
Promoting Employees Sustenance for Sustainable Organizational Excellence**Amar Nath****Asstt. Professor, L.N.Mishra College of Business Management, Muzaffarpur****Introduction:**

In the contemporary business world, the competition is inevitable. That is why, yesterday's best organisation s is disappearing from today's list of the best. Gone are the days when excellent organisations used to have a life-span of excellence for a long period. The competitiveness among the organisation has made their sustenance difficult on the top. It compels these ambitious organisation for downsizing , merger and acquisition. All such events have adverse impact on organizational productivity and culture. These organisation focus on every aspect of business for planned performance and sustainability through the optimum use of human resource. Hence, it calls for transforming traditional approach of human resource management to the ethical approach.

Organisational Excellence and People

Organisational excellence is the combination of people, system, product and marketing. Out of these, the people excellence is most important . It has direct bearing on the other component. It is the human resource which translate the written policies of the companies into course of action. Therefore, it is well documented in the success stories of world class organisation that "People make difference, not the technology". Such description advocates for focus on competence building of employees. Peter Drueker has rightly observed that to make the organisation excellent we need to change the organisation from "flow of things" to "ranks" and "powers" to " understanding and responsibilities".

Through the use of technology, the product and service quality can be improved but not the organisational excellence. The evolving nature of companies on account of globalization and enormous changes sought for the maintenance of organisational wellness. The circumstances allow to flourish the constricted relationship and consequently the ego issues, agitation and protest phenomena. It reduces the reciprocity of employees towards organizational goals. Therefore, the observatory remarks fall as to enact in balanced manner for both the quality product as well as the quality work-life for employees. The high level management and managerial hierarchy defines, directs and demonstrate organisational capabilities. It may be in the distinct manner in different organisation.

A common practice of value-driven goal-setting has been identified as one of the character of excellent organisation. Therefore the managers of organisation should rethink about dealing with diversified workforce bearing different attitude and values. It will be effective to develop sensitivity towards organisational goals and sustenance of organizational excellence. It will further improve employee's sustenance.

Improving Employee's Sustenance : An Ethical Approach

While striving for organisational excellence, it is essential to have ethical approach towards improving employee's sustenance. Several CEO's has expressed their views as it is the worth to focus on qualitative people rather than quantitative strategies. So it is required to develop Morality, Employability and Adaptability among employees to sustain in competitive business environment.

Morality

It refers to individual values, attitude and belief. It shows the psychological behaviour of an individual which governs his/her physical and social interaction. To inculcate good moral values, it is suggested to conduct audit activities for ethics at organisation level. It facilitates the following benefits:-

- a) Shows the psychological preparedness of employees towards organizational policies.
- b) Helps in determining the standard of organisational development programme.
- c) Measuring the level of deviation in expected result after use of motivational tools.
- d) Highlight the required changes in organisational structure and managerial attitude.

Adaptability

Adaptability of employees enables them to fit within the existing work environment different from their past. It also make them capable to manage changes and being responsive. Since the organisation differs in their culture, so, the strategic consideration in selecting employees to look at their past experience. The experienced employee hesitate to adapt and bargain to accommodate in new working environment. In lack of adaptability they become frustrated also.

Employability

On account of globalization, competition and increased automation, a number of challenges have emerged before the organisation. Therefore it prefers those individuals who have broader range of competencies. The hiring of services from outside the organisation is the affair of business planning. But from ethical viewpoint, an in-house programme should be arranged periodically to develop employability skills for existing employees.

Employability refers to a person's capability for gaining and maintaining employment . It consists of the following qualities :-

- a) Self-reliance skill
- b) Social skill
- c) General skill
- d) Special skill

The learning of such skill and its development depend upon knowledge, attitude and the environment.

It is a gainful activity in making employees flexible, problem-solver, optimal user of asset and decision-maker.

Conclusion

The competitive business environment make organisation more prone to risk and uncertainty. The reason may be market dynamics, high operating cost and unpredictable productivity of resources employed . It is the noble human resource which somehow enables the organisation to realize their dream. Therefore, it is the high-time to exercise the ethical and skill based practices for their satisfaction, development and sustenance to make and maintain organizational excellence.

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