

AUTHOR

Dr. Rajaram Nathji  
Wakchaure  
Lecturer in Commerce,  
Arts, Commerce &  
Science College,  
Rahata.  
(University of Pune)

# Passion For Excellence

## Emerging Face of Bankinmg Business

### ABSTRACT

*In the advent of information technology, Indian banking sector is transforming in its structure, work culture, systems and procedure. Different technological advancements have changed the face of banking business where electronic system, in terms of different e-channels draw banker and customer attention to experience innovative services. Among these, mobile banking is almost untouched area in Indian banking context. Present study is an attempt to analyze the adoption and usage of mobile banking service among Indian banking customers as well as banks. The paper concludes that mobile banking services are at its infancy where a lot of efforts are required to further develop this technology in Indian banking sector. Customers do not prefer mobiles for banking services due to high charges, slow data transmission and insecurity. The paper suggests improving the technology and spreading awareness among the masses.*

### 1. INTRODUCTION

Management orientation of late, is changing all over the world. Mid 80's gave rise to excellent companies adding a new dimension through which management is being viewed now. Organisation world other are stringing to attained excellence in each and every aspect of their activities in the present competitive world, move towards perfection has become a survival strategy. Excellence in action is more important than on paper. Realizing this fact many organisation are emphasizing excellence orientation.

This article intends to discuss the concept of excellence in the light of its need and importance in the present corporate world. Further an attempt is made to discuss as to how to pursue the excellence and what are the aspects that play vital road in the pursuit of excellence in the process. The importance of Total Quality Management (TQM) is highlighted to active excellence.

According to tempters and Nancy Austin excellence happens when high purpose and intense pragmatism meet, excellence is the total commitment of individual, groups and organisation to do everything in a perfect manner. It is the burning desire to be the best and being the best. It is not a job, but a

passion to be an outstanding organisation by crating an exceptional work environment of its employees classical management efficiency oriented, where as neo-classical and mode means doing things rightly and effectiveness means doing right things. Now, it is excellence which means doing superior things through simple means. Thomas J. Peters, Robert H. Klatterman jt and Nancy Austin are the pioneers of the excellence movement in management. All organisation have actively and seriously involved themselves in search of excellence arises. Answer to this question can be found in the Thomas. J. Peters and Robert waterman's study regarding relationship between cultural valves and business success. They had identified certain dominant characteristics of the excellent companies as: i) Bias for action, ii) Stay close to the customer. iii) Autonomy and entrepreneurship, iv) Productivity through people, v) Hands on management, vi) Stick to knitting, vii) Simple form, learn staff, viii) loosely and tightly organised.

Every organisation which is in search of excellence has to mainly concentrate on the following two aspects: It has to develop its own people philosophy; and It should develop a quality philosophy among is people.

**2. PEOPLE PHILOSOPHY**

It is impossible to imagine the existence of organizations without people, no matter how much technology, equipment and power a firm uses it must still meet its critical objectives through its people. Human assets are the most valuable corporate assets. They make the organization vivid. People are employees as well as individuals. Leon C Megginson states that the human resource consists of the total knowledge, skills, creative abilities, talents and aptitude of an organization’s work force, as well as the values, attitudes and beliefs of the individuals involved in it.

Every organization should continue its journey towards excellence, people philosophy as its starting point. Now the question is whether the organization accept this philosophy or they still hold on to the classical or neo-classical views. Do they have a written people philosophy of their organisations? In the Indian context mostly the answer is no. Even today, many organisations are guided by McGregor’s theory X, which states that people dislike work and would make the job of managing totally hopeless. But human beings being important element for achieving excellence, we must know how to develop our employees and tap their potentialities for both individual and organizational growth and prosperity. Certain philosophical tips stated by Tom Peters and Nancy Austin are:

- i) People are people, but not personnel.
- ii) They do not dislike work, if helped to understand mutual objectives, they will exhibit their performance.
- iii) The best way to exploit the people’s talents and skills is to train them on the job under experienced mentor.
- iv) People are egoistic and have developmental needs, they will commit themselves only to the extent of satisfying those needs.
- v) People can not be motivated by anyone

- else they should be made to work in an environment that fosters self motivation, self assessment and self confidence.
- vi) People should work in a climate that is challenging, invigorating and fun.
- vii) Rewards should be directly related to performance.
- viii) People will take risk only if they are trusted. Risk taking gives them an opportunity to grow, to become self confident, to get rewards and to attain leadership.

These philosophical tips proves to be worth to the present corporate India. In the India scene many organizations fail to treat their people as people. Moreover, they create immature roles for their employees that frustrate natural development.

Chris Argyris’ contends that in many cases when people join the work force, they are kept aloof from maturing by the management practices used in their organisation. Employees are not given any control over the environment in which they work and are encouraged to be passive, dependent and subordinate. It is unfortunate to have managers who are distortive of values. Even today we find many managers who prefer the policy of managing by maintaining distance from employees than to managing by walking around. Some managers have a negative view of employees participation in decision making. Few managers are egoistic and individualistic and are unwilling to share the credit for the work done. Participation encourages employees to contribute to group goals and share responsibility. It builds human values in organisations, as it serves employees needs for security, social interaction, esteem and self fulfillment. Cooperation between employees and management reduces conflict and stress and increases the scope for more commitment to goals and better acceptance to change. Turnover and absenteeism are also reduced because they feel that they have a better place to work.

Organisations while developing their people philosophy should also take into consideration the other side of the coin. Employees belong to many social systems other than to that particular organisation in which they work, and play many roles outside the organisation apart from their workers role. Workers are human resource, they are to be developed rather than used. The work in the organisation should not put them under undue stress and the work environment should not damage or degrade their humanness. It should leave the abilities unimpaired to perform other roles, such as citizen, spouse and parent.

It is the responsibility of the modern manager to create a humanistic value based people philosophy and to be more sensitive to the peoples needs and requirements. An opportunity should be provided to people to develop to their fullest potential, instead of focusing on the minimum; it is always better to focus on the best. Organisations in their search for excellence should discourage mediocrity and encourage to strive for superiocrity. People philosophy is nothing but refining behavioral theories of management and tuning them to the present situation. A positive people philosophy creates an atmosphere where a passion for excellence. Prevails among the people of the organisation.

### 3. QUALITY PHILOSOPHY

In view of recent economic reforms and globalisation, quality philosophy has been transformed in to a core competence for corporate excellence. As we move from an environment of shortage to an environment of surpluses, the quality imperative is crucial. Today, quality is no longer a choice to the businessman but a foregone conclusion. Realizing that a poor quality sucks away the profits, businessman world over, shifted their focus from inspection to inception.

In the recent period India is also passing through a quality revolution. Stressing

the need for quality, the Union Commerce Minister pointed out that “All the traditional competitive advantages that India has will shrink. It will only be the quality factor that will constantly expand.” This total quality revolution should span entire organisation affecting very process from manufacturing to marketing.

In a quest for quality many companies have adopted Total Quality Management (TQM) approach. TQM is a widely publicized approach that focuses on trying to meet or exceed customer expectations. It is an organisational strategy with accompanying technique that deliver quality products and services to customers. Every company in the pursuit of excellence aims to go beyond satisfaction and enlighten customers, by anticipation needs rather than just meeting them. Quality is a means which leads to not just survival but sustainable profitable growth. The pursuit of excellence through quality makes the company to outscore its. Competitors not only in customer satisfaction surveys but also in market share and in comparison of financial results.

Tom Peter says that internal measurements are not sufficient, it does not matter what you think but it is the customer’s survey conducted by the Milliken discovered that the price was never, ever the most important consideration for the customer, but product quality, cost, delivery were customer priorities. Milliken also understand that quality, cost, delivery, innovation, safety, morale and environment are the important components of TQM. Quality is a means to the end of customer satisfaction and long term profitable survival. Quality being essentially an optimistic management and world view, proves that excellence is both possible and desirable. TQM not only encompasses the external customer but also the internal customer and outside suppliers. TQM makes every employee, every function, every level and every and every

department responsible for quality. TQM builds the image of the company with the support of quality blocks.

According to Viren Shah of Mukund Steel Modi Zerox, Quality is the way the company operators. The idea is to make every body to work in same direction.

Every company is trying to develop its own quality strategy according to their customer needs and expectations. Based on customer feedback, companies are identifying new segments and expectations, to update, monitor and correct customer complaints. Japanese auto industry's success lies in translating customers wants in to parts and process specifications, then into manufacturing operation specifications and finally into delivery and service specification. To ensure quality company, should first satisfy the internal customers. Every person who gives or passes on anything in the organisation is a supplier, and anyone who receives anything from anyone in the organisation is an internal customer. Every employee in the organisation plays the role of a supplier as well as an internal customer. Unless suppliers raw material is of quality the, the internal customer cannot be satisfied and happy employee will go out of his way to meet customer expectations. A sharing and caring humane approach for both internal as well as external customers makes the organisations to excel in it performance.

Organisation should develop a culture where a thrust for quality come from

workforce itself. Personal quality acts as a driving force in shaping peoples attitude to do the best personal quality and product quality are inextricable interlinked and the latter leads to the former automatically. Quality being the best imperative for long term sustenance, many organisations are motivated to adopt quality philosophy. Particularly Indian exports are very serious about the quality standards and they are striving hard to get the ISO 9000 series certificates which is a means to TQM. Indian exporters are very much interested in making the brand, "Made in India" respectable and acceptable across the world. This is possible only with help of quality assurance system which pivots around the customers current and future needs.

TQM emphasizes improvements throughout the company in pursuit of excellence. Any traditional approach tends to blame employee for quality problems. This new approach make the whole organisation responsible for quality. This system wide responsibility generates co-operation among managers and non-managers. Employees believe that they can do a better job when the whole organisation assumes responsibility to make the company excellent.

#### 4. CONCLUSION

Every manager should try to inculcate passion for excellence among the people of the organisation and every employee should drive himself towards self actualization to create excellent companies. Excellence is the corporate goals of the percent decade.

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