization where employees experience 'Joy' from work and in turn the organization becomes a 'Joyful Organization'.