### DATA ANALYSIS & RESULTS

It is to be recalled that the principal objectives of the present study were to study the values, expectation and attitudes of managers in sample Organizations; to evaluate the effect of the values, expectations and attitudes of corporate managers about Organizational excellence. To suggest the managerial qualities and their expected behaviour on the Organizational excellence.

A study was carried out regarding the variables Values, Expectation and Attitudes of managers in the sample organisations. Scoring was done for the above mentioned variables and z – test was employed for the same. While Karl Pearson’s Product Moment Correlation Analysis was applied to study the interrelationship of Values, Expectation and Attitudes of managers in Organizations. The results along with the interpretation of the scores have been given in conjunction with the graphical representation of the same as under.

#### Demographic Characteristic

Age is an important demographic characteristic which has been used to find relationship between age and the information seeking behavior. For this purposed four age group have been formed ranging 20 and more then 50 and above year. The data received from all the 300 respondents has been analyzed and provide in figure.
In the above figure showed that in this study total respondents are 300. From this male is 84.67% and female is 15.33%.
The above figure shows that the experience of respondents. The figure represent that 20-30 years experience respondents are 58.3% and 0-10 years of experience respondents 39.0%.
In above figure reveals that maximum percentage of respondents both male and female belongs to group of 41-50 (41%) years. The lowest percentage is for the age group 21-30 (6%). In the auto manufacturing units mostly managers are experienced holder.
Mean scores of Values, Expectation and Attitudes of Managers are presented in Table 1. Results reveal that most of the sampled organizations are characterized by Bureaucratic Cultural values (dominant Culture) and Autocratic Cultural values (subordinate Culture) as per scores, 22.52 and 21.98 respectively. This clearly indicates the difference in the Organisational Cultures of sampled organizations.

As can be seen further, in Table 1, the mean scores of Expectations, it was observed that Expectations measurements are self indicative of the fact that managers in the sampled organizations are having high level of job expectations from their respective jobs.
Similarly the Mean score of Attitude for the sampled organisations is 77.19. This clearly indicates that Attitude of the managers in the sampled organisations is high which reflects that they like their respective jobs.

It may be therefore be summarized that the sampled organisations are characterized by dominance of Bureaucratic and Autocratic Cultural values with favourable moderate job expectations and high attitude towards their job.

1. Interpretation

Graphical representation of all the three variables, Values, Expectation and Attitudes of Managers are clearly indicating the differences existing between the sampled organisations. When we take the first variable, values, it has been classified on the basis of Power into four main types: Autocratic cultural values, Bureaucratic cultural values, Technocratic cultural values and Entrepreneurial cultural values. It is observed that sampled organisations are represented by Bureaucratic and Autocratic Cultural values. This is indicative of the fact that some organisations, being old & traditional with foundations laid down way back in the past, still holds on strongly to norms, standards, hierarchical structure and age old practices. Primacy is given to rules and regulations rather beliefs and values to a greater extent. The dominant belief held here is that all depend upon the head or the top management and all procedures to be carried out go through different levels along with maintenance of orderliness in practices, tasks and actions. Thus most of the time, there is delay in work, decision making as all actions have to pass through various levels of approval/hierarchy. This represents the bureaucratic Cultural values. There is centralization of power; head is the main decision maker and executor of all actions. There is maintenance of proper protocol and role boundedness for organisational members due to minimum participation of members in activities characterise the autocratic cultural values of the sampled organisations. Thus we may say that as per qualitative and quantitative assessment, the sampled organisations are represented by bureaucratic cultural values and autocratic cultural values where prime focus is in maintaining orderliness, status quo, norms, standards, rules, regulations, proper protocol with centralised power and presence of hierarchical levels with each one’s role well defined and responsibilities underlined without extra tasks and initiatives taken by Organisational members.
depicting highly mechanistic work values with routine prescribed for all. Thus there is less of initiation for introducing changes, bringing innovations, concentrating on seeking perfection as well being result oriented thus entrepreneurial cultural values and technocratic cultural values are not the dominant values in the sampled organisations.

To summarize the sampled organisations still believe in maintaining the traditional systems and procedures and even though have good performance record but however lacks to a certain extent, the initiative of bringing innovation and change and offer a more people friendly work values rather than following a routine that has been set and not going beyond it. Allowing more active participation of managers is necessary in order to build more congenial cultural values.
Table: 4.2  Mean, SD and $z$ -values for Values, Expectation and Attitudes of Managers in the sampled organizations

<table>
<thead>
<tr>
<th>VARIABLES</th>
<th>MEAN</th>
<th>SD</th>
<th>$z$ VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Values</td>
<td>78.14</td>
<td>3.35</td>
<td>3.92**</td>
</tr>
<tr>
<td>Expectations</td>
<td>202.09</td>
<td>51.94</td>
<td>16.56**</td>
</tr>
</tbody>
</table>

** $p > .01$

Graph: 4.5

Results

$z$ – values (significance of the difference between the given sample means or statistical test, $t$-test) of the sampled organisations was found to be 3.92 and 16.56 respectively which were significant at 0.01 level. We hypothesized that there is a significant difference between cultural values and job expectations of the sampled organisations, $z$ – value of 3.92 is indicative of the above mentioned fact. On the other hand, it was hypothesized that the job expectations of the managers in the sampled organisations will be significantly different and the results have proved that as $z$ – value is 16.56, significant at 0.01 level of significance. Thus the hypothesis has been proved true which leads to conclusion that there is significant difference in the cultural values and job expectations of the managers in the sampled organisations.
Values in the sampled organisations

It was observed among the sampled organisations that action was initiated as per decisions taken by the head of the authority or the top management following a series of levels of approval. This led to strict adherence to rules and regulations as well as setting up norms and standards with little active participation by the managers in the same. It may be said that values are important but maintaining the proper protocol, giving primacy to procedures and maintaining the hierarchical structure is regarded more significant. Due to more concern for maintenance of orderliness in practices, tasks, activities and actions, there is less flexibility and managers are exposed to a more closed environment with role boundedness in terms of tasks and carrying out activities. All these truly represent a bureaucratic and autocratic Culture of the sampled organisations.

Job expectations in the sampled organisations

The statistical test for significance, z-score of 16.56, (significant at 0.01) was obtained which indicated that there is significant difference as regard to managers’ expectations in these organisations. Job expectations concerning a job’s ability to fulfill needs may be realistic or unrealistic. People who expect work to fulfill all their needs are probably being unrealistic. It is responsible to fulfill physiological needs, and some or most of the safety needs, but only some the belonging needs. Thus it actually represents the summary expectations of managers of the organisation and is extremely important for Organisational excellence and development.

It was observed that the most of sampled organisations have a rich traditional past with strong foundations laid several years ago. These organisations still believe in the traditional practices and norms. These organisations follow the status quo with certain or little modifications as per the changing times and the global market needs. Regarding the working environment herein, work is carried out in a routine form or mechanistic mode of functioning where each manager is assigned specific functions and duties and each of them fulfill the given responsibilities without additional ones taken up or in turn taking extra initiative to carry out specific functions. Thus there is less scope of creativity and innovation and tasks are being done for the sake of it
without any desirability to bring change or introduce new work schemes. The environment is thus not so open and rigidity remains so is the communication among managers and with senior managers and heads. Meetings are held as per schedule involving participation of managers with head of the organisation (CEO) as the main decision maker and then there are several levels of approval. However there is a strong managers’ union that plays an important role in certain matters pertaining to the sampled organisations and influences the decisions of top authority sometimes, on certain issues. There are fewer inter-linkages between varied departments as most managers are not even aware of what is happening in the other departments. Conflicts are settled through effort and understanding and at times, infact most of the times, superiors and bosses are consulted for resolution and finding solutions to the same. Grievances are handled by the head authorities to a certain extent. Most of these organisations have rigid Organisational structure where there are systems, channels and hierarchy levels. Each of the managers is required to adhere to the rules, regulations, procedures and practices. As there is near permanency of job, there is no feeling of insecurity among the managers and each one value’s one’s job and organisation. There is trust, confidence and mutual support among managers but only to a considerable extent, as most of them are involved in their own work and are self responsible for the routine tasks without much of aid from others. On the basis of this study, it may be said that following factors have been well received in the sampled organisations, they include – Organisational structure, responsibility, identity, communication flow, performance standards and conflict resolution but reward system, motivational level, warmth and support of members for one another as well as delay in decision making process are some of the grey areas identified which need special attention. There is no system of recognition of extra talented managers (or performer) on regular basis by either giving rewards or credits. Also due to presence of several layers of approval, there is delay in carrying out action as well as in decision making which slows the system’s procedures. This result in lowering the motivational level of managers, they are less enthusiastic and carry out their routine activities which become monotonous as well. There is less support, warmth and collaborative spirit for carrying out day to day tasks making the working environment less open and more rigid.
All this has resulted in high job expectations among the managers of the sampled organisations studied. Most of the sampled organisations believe in traditional values and have mode of practices with prevalent Bureaucratic and Autocratic Culture. The working attitude of the managers is considerably good as has been discussed above with certain lacunae which definitely needs to be improved so as to provide a more open, flexible, friendly environment that is equally receptive to innovative ideas, welcomes or embraces desirable changes and shifts from encompassing its traditional practices, norms as well as maintain the quality.
Table: 4.3  Mean, SD and ‘r’ values of ‘Cultural Values’ & ‘Attitude’ of managers in the sampled organizations

<table>
<thead>
<tr>
<th>Values</th>
<th>Attitude</th>
<th>r Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEAN</td>
<td>78.14</td>
<td>69.9</td>
</tr>
<tr>
<td>SD</td>
<td>3.35</td>
<td>19.66</td>
</tr>
</tbody>
</table>

Graph: 4.6

Results

Mean, SD and ‘r’ values of Values the managers in the sampled organisations are presented in Table. Results reveal that there is positive relationship between cultural values and managers attitude for the sampled organisations. The ‘r’ value is 0.22 for Value and attitudes in the sampled organisations depicting slight/low relationship. It is also observed that both the sampled organisations have shown positive correlation between the above mentioned variables, proving our hypothesis true to a certain extent. The reason behind low correlation may be due to other variables, factors and parameters which contribute to the Organisational excellence of the sampled organisations. Just like bureaucratic and autocratic Cultural values alone is not highly correlated with managers’ expectations and attitude and there may be many other Organisational variables related to it. Thus this helps the researcher to carry out a series of in depth study and take the research study further and investigate which other variables are equally important for the above study.
Interpretation

On determining the relationship between Cultural Values and Attitude, it was observed that there is positive relationship between the two variables for the sampled organisations. Most of the sampled organisations have bureaucratic, autocratic Cultural values and managers’ attitude was determined to be high indicating that this type of values does not support very high attitude possessing managers. These values which stresses on maintaining order, rules, procedures with due importance to Centrality of power and maintaining proper protocol is however missing out on other parameters like mutual collective spirit, Team collaboration, capability and capacity building, an open, free and flexible environment with active participation of all managers. Even though the managers’ performance is effective, they are working mechanistically by following a routine and maintaining the status quo along with the usual responsibilities given. We get effective work where each one renders one’s duty in the work Culture prevalent there. Thus there is low correlation which are influential for effective organizational excellence indicating the fact that there may be several other factors which are beyond the present study but this definitely provides insights to the researchers to develop research studies along this line and contribute to field of Organisational excellence and development. It may then be said that work values in an organisation are an important factor but not the sole factor for organizational excellence and there are many other factors which needs to be identified.
Table 4.4  Mean, SD and ‘r’ values of ‘Expectations’ & ‘Attitude’ of managers in the sampled organizations

<table>
<thead>
<tr>
<th>Expectations</th>
<th>Attitude</th>
<th>R VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEAN</td>
<td>SD</td>
<td>MEAN</td>
</tr>
<tr>
<td>202.9</td>
<td>51.94</td>
<td>69.9</td>
</tr>
</tbody>
</table>

Graph: 4.7

Results

Table depicts the Mean, SD and ‘r’ values of ‘Expectations’ & ‘Attitude’ of managers in the sampled organizations. The correlation value for ‘r’ for the sampled organisations is 0.046, this indicates that there is very slight or negligible relationship between the above mentioned variables.

However the results show that despite a positive relationship between the two variables, there is very slight or negligible correlation between them, indicating clearly that there maybe other factors and variables which are related to it. It may be concluded that Expectation is an important factor but not the only factor resulting in organizational excellence. To finally conclude, as per observations made in the present study, we may say that Values and Expectations are positively related to the Organisational excellence. There is slight and low correlation between the variables mentioned above but positive correlation exists. A good working Culture and rich and inspiring work values which form the basic philosophy of an organisation cannot be
neglected. There are many other factors and Organisational variables that too contribute towards effective Organisational excellence like reward system, Organisational structure, decision making process, Organisational learning, leadership, performance management. The present study definitely provides insights so as to conduct future research studies in the emerging field of Organisational excellence, to summarize, the focal point is that Organisational values and employees expectations are important components of organisations which contribute towards Organisational excellence to a certain extent, however in conjunction with several other Organisational variables and factors.
Graph: 4.8 The managerial values are playing an important role in organizational excellence.

Above statement shows 75% managers thought that corporate values play a important role in organizational excellence. If managers have positive value they think positive and make the impressive policy and strategy that policy and strategy help in performance of an organization. Only 25% managers thought that corporate values are not playing an impotent role in organizational excellence. Some other factors are also playing crucial role in organizational excellence.
The present circumstances, it is essential for the corporate sector to understand the value system of the employees and the organization.

In above mention chart 65% respondent are agree that in the present circumstances (global competitions, global strategy), it is essential for the corporate sector to understand the value system of employees and the organizations. If the value of the employee and the organization are positive then attitudes of the employee are positive towards organization. They solve the problem easily and handle the situation smoothly. Only 35% respondents are not agree with above statement. They think that other elements are also responsible.
Graph: 4.10 The corporate values are the true parameter to good corporate performance.

In above mention chart the 55% manager’s thoughts that values are the true parameter to good corporate performance. 45% managers not agreed that value is not the true parameter. Other factor like attitudes, team spirit, team efforts, managerial skill also influence the corporate performance of an organizations. The difference between agree and disagree is very nano distance so the values of a managers are very important parameter.
Graph: 4.11  Change in the value system of the organization leads to a change in its identity in the corporate world.

In above mention graph 60% managers agree that a change in the values system of the organization leads to a change in its identity in corporate world. 40% managers are not agree with above statement they think that other factors like attitude, team spirit, managerial quality also influence the identity of the organization in corporate world. But value system influences the identity of organizations. When the value of an organization is positive then organizational culture is also positive. Values of the organization are the identity of the organizations in global world.
Graph: 4.12  Attempt to do things in better ways are encouraged with corporate values.

In above mention graph we find that 70% managers thoughts that to attempt to do things in better way are encouraged by corporate values. Corporate values of a manager encourage to manager to do things in batter way. When we are working, values tell us that it is better way or it is not batter way to do things. We make the policies with the help of corporate values. Only 30% managers are not thought that the corporate values are not play important role in attempt to do things in better way. Other components like managerial qualities, managerial skill, team spirit and leadership also plays an important role.
Graph: 4.13  Adopting the aesthetical corporate value, the employees perform better than before.

Above graph shows that 55% managers agree that aesthetical values make good impression on the performance of managers. He performs well with the uses of this type of values. If the manager dress up well and clean, well looking, his confidence level is so high then his work performance would be good. It is proof by old saying that, “Sound Mind in a Sound Body.” But 45% managers are not agree that aesthetical values are not playing an important role in performance of a manager. But there is micro difference between the manager thoughts. So aesthetical values are very important element for the organizational excellence.
In above chart, 65% managers agree that they received correct information about their work, duties etc. They thought that their organizations gave correct information’s about their professional life. But only 35% managers are not agree with above statement. Such types of organizations belong to old and traditional type organization. Their HR departments are not updated. Such type of problems finds in small type of organizations.
In above mentioned chart 65% managers have full faith on their subordinate. They think that they would be well performing under their senior observations. That shows the social values of the organizations that are so high and positive. That shows that they believe in each other to a great extent. But 35% managers not agree with above statement. There is macro difference between the managers view. It shows that these types of organization’s social values are not strong and high.
Graph: 4.16. The employees here are allowed to make decision to solve their problems without checking them with their superior at each stage of work.

60% managers are extent that they solve their problem without checking their senior. This shows the autocratic values of employee. This proves that they are free to do any things in favour of organizations. It shows the capability of managers that they lead the team effectively. They are free to do things with their style and organizations grow up in nice shape. But only 40% managers do not think that they would not be free to do things in their way. These types of organizations depends on old traditions and the most of the work in these types of organizations observed by the senior managers.
Graph: 4.17. Organizations have any mechanism for corporate value inculcation in the individual employees.

In above mentioned chart 65% managers are extent that his organizations have mechanism for corporate values are calculated by these types of mechanism like workshop, seminar, and other training programme to evaluate values of managers. They develop the values of the managers through these types of programme. Only 35% managers do not agree that their organizations have any mechanism. These type of organizations based on old type of mechanism and training.
Graph: 4.18. The value potential of an employee with that of the value requirements of the organization?

In above mentioned chart 75% managers are essential that it is necessary to link potential values of an employee with that of the values is necessary for the organization. Values are the important component for any employee or organizations. Values influence the work performance of the employee. If the values of an employee positive he work with his full capacity. He is punctual on his work and perform well, he make good policy and strategy for the organization. Only 25% managers are not essential it is not necessary to link the potential values of an employee with that of the values require for the organization.
Graph: 4.19. Recent degradation in the social value system has adversely affected the corporate performance in the country.

In above mentioned chart 75% respondent agree that recent degradations in social values system has adversely affected the corporate performance of the country. Many of the organizations are not playing crucial role in social activities like employee health insurance, employee children educations. On the other hand some good and reputed organizations i.e. Hero Honda, Honda Scooter & Mothers, and Ricco Co. provide their employees insurance cover, good lunch, accommodations that shows the social values system of these company and that social system affect the performance of the organizations. But there are only 25% managers do not agree with above statement. They belongs to short or newly established organizations.
Graph: 4.20. Relationship with your supervisor define your values.

In above mentioned chart 55% respondent do not agree that relationship with their supervisor define his values. Values are individual belief that was not set by another person. Values are effected human nature and past and future life of any person. So it is not possible to define by any person and organizations. Manager’s values set his organizational culture but organizational culture effect on the values of a person in long time period. This statement supported by the 45% respondent are agreed that values are define by their senior, that is because they are experienced managers, and they worked in the organizations for long time period.
In above chart 65% respondent agree that when they have work related problem they solves the problem through taking help of the others person help. This shows the instrumental values of managers. These types of values guide to a person how to solve or tackle the problem and find out the solutions of problem. These types of values develop the team spirit in the employee. 35% respondents do not agree that they talk to other to solve the problem. They think that they would be able to tackle the problem on their behalf.
Graph: 4.22. Suggestions are meaningful to influence me and other members of team.

Above mentioned chart 70% corporate managers agree that their boss suggestions are meaningful to influence me and other member of my team. They knew the relevance of the statement of their and get immediately and apply this on their work. This statement shows the political values and managerial qualities of a manager. But 30% managers are not influence by the boss suggestions and they not get any type idea and suggestions. They work for their dignity and himself, they are not think about organizational excellence.
PART- B

MANAGERIAL ATTITUDES

Graph: 4.23. Managerial Attitudes are playing an important role in organizational Excellence.

In above mentioned chart 60% managers thoughts that attitudes play an important role in organizational excellence. They agree that attitudes are the main components for the organizational excellence. If managers attitudes are positive then everything is positive. Organizational growth, organizational culture, and organizational excellence are influence by the attitudes of managers. But 40% manager’s thoughts attitudes do not influence the organizational excellence. Some others factors like values of managers, team spirit, work culture, and organizational climate are influence the organizational excellence.
Graph: 4.24. Favourable attitude of the management towards the employees bring a positive change in the prevalent model of the corporate value system.

In abovementioned chart 80% managers thought that favourable attitudes of the management towards the employee can bring a positive change in prevalent model of the corporate values system. If the management attitudes is positive towards employee, they can make the all the strategy and policy to benefit for employee or organization. When the employee gets facilities and profit they work with their full efficiency. Then their attitudes will also positive towards organization. That brings positive change in value model of an organization. Only 20% respondents do not agree with above statement. They thoughts that some other factor are also influence the value system.
Graph: 4.25. Colleagues does his job in a more improved way, it is usually done, does he get proper recognition.

In above mentioned chart 50% managers agree that if some colleagues do well, then he get some reward, incentive for his work and support him directly or indirectly. Then he gets some more idea and makes effective strategy and improves himself and generates new technique to improve the work performance. When work performances improve organizational qualities, organizational climate and organization became excellence. 50% managers disagree that his efforts not recognized the rewards, incentive and reward his team. But there is 50-50 different view on the above statement.
Graph: 4.26. Organization the capabilities of employees are fully utilized.

In above mentioned chart 55% respondent are no agree that their organization are not utilizing the capabilities of their employee. Some employees are work like donkey but other came in the organization just only time pass. Only 45% respondents agree that there organizations are fully utilized their employee’s capability. These situations face those organizations that organizations have no employee union i.e. Honda Scooters and Motors Ltd. But there is narrow difference; it is only 10% difference.
Graph: 4.27. Considerable extent, then will it enhance the efficiency of your organization.

In above mentioned chart 60% respondents agree that considerable extent; it will enhance the efficiency of your organization. If the managers attitudes is positive towards their organization, then the manager do their best for the organization and staff. He generates good idea through that’s idea he makes big policy strategy for benefits for the company. It helps the organization to establish in global market. Values and attitudes of a manager are the indicator of the organizations culture. Only 40% managers not agree with above statement. Some other factor like organization climate, organizational locations and organizational qualities are also influence the efficiency of organization.
Graph: 4.28. Managers invite their subordinates for an informal discussion.

In above mentioned chart 75% managers agree that when some problems arise then their boss invite him to informal discussion. In this informal discussion they talk about informal matter like what is your habit and they talk about what going in the global market, then he correlated it’s to our problem and give us to unique solution to our problem. Then we go to work and apply it on our problem. It’s tremendously work and increase work efficiencies. But only 25% managers do not agree that their senior manager not invite him for informal discussion.
In above chart 55% respondents agree that in their organizations the employee trust each other. This shows the positive attitudes of corporate manager towards their job and their organizations. It creates the team spirit, work related attitudes, team work in employee and staff. Positive attitude increases the work efficiency of the staff. It helps to built healthy organizational culture, organizational excellence. In other hand 45% respondents are not agree that their employee not supported each other. They are pulling legs each other. There are slightly differences between two idea and positive are high. Most of the organizations employees trust each other.
Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in organizations.

In above chart 50% respondents agree that higher delegation of authority encourage junior to developed handling higher responsibility is quite common in his organizations. 50% respondents do not agree that higher authority not encourage their junior to take highly responsibility is quite common in their organizations. The researcher founded 50-50 view on the statement but it depends upon the situations, conditions responsibilities. If responsibilities are very confidential for the organizational strategy then they did not encourage to their junior. Other hand if the responsibilities are common and normal then they encourages their junior to handling those responsibilities.
Graph: 4.31. The training model helps in developing value orientation of the employees towards larger organizational goals.

In above stated chart 55% managers agree that training model not help in developing values, attitudes and managerial qualities of an employee. Because most of the models are out dated they can not apply at present situation. The most training model based on the foreign model, but the organizational conditions, culture and the nature of foreign are different to Indian prospective so these model can not apply in India. 45% managers agree that some of the training model helps in developing value orientation of the employee. These type of organizations based on foreign culture.
Graph: 4.32. The employee here work with team spirit.

In above stated chart 60% respondents agree that employee has work spirit. Work spirit depends upon manager’s attitudes, values and expectations of managers. If managers social values are strong it builds helpful attitudes of managers then he work in a unit, it create team spirit. 40% respondents do not agree that there is no work spirit between their employees. In small units of employee they have good team spirit. But old and big traditional organizations have low team spirit.
Graph: 4.33. Employees are encouraged to experiment with new methods and try out creative ideas.

In above mentioned chart 60% managers thoughts that employee are encouraged to experiment with new methods and try out creative idea. This statement related to the informational elements of attitudes. It reflect the capability of managers how they are creative, how they are used their abilities to solve out the problem with their creative idea and strategy. When the higher authorities allow him to use their own methods and technique, then they are free from any stress and their work efficiency is very high. 40% managers thoughts that employee do not encourage to experiment with new methods and try out creative idea.
PART- C

MANAGERIAL EXPECTATIONS

Graph: 4.34. Expectations are playing an important role in organizational Excellence.

In above stated graph 60% managers agree that expectations play an important role in organizational excellence. When the employee expectations would be high they work hard to fulfill their expectations at any cost. When the employee works with their full strength they give their best and organizational performance automatically goes high. But 40% manager’s thoughts that expectations do not playing an important role in organizational excellence. Some other factor like working conditions, salary and team spirit also influence the organizational excellence.
Graph: 4.35. Norms, rules and regulations should be strictly implemented in an organization.

In above stated chart 60% respondents agree that norms, rule and regulations should be strictly implemented in organizations. Rules, norms and regulations are compulsory for the organizations. In this world everything is based on the rules and regulations. Only 40% respondent’s thoughts that are rules, norms and regulations are not strictly implemented in organizations. They think that employees and managers are free from any burden of norms and rules. They have no boundations, they can work freely. Then work performance and work efficiencies would be at very high level. But it is not true, if any organization has no norms and rule, the employees and the administrations of the organization became lazy.
Graph: 4.36. More expectations of work to influence organizational qualities.

Above stated chart 60% respondents not agree that they think their colleagues have more expectations of work to influence organizational qualities. On the other hands 40% managers think that their colleagues have more expectations of work to influence organizational qualities. But there in nano difference between the two view. When an employee’s expectations are high then he works with his full efficiency and efforts to fulfill their expectations. Then he contributes his best in organizational excellence. 60% managers supported the above statement. 40% managers’ thoughts that some other element also influence the organizational qualities. They think team spirit, team building, attitudes towards organizations these element also influence the organizational qualities.
Graph: 4.37. Constructive criticism of manager’s capabilities and organization’s policies help to fulfill the objectives of managers and organizational excellence.

Above chart shows that 80% managers thought that constructive criticism of manager’s capabilities and organization’s policies can help to fulfill the objective of managers and organizational excellence. Organizational excellence and managers’ performance is based on the capability and the policies of the organization. If an organization has good and effective policies and strategy that are improve the performance of manager and organization. There are 20% respondents do not agree with above statement. They think that some other factors also influence the organizational excellence. But there is mass difference between the two views.
Graph: 4.38. Organization have policies for protecting the social, economic and professional needs of the employees.

In above chart shows those 60% managers agree that the organization have policies for protecting the social, economic and professional needs of employee. 40% respondents do not agree with above statement. But mostly respondents agree above statement. The organization has accommodation policy, health policy, safety policies, insurance policies and labour policy all these protecting the manager’s social, economic and professional needs of the employees. In modern scenario these policies are mandatory for all the organization.
Graph: 4.39. Technological up gradation can change the work culture of an organization.

In above stated chart 70% respondents agree that technological up gradation can change the work culture of an organization. Technique changes everything. In old time every organization depends upon the man power. But skilled manpower was not available in the market. So organizations performance badly affected they cannot achieve vendor target in prescribed time period. But now day technology changes everything. They achieve their vendor target in time period. Due to technology organization do not need man power. But only 30% respondents do not agree with above statement.
Graph: 4.40. Hiring external efforts can lead to better work performance of the employees.

In above mentioned chart 60% respondents agree that hiring external efforts can lead to better work performance of the employees. Training, workshop and seminar offend the most expensive aspect hiring a new employee external expert requirement provides the opportunities seek out candidates with the requited skill and experience to handle the duty of the position. Hiring a candidate with proven skill and experience can dramatically reduce the amount time spend training on day to day task associated with. On the other hand 40% respondents do no agree with above statement. They think that some other factors also influence the employee’s performance.
Graph: 4.41. Introducing new polices and plans for employee growth and development?

In above mentioned chart 70% respondents agree that their organization introduces new policies and plans for employee growth and development. New policies and plans like reward system, benefit policy etc. that improves the employee’s performance and effectiveness. When employee’s performance improves automatically organizational growth and performance improve. Only 30% managers not agree with above statement. Some other factors are responsible for employee performance. But there is mass difference between the two views. But large numbers of the managers agree with above statement.
Graph: 4.42. Employee’s growth contributes towards organizational excellence.

In above mentioned chart 70% respondents agree that their organization introduces new policies and plans for employee growth and development. New policies and plans like reward system, benefit policy etc. that improves the employee’s performance and effectiveness. When employee’s performance improves automatically organizational growth and performance improve. Only 30% managers not agree with above statement. Some other factors are responsible for employee performance. But there is mass difference between the two views. But large numbers of the managers agree with above statement.
Graph: 4.43. Consulting employees in formulating and implementing new polices in the organization.

In above stated chart 75% managers agree that employee growth contributes towards organizational excellence. Only 25% managers not agree that employee growth contribute towards organizational growth. Employee growth means employee expended their knowledge, skill and abilities and apply the competency that they gained. All these variables influence the organizational excellence. By providing opportunities for growth the development of organization can improve the qualities of their employees work experience and realize the benefits of developing workers to full potential.
Graph: 4.44. The salary receive is commensurate with the job that you perform.

In above chart shows 60% respondents agree that the organization should consult employees in formulating and implementing new policies in the organization. Employees are aware of the situation, the culture and the inner environment of the organization. They know what type of policies and strategy they are required in present scenario. When an organization is include their employees in formulating the policies and strategy, their motivation level boosts up. They work with full dedications and they improve the organizational growth and performance. Only 40% respondents do not agree with above statement. They think that the policy setting is the assignment of top management. The top management has more experience.
Graph: 4.45.Awareness of the working condition of its employees.

In above mentioned chart 65% managers not agree that the salary they receive is commensurate with the job that they perform. In some organizations employee worked 8 to 10 hour but their salary not commensurate. Their job conditions, job nature not justified with their pay. But 35% managers agree with above statement. They all relate to top management; they have full facilities like accommodations, health facilities, and transport facility. That is why their salary commensurate with their job. But mostly organization’s employees are in bad conditions and the top administration harasses the employee.