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INVESTIGATING ORGANIZATIONAL EXCELLENCE FOR A CONTINUOUS IMPROVEMENT IN GREEN MANAGEMENT

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ABSTRACT:

Human efforts have been always made to provide better quality of life and better normal, cultural and social conditions, and in doing so he has strived to set up greater and desirable production. On the contrary, greater and desirable production is accomplished only through efficient production. EFQM is a framework for assessing organizations' performance in terms of processes and the results of the processes. Performance management is a system that is developed as people's performance improve within a team framework. Moreover, it is a means of reaching organizational excellence, providing effective communications, defining roles in the framework of competency, and developing achievable criteria. According to Armstrong and Baron, performance management is a strategic and coherent management that helps to achieve good results in organization, improve performance, and develop team and individual capabilities. Continuous improvement of organization performance creates a huge synergy by which growth and development program and opportunities of organizational excellence can be espoused. States, organizations, and institutions have made propelling efforts at this purpose. Without studying and gaining knowledge on the level of progress and achieving goals without identifying challenges facing organizations and receiving feedbacks and gaining knowledge on how the policies are implemented, and identifying what needs to be seriously improved, continuous improvement of performance will be never possible.



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KEYWORDS: green management, productivity, organizational excellence, continuous improvement.

INTRODUCTION

In the 1980s, Japan and the US's qualitative efforts were begin with Deming prize models and Malcolm Baldrige model. The European Foundations for Quality Management was established in Brussels (Belgium) in 1988 by 14 major European

companies. In 1991, EFQM excellence model was built and awarded Europe's quality prize by the King of Spain at the EFQM assembly in Madrid. By 1995, European Foundation for Quality Management directed its focus toward commercial organizations engaged in large businesses. However, following this, it became

apparent that this model can be applied to public sector and small (public and private) organizations. From 2005 till now, given the success of the EFQM excellence model, European Foundation for Quality Management has been developing special frameworks on managerial subjects. According to the then

President of European Community Jacques Delors, quality was the only way of meeting the requirements of company success and competitive success of European community; reaching excellence is determined by balanced movements in all areas of business and management [4].

According to the doctrine of Total Quality Management (TQM), paying attention to values and basic concepts including result orientation, customer orientation, leadership, and stability of targets, process and reality-oriented management, learning, innovation, and continuous innovation and improvement, development of trading collaboration, social responsibilities of organization, development and involvement of employees are integral to success and continuous improvement of organizations, which constitute the main pillars of planning and deployment of systems.

GENERAL BACKGROUND

According to the definition of the European Association for Green Management, green management is a management that involves management of organizational resources and processes with an aim to reach increased productivity by observing environmental and sustainable principles [13], which is by any means in agreement with environmental protection and sustainable development. Green management consists of different parts namely water and wastewater management, waste management, energy carrier management, energy consumption management, air pollution and greenhouse gas management, sustainable management of environment and natural resources, green transportation, green areas in communication and technology, management of noise and wave pollutants, administrative, educational and cultural areas of green management; different fields and dimensions of HSE, and other related fields [2].

Today, the growth of energy consumption in modern industrialized societies has made the world face irreversible and threatening environmental changes, besides the threat of rapid phase-out of fossil fuels. Thus, a specific role has been taken on by renewable energy resources and related management in international programs and policies [5].

One way to cut expenses and increase income in companies is to set up a productivity system, reduce waste and eventually improve green management [3].

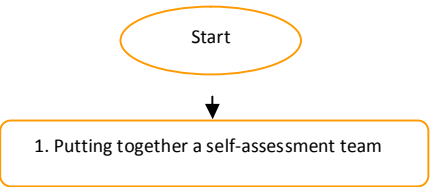
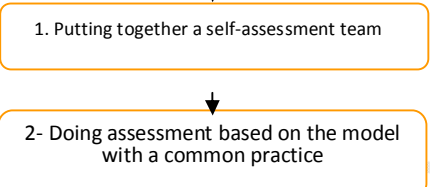
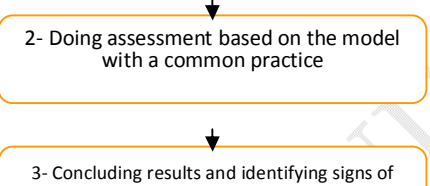
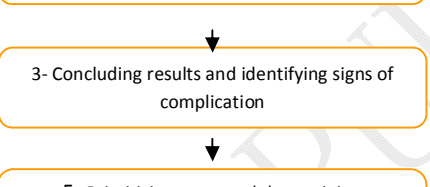
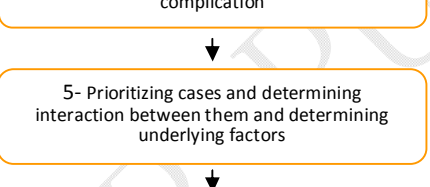
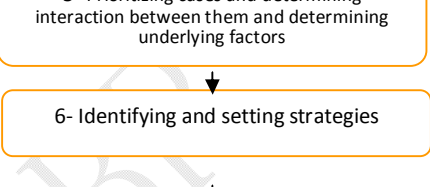
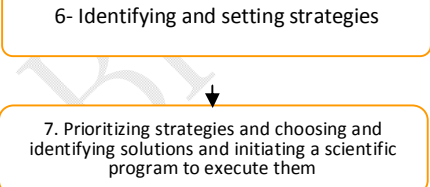
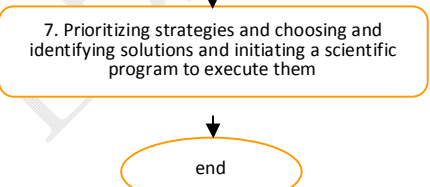
What has been said so far cannot be accomplished without measurement and evaluation. British Physicist Lord Kelvin remarks on the necessity of measurement as follows; "Whenever we are able to measure what we are talking about and express them as figures, we can claim what we know about the subject under discussion; otherwise, our knowledge is imperfect and never reaches maturity". Science of management represents what is discussed here. We cannot control what we are unable to measure, and what we cannot control is impossible to be managed. The subject matter of all organizational analyses is performance; its improvement requires measurement, which is why an organization cannot be realized without a system of performance evaluation [8].

MATERIALS AND METHODS:

Using existing and accepted models for self-assessment facilitates the process of improvement in an organization. Expert studies conducted in different organizations have confirmed the accuracy of the models including EFQM model. It has some advantages over other models like Malcolm Baldrige and Deming model. For instance, we can refer to its balance in two aspects—empowerment makers and results and paying attention to the process of learning and innovation in organization. According to this model, organization usually learns from its activities and the results of its performance and use what it has learnt to come up with improvement (Fig. 1). In the traditional concepts of evaluation, the emphasis is mainly placed on the results of organization, while self-assessment with EFQM model does not deny the role of empowerment makers in helping an organization move toward its future goals [10]. Although the characteristics of every organization are unique, the model offers a general framework of criteria which are able to be widely used in any organization or part of it, which is composed of nine criteria as follows;

1. leadership: how leaders can create motivation and support, and promote the different activities of organization. Performing self-assessment reveals the role of management in an organization.
2. Policies and strategy: how organization develops, establishes and revises policies and strategies.
3. Staff: how organization makes use of the full potential and actual capabilities of staff
4. Collaborations and resources: how organization effectively manages its resources or uses outsourcing chances.
5. Process: how organization identifies, manages and improves its processes.
6. Customer results: how organization identifies and satisfies customers' needs and expectations.
7. Staff results: how organization makes staff pleased so that they can more efficiently take steps toward goals.
8. Community results: how organization can impress a community, and to what extent needs or expectations are met.
9. Key results of performance: what achievements did organization have in relation to goals set earlier? Performance results are actually the measurement of organization's efficiency and effectiveness [10].

Fig. 1: EFQM model as a means of self-assessment/complication finder [10]

Process of self-assessment/complication finder	details
	<p>1. in self-assessment team, typically there are people working outside an organization as consultant</p>
	<p>2. Common practices for assessment based on EFQM model include questionnaire, workshop, proforma, etc.</p>
	<p>3. in concluding results and identifying signs, it is more common to use Expert Choice method</p>
	<p>4. Determining causes of a problem is the most important part of a complication finder process. Indeed, as the process begins, complication finder model is practically ruled out.</p>
	<p>5. prioritization should be based on an accepted scientific and conventional practice</p>
	<p>6. In determining and identifying strategies, we need to take account of their degree of influence on other signs and causes.</p>
	<p>7. prioritizing strategies should be carried out at least by such criteria as cost, time, influence, impression, etc.</p>
	

Increased productivity will result in improvement in the quality of life and better quality of living and increase in well-being. Furthermore, better living can contribute to intellectual growth and human's increased power of thinking and working. Productivity cannot be sought in written and regular rules and law, but instead we need to take account of culture, social conditions, attitudes,

perceptions and system of values. Shared values and commitment to cultural values underlie the main mechanism of productivity increase [2], in the sense that we can achieve a good performance by using a highly committed system. Cultural values are the most important factors that contribute to such a system, and managers play the most sensitive roles in this regard, because improvement in productivity falls within the purview of the responsibility of managers and it begins with management level. Given the above, with the inculcation of any value such as productivity in organization, it is necessary to make changes geared to the culture of the organization, so that it can serve as a culture compatible with new organizational requirements. For this reason, managers are needed to analyze the existing culture in their organizations, define a desirable organization, set and then create appropriate culture and values that uphold their goals. Also, they need to choose ideal solutions in order to abandon or modify certain common organizational cultures if necessary [3].

CONCLUSION AND DISCUSSION:

In an excellent organization, the results suggest positive processes or sustainable performance; goals are set in an optimal fashion, and they can achieve or promote them. Performance is compared with that of other organizations, particularly the best ones in the same field of activity or with the best global rank. The causal relationship between approaches and the obtained results can be clearly identified, and similarly the scope of results include related areas. To help to understand and identify improvement opportunities, the results are split up on the basis of customer, unit, etc. Organization's decision makers are advised to take account of the following principles in order to have control over any decline of organization;

1. Organization's problems and signs of its decline and its causes should be identified and pursued.
 2. an intense relationship should be formed in order to develop and implement necessary strategies for dealing with the decline of organization and its causes.
 3. excessive focus should be avoided and long-term and strategic planning should be encouraged.
 4. shared interpretations of environmental and intra-organizational accidents should be made and any action should be taken accordingly.
 5. all members of organization should share the control and administration of organizational decline, and innovation and creativity should be encouraged in organization. Organizations are not always under booming conditions, so managers are suggested to develop and implement appropriate strategies by considering organizational decline and identifying its causes and signs, and its impact on organizational variables such as structure, decision making process, communication, etc.
- Only those organizations that manage to realize the conditions and situation of the organization and act effectively can thrive.

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