

How to Convert an Organization Into a Compelling Place to Work for the increase of Productivity and Profitability

Asma Zahoor, Shagufta Ijaz, Tabinda Muzammil
Army Public College of Management and Sciences (APCOMS), UET Taxila, Rawalpindi, Pakistan
E-mail: asmazahoorminhas@yahoo.com; shagufta.ijaz@ymail.com; tabinda_muzammil@hotmail.com

Abstract

Since the past few decades the workplace has been able to attract the attention of major practitioners, researchers, and managers. A convincing and compelling workplace has a strong influence not only on employee satisfaction and motivation but also on business operations, productivity and profitability as well. Due to intense competition many organizations try to provide more effective workplace environment to their employees as it is considered as a critical factor that influences the employee's productivity required for the success of any business. Therefore, the present qualitative research is intended to identify the factors and different elements of these factors, which are responsible for creating the business environment a compelling workplace to get more productivity and profitability. There is a model of compelling workplace in which seven factors and their elements are given. These factors are strategic quality planning, technology adaptation, quality of life at work, human resource development, employee empowerment, reward system and organizational culture. The research paper concludes with a discussion of the implications of this model for research and practice in organizations.

Keywords: Organization, Compelling workplace, strategic quality planning, technology adaptation, quality of life at work, human resource development, employee empowerment, reward system and organizational culture.

Introduction

As the immense competition is being faced by today's businesses, so this competition is pressurizing the organizations to achieve excellence. However, this excellence can only be achieved by focusing on employee's involvement at work place. There are many Factors related to working environment which play an important role towards the employee's performance and helps to create it a compelling workplace to work (Chandrasekar, 2001). The workplace environment leads either towards positive and negative outcomes. There is an assumption that better workplace make sure the comfortable and healthy working environment of the organization which motivate employees to give better results by their performance.

Background

Since the industrial revolution comes, the organizations started focusing on maximum profitability with minimum cost. For this purpose all over the world, both service and manufacturing industries developed management practices and organized their work on scientific basis which results in standardization of process. They divide labor force on the base of specialized tasks. Mechanization and Automation is introduced. This results in more standardized workplace (Dul & and Ceylan, 2011). Moreover physical environment, pay and benefits, health and safety measure were also considered by many organization for creating more comfortable workplace (Estelle, 2004). All these initiatives were carried out to ensure an organization as a more comfortable place to work.

Researchers have gained considerable interest in workplace environment over the last decade. Because they want to explore that what are the factors which helps to create an effective working environment in the organization. This qualitative research study also identified the important factors which contribute in converting an organization into a compelling place to work. These factors include Organizational Strategic Quality Planning, Technology Adaptation, Quality of Life at Work in Organization, Human Resource Development, Employee Empowerment, Reward System and Organizational Culture.

Problem Statement:

Keeping the above dimensions in the researchers view and intend to carry out a study that investigates the main factors contributing to find out that

“How to convert an organization into a compelling place to work for the increase of productivity and profitability?”

Significance of the study:

Creating a comfortable workplace for employees is very important for all the organizations. As work environment plays a significant role in enhancing the employee's performance and subsequently enhancing the performance of an organization in terms of productivity and profitability. Employee motivation level, their involvement, engagement and commitment to achieve their goals is determined by the quality of working environment in an organization. Effective working environment is helpful in generating new talent and skills. In

previous some years, because of more competitive environment, it has taken to the pace of its worth. This qualitative research study identified the other important factors which contribute in converting an organization into a compelling place to work.

Objectives of the Study:

This research study aims to develop and propose a model encompassing all necessary factors contributing to making the work place, a compelling place to work.

Literature Review

An Organization should have a compelling place to work for achieving desire outcomes like productivity and profitability. Organizations aim is to motivate the employees by increasing their satisfaction, and by providing them an effective workplace system. Compelling place to work includes management commitment, pays, benefits, employee learning and overall working condition of organization (Bergstom & Anderson, 2001).

Many researchers emphasize the importance of effective workplace. Organizations from many years focused on developing an effective and efficient management process at workplace to improve employee involvement and productivity (Williams et al. 1985). At workplace, any disturbance such as noise, causes discomfort and decreases employee productivity (Hedge, 1986). Different strategies like machine design, job design, environment design and facilities design have a good affect in creating compelling workplace (Burri & Halander, 1991). Brill (1992) founded that employee behavior is affected by an organization's physical design which directly affects his/her productivity. Effective work environment helps in generating new and useful ideas (Woodman, Sawyer & Griffin, 1993).

Workplace equipped with technology, computers, machinery, general furniture and furnishings achieved desire productivity level and facilitate interaction, discipline, privacy, functionality, formality and informality (Statt, 1994). Moreover an impressive leadership style, well designed work process and over all workplace culture increases employee moral (Leigh, 1997) and develop positive attitude and improve performance (Milliman et al., 1999).

The organization workplace refers to its culture guided by vision, mission, business ethics, leadership and different practices that recognizes the employee's contribution and helps in promoting their professional development and wellbeing (Mitroff and Denton, 1999; Guillory, 2000). Ashmos and Duchon (2000) stated that "a workplace in which employees feel valued and supported and where they have an opportunity to grow in their careers and see themselves as part of a trusting community, would be a workplace which spirituality thrives" (p. 137).

In 21st century, businesses started environmental management strategy to enhanced employee performance and business productivity (Govindarajulu, 2004). In last decade, the workplace environment has changed and the work processes becomes more flexible with the invasion of information technology (Hasun & Makhbul, 2005) also the safety measures at workplace increases employee commitment (Gyekye, 2006). Therefore, organizations key concern is to create an effective working environment that engages the minds and hearts of their employees and they perform well (Pfeffer 2010) for achieving organizations goals (Amir, 2010). According to Sekar (2011) employee and firm's productivity can be maximized by focusing on two major's aspects that are employee personal motivation and the workplace infrastructure.

There are few studies which examines the factors responsible for converting an organization as a compelling place to work. The employee customer profit chain model at sears explains that attitude about the job and attitude about the company determine employee behavior and consequently their retention in organization and all these factors are responsible for creating a compelling place to work (Rucci, kirm & Quinn, 1998). Based on this model, this qualitative research study was conducted, and seven factors for compelling place to work were identified. These factors include Organizational Strategic Quality Planning, Technology Adaptation, Quality of Life at Work, Human Resource Development, Employee Empowerment, Reward System and Organizational Culture. These factors are responsible for creating an effective workplace which ensue employee engagement, motivation, commitment, performance and productivity and helpful in develop a positive attitude among them.

Research Methodology

An intensive and extensive literature survey was carried out for the development of updated theoretical perspective.

take quality initiatives for the employees by taking the benchmarks as their goals.

Technology Adaptation:

Latest Technology adaptation is also one factor which helps the workers to complete their work or task effectively and timely. It improves the work process and also give a standardize work, by the use of latest technology and ultimately the productivity of an organization increases.

Quality of Life at Workplace:

As this research is explaining that how the workplace can be created as a compelling place to work, for that there should be a quality life at workplace. For ensuring the quality life at workplace, first of all the employees should be secure, employee can be secure in different ways, first of all there should be a job security, then there should be a career opportunities within the organization which can help an employee to grow within the organization, this will leads to the career satisfaction.

The work schedule or the work process should be balance that can be comfortable for the employee to complete their tasks. There should not be a job stress, which ultimately affect the productivity of an employee and there should also be fairness in the evaluation process of an employee work, which definitely motivate the employee and make the work place compelling for him.

The physical safety of employees should also be ensured by giving them a comfortable work environment, by providing them all the facilities which are characterized by technology, machinery and computers as well as general furniture and furnishing.

Human Resource Development:

To making any workplace more compelling, the Human resource should be developed. There are different ways to develop the intellectual capital of an organization. Training should be given to develop the skills of the workers, counseling and coaching can also be arrange by the management to improve the areas where the employees are less efficient .Mentoring is an another way, with the help of which we can train a new employee with the company of senior employee. Job rotation is another method which can help the employee to learn new skills on the work place.

All these strategies, that , where we should put the employee for learning and polishing the skills to improving their productivity ,comes under the retention management, and it helps in the development of the employee.

Employ Empowerment:

If the employee is empowered in different means like in decision making, this can also boost their motivation, which can help employee retention and make the work environment more suitable and comfortable for the employees. Employees can be involved in planning process. Feedback regarding different aspects of the workplace can be asked by the employee which can help in further decision making .Employee empowerment will increase the job satisfaction in employees and it also helps to increase the employee loyalty.

Reward system:

Reward system is one of the major variable which can ensure the employee retention in organization. In reward system there are different factors, like pay, Benefits, incentives, Bonuses etc. There should also be recognition of employee work by their managers which should also be converted in to their promotions when the time comes.

Organizational Culture:

Organizational culture is another variable that affect the work place environment and can make it a compelling place to work .There are different factors those are affecting the organizational culture. Leadership style is the factor which directly affects the organizational culture, as manger with good leading quality will help to make the workplace more compelling to work, after this supporting co-workers, are also another factor which helps an employee to stay in job for longer. The management should, valuing the workers skills because this will definitely help in their motivation to work.

The managers should communicate with the workers so that they can share their problems and progress regarding their work which will help both managers and employees to work in a good environment on workplace, there should be the gender stereotyping freedom and there should not be any discrimination on the basis of gender. And all the men and women should evaluate on the base of their skills and capabilities. In an organization the employees should work as a team or group which will help them to complete their tasks easily and effectively.

Conclusion

. A compelling workplace brings benefits for all size of organizations. An organizational environment should be like, where all employees are treated with equality, respect and dignity, where employee's skills and talents are valued. So the employees would be more committed and motivated and this will improve their performance, productivity and profitability. Creating good working environment should be an integral part of the strategic quality planning of any organizations. As it is not only good for their employees, but also have a great impact on their reputation and definitely on productivity.

Recommendations:

This qualitative research study provides organizations with a set of organizational workplace which may ensue and promote working environment. It is importance for organization to focus on these factors for improving employee and organizational productivity and profitability. Future research may also be needed to explore more significant factors responsible for ensuring the effective working environment.

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