

# Values That Build and Bind Organizations to be Successful at Market Place

Sanjeev Kumar Mathur and Sunil Kumar Gupta

**Abstract**—The business magnates across globe have been expanding their businesses through forward and/or backward integration or by expanding into unrelated areas where there is a huge demand for the product(s) and/ or services. Most of the successful organizations have a well defined set of values that help them to achieve what they have aspired to, through its application, irrespective of number of business units. In other words, values are unchanging in spite of large number of business establishments. A well thought out set of values gives surety to carry out business with absolute employee satisfaction. In this write up, we have tried to evaluate values of successful organizations.

**Index Terms**—Business, Forward & Backward Integration, Values, Employee Satisfaction

## I. INTRODUCTION

Values are the beliefs of an organization that are being spelt out with total clarity for employees to apprehend and practice. Values give shape and dimensions to business organizations and control behavior of employees. It will be apt to say that finding right job and right company are two different aspects for professionals. While finding a right job, professionals attempt to relate their academic credentials and experience to match up with the position that dwells upon the job responsibilities [1]-[4].

The quest for right job culminates with achieving synergy between the two things. However, finding right company calls for a blending between the organizational values and individual's values to experience synergistic effect. Conversely, one comes to know about the compatibility only after joining the organization. If there is a mismatch between the values of the two, then they instantly fall apart. Under such circumstances, continuance of relationship becomes painful and it is a great deal of loss to the organization in terms of time, efforts and money. It is a general belief that people who stick to an organization for years are the ambassador of that organization's values. The reason: they embrace and practice religiously those values which make it a robust and successful organization [5-12].

It is not difficult for other institutions to understand whether or not such individuals, if absorbed in to the system, would be a vital mechanism. Most organizations follow simple and easy to understand values to make their systems strong and foolproof [13-16]. Let us unleash them one after another to weave an understanding:

## II. ACCEPT PEOPLE AS THEY ARE

We know for sure that no two individuals are alike. They differ in terms of their personality traits. This may be attributed to variants pertaining to different region, religion, caste, upbringing etc. Countries like India and China are classical example of diverse nations. Emergence of globalization has also led to frequent movements of professionals from one to another company as well as country. All that is needed to bind wide ranging professionals in a system is to accept them as they are, without any contemplation of their nationality, color, religion and type of upbringing. This hastens up the progress of organizations. The success of Indian Premier League (IPL) tournament in India is a fantastic example of this value. Professional cricketers from all over the world participate in this tournament losing their national identity and joining hands together under one banner to compete with other teams.

## III. WORK ON STRENGTHS OF PEOPLE

Organizations identify and accept that every individual who is associated, with the system is a bundle of certain positives and negatives. One of the core values of organizations is to stay focused on the strengths of the individuals and march forward towards the attainment of goals. Here, the job of superiors is to strengthen the strengths of sub-ordinates and iron out their weaknesses over a period of time. However, a distinction between weakness and short coming must be made, as latter interferes with the quality of output.

## IV. OPEN AND TRANSPARENT WORK CULTURE

Organizations lay the foundation of an employee friendly culture by being open and transparent. Any one can gauge the response of organization to a particular situation. This helps to make the organization predictable and just to one and all. This value eliminates the element of favoritism. Besides this, it promotes freedom of expression among employees. A lot of creativity starts floating in to the system, which propels the people's intellect to a higher level.

Manuscript received January 24, 2012; revised February 28, 2012.

Sanjeev Kumar Mathur is with the Department of MBA, with RTU affiliated College in Jaipur, Rajasthan, India (e-mail: skmonnet@yahoo.co.in).

Sunil Kumar Gupta is with the Department of Electrical Engineering with Sobhasaria Engineering College, Sikar, Rajasthan, India (e-mail: sunil\_sunel@yahoo.co.in).

#### V. EMPHASIS ON COLLECTIVE WISDOM OVER INDIVIDUAL BRILLIANCE

It is being often seen that organizations that choose collective wisdom over individual brilliance succeed at market place. With no disrespect to individual brilliancy, it is group consensus to perceive a situation and come out with a solution to address an issue which makes system impregnable. Participative style of leadership is most desirable nowadays. The prospects are bleak that things would not work out in such circumstances. The feeling of oneness and sense of belongingness among team members are two obvious positives that an organization derives.

#### VI. EXCEPTIONALLY HIGH EMPHASIS ON DISCIPLINE

One of the proven attributes of a successful organization is its high emphasis on discipline, as an important value. The difference between the great and insignificant is energy and visible discipline. The fact remains that success caresses feat of those organizations that inculcate discipline in the system and check people who attempt to get distracted from the defined path. While embedding discipline in to the system, an organization has to look for people who love to win or the ones who hate to lose. Successful people build successful organizations and that is the fruit of discipline and perseverance.

#### VII. BEING METHODOICAL AND SYSTEMATIC IN PROCESSES & SOLUTIONS

Great organizations are always methodical and stickler to the systems and evolve suitable solutions agreeable to all. They choose to ignore attaching any undue importance to outcome and focus on the processes. It is the correctness of process which is a testimonial to exquisite yield. For example, the headway that has been made by Indian IT industry over a period of two decades may be attributed to the fact that Software Development Life Cycle (SDLC) methodology was developed to ensure that systems are designed and implemented in a methodical, logical and systematic approach.

#### VIII. FOCUS ON AREAS OF RESULTS AND NOT REASONS

One of the values that will push an organization into success is the concern for the areas of result and not giving uncalled-for attention to the reasons that may be responsible for non accomplishment of task(s). In such cases, a sense of direction is provided to efforts of individuals or group of people keeping the objectives in sight. Once this happens then there is no probability that the target will be out of sight or out of mind or out of reach. Organizations in this day and age spend a good amount of time on sharpening employee skills through training to make them efficient and effective.

#### IX. CRISP, SPECIFIC, PRECISE AND MEASURABLE LANGUAGE

Some organizations are admired for their specific, precise

and measurable language. The clarity of language helps people involved to carry out their tasks effectually Things become crystal clear and apprehensible.

This value also helps to understand the customer psyche and respond accordingly. Customer Care Centers of organizations are an example of such a value. A very high degree of training is imparted to churn out such professionals who are absolutely measurable in terms of their impact on customers.

#### X. SETTING DEADLINES AND STICKING TO THEM

Organizations that value sticking to the deadlines given to their clients are being respected for their prompt and expeditious services. There are organizations where the name is considered to be enough in terms of quality or services. However, such a value is invaluable to become a name to reckon with in the market. It also enhances corporate image over a period of time. No wonder, this value adds clients at a faster pace and creates goodwill in the market.

#### XI. HIGH QUALITY PRODUCTS AND SERVICES

The focal point of venerable organizations is always on producing and sustaining high quality standards of products and rendering services that may always give an enjoyable experience to the customers. Every organization provides services to the customers, but strong organizations make a distinctive edge over others on this front to guarantee solid and sustainable growth of business. An understanding of customer psyche is a gateway to success.

The Pizza Hut chain across globe is one of the most trusted restaurant brands serving a variety of Pizzas, Pastas, Tortillas, salads, hot & cold beverages. They are different on two factors: one, quality of eatable items and second, servicing customers with smiling faces. It gives immense pleasure to their employees to serve customers with absolute delight – a USP of Pizza Hut. It is always a great experience to dine at Pizza Hut for food lovers.

#### XII. INTEGRITY, COMMITMENT & LOYALTY

Organizations tall on integrity, commitment and loyalty are sure to leave an indelible mark on their employees and customers. This value is commonly seen in all triumphant organizations. It is a habit for employees of such organizations to be honest, committed to the cause and loyal to the system to take it to the pinnacle. It will be most appropriate to say that this is the foundation value of all proud businesses.

#### XIII. ABSENCE OF FEAR

In order to keep an organization vibrant and agile, it is quite important to throw fresh currents of thoughts and emotions in to the things it does out of sheer habit. For this, absence of fear is a great value. It improves the atmosphere and makes it conducive and encouraging for individuals to bring out their best for the organization.

#### XIV. CREATIVITY & FORWARD THINKING OUTLOOK

Business organizations that earn the reputation of being innovative and creative are those who encourage employees to look forward, think creatively and keep evolving ways and means to improve the processes and outputs unceasingly. This opens up the vistas of intellectual deluge. Organizations dedicated towards Research & Development have to give utmost importance to this value. Apple Computer Inc. – an American multinational corporation, which designs and markets computer software, consumer electronics, and personal computers has introduced a new series of Macintosh line of computers, the iPod, the iPhone and the iPad in the last one decade. No doubt, it is being described as the most admired US Company. The reason: new product development and introduction through creative thinking of its employees is a way of life at Apple.

#### XV. ETHICAL AND RESPONSIBLE ACT

The road to success is full of thorny path and there is no short cut to it. It takes years to create an image of ethical and responsible organization. But, once established, no one can drive away such an image unless and until an organization does drastically erroneous to smudge its own image. All successful organizations in the present times were undersized at the beginning. They preached and practice work ethics holding the ethical values in high esteem and making themselves accountable to the society for their acts. They develop and follow ethics and compliance programs, particularly in comparison to their industry peers. Such organizations demonstrate real and sustained ethical leadership within their industries, putting into real business practice the Institute's credo of "Good. Smart. Business. Profit." Investing in ethics and responsible behavior is beneficial even in recession times. Some of the World's Most Ethical organizations - 2011 are Microsoft (Computer Software), Pepsico (Food & Beverages), Colgate – Palmolive (Consumer Products), Electrolux (Consumer Electronics), Marriott International (Hotel, Travel & Hospitality), Adidas (Apparel) etc.

#### XVI. MUTUAL TRUST

In order to maintain proper hygiene at work place of the organizations, it is very important to earn and keep trust in employee- employer relationship. The business health of an organization is directly proportional to mutual trust in each other's intentions. History has witnessed many such organizations where amazing results were achieved with those ordinary people who had unflinching trust in the organization and the latter extended unconditional support to its employees, believing that they had the caliber and competence to deliver the goods. It will not be out of place to mention that extraordinary results can be achieved by bringing together ordinary people on the common platform that have the zeal and desire to perform.

#### XVII. TRAINING & DEVELOPMENT

All successful organizations in their quest to conquer

global markets invest in people consistently. This value comes into sight from the very fact that the people are the key for the success or stupendous success. Once organizations learn to invest and compare them with productivity, they grow in terms of their conviction that carving out right path to success and putting the people to walk through ultimately yields fruitful results. Perhaps this is the only magic wand in the hands of organizations to take their performance to a height from where other competitors look diminutive.

#### XVIII. CONCLUSION

As a leader and organizational representative, we need to offer an enriching as well as encouraging environment for Professional and Personal growth of the employees. This can be achieved with the help of well defined set of values in the organization. An organization has to make sure that what it preaches as core organizational values, the same are being practiced without any qualms.

#### REFERENCES

- [1] K. A. Bender, S. M. Donohue, and J. S. Heywood, "Job satisfaction and gender segregation," *Oxford Economic Papers*, vol. 57, pp. 479-496, 2005.
- [2] J. F. Bolt, "Job security: Its time has come," *Harvard Business Review*, vol. 61, no. 6, pp. 115-123, 1983.
- [3] W. T. Cummings, D. Jackson, and L. L. Ostrom, "Examining product managers' job satisfaction and performance using selected organizational behavior variables," *Journal of the Academy of Marketing Science*, vol. 17, no. 2, pp.147-156, 1989.
- [4] D. Dillman, "Mail and Internet surveys: The tailored design method. Second Edition," in *John Wiley & Sons, Inc. New York*, 2000.
- [5] A. J. Dubinsky and S. W. Hartley, "A path-analytic study of a model of salesperson performance," *Journal of the Academy of Marketing Science*, vol. 14, pp. 36-46, 1986.
- [6] D. Fields and T. C. Blum, "Employee satisfaction in work groups with different gender composition," *Journal of Organizational Behavior*, vol. 18, pp. 181-196. 1997.
- [7] O. C. Ferrell and S. J. Skinner, "Ethical behavior and bureaucratic structure in marketing research organizations," *Journal of Marketing Research*, vol. 25, pp. 103-109, vol. 1988.
- [8] I. M. Jawahar, "An investigation of potential consequences of satisfaction with appraisal feedback," *Journal of Leadership & Organizational*, vol. 13, no. 2, pp.14-28, 2006.
- [9] I. M. Jawahar, "Correlates of satisfaction with performance appraisal feedback. *Journal of Labor Research*," vol. 27, no. 2), pp. 213-236, 2006.
- [10] B. J. Jaworski and D. J. MacLnnis, "Marketing jobs and management controls: Toward a framework," *Journal of Marketing Research*, vol. 26, pp. 406-419, 1989.
- [11] J. S. Kim, "Effect of behavior plus outcome goal setting and feedback on employee satisfaction and performance," *The Academy of Management Journal*, vol. 27, no. 1, pp.139-149, 1984.
- [12] M. K. Metle, "Education, job satisfaction and gender in Kuwait," *International Journal of Human Resource Management*, vol. 12, pp.311-332, 2001.
- [13] L. A. Pook, J. Füstös, and L. Marian, "The impact of gender bias on job satisfaction Components of job satisfaction and advancement in post-liberation Hungary, Poland, and Romania," *Human Systems Management*, vol. 22, no. 1, pp.37-50, 2003.
- [14] H. P. Sims, Jr., A. D. Szilagyi, and R. T. Keller, "The measurement of job characteristics," *Academy of Management Journal*, vol. 19, pp. 195-212, 1976.
- [15] D. Sirota and L. A. Mischkind, "Stop demotivating your employees!" *Harvard Management Update*, vol.11, no. 1, pp. 3-6, 2006.
- [16] A. Sousa-Poza, "Gender differences in job satisfaction in Great Britain, 1991-2000: Permanent or transitory?" *Applied Economics Letters*, vol. 10, no. 11, pp. 691-694, 2003.

**Sanjeev Kumar Mathur** received Gold Medal in B.Sc (Science Maths) from Maharaja's College, University of Rajasthan, Jaipur, Rajasthan in the

year 1982 and completed M.Sc. (Chemistry) from Department of Chemistry, University of Rajasthan, Jaipur, Rajasthan in 1984. He passed out MBA (Marketing Management) in 1990 from R A Podar Institute of Management, University of Rajasthan, Jaipur, Rajasthan. He has served pharmaceutical industry for more than two decades at various responsible positions and successfully trained hundreds of pharmaceutical professionals up to ZSM level Pan India. Presently, he is associated with an RTU affiliated college and serving as Professor & HOD – MBA Department. He is a Soft Skills Trainer too and imparts training to PG students of University of Rajasthan under the aegis of UGC.

**Sunil Kumar Gupta** received his B.E. in Electrical Engineering from University of Rajasthan, Jaipur, India in 2003 and M.E. in Power Electronics Machine Design and Drives from Maharshi Dayanand University Rohtak, India in 2006. Presently, he is a research scholar in Department of Electrical Engineering, Malaviya National Institute of Technology Jaipur (India). He is an Associate Professor & HOD in Department of Electrical Engineering with Sobhasaria Engineering College, Sikar, Rajasthan, India. He is having more than seven years of teaching, research and industrial experience. His research interests include power electronics, power system, electrical machines, drive and non-conventional energy sources.