

## EFFECT OF ORGANIZATIONAL EXCELLENCE ON EMPLOYEE PERFORMANCE IN THE INDIAN EDUCATIONAL SECTOR

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### ABSTRACT

Organizational excellence is a key factor that determines the success of any organization, including educational institutions. In the Indian educational sector, organizational excellence has become increasingly important due to the increasing competition for students, faculty, and resources. The quality of education provided by educational institutions plays a vital role in shaping the future of the country. This research aims to explore the effect of organizational excellence on employee performance in the Indian educational sector. This study used a cross-sectional research design to collect data from employees working in educational institutions in India. The sampling method used in this study was convenience sampling. The data was collected using a self-administered questionnaire. RIMIT, Mandi Gobindgarh, Punjab, and Amritsar College of Engineering and technology, Amritsar, Punjab were chosen for the study. The sample size was 100. The mean score for organizational excellence was 3.89, with a standard deviation of 0.45, indicating a high level of organizational excellence in the education sector in India. The mean score for employee performance was 3.78, with a standard deviation of 0.49, indicating a good level of employee performance. The correlation matrix for the variables used in the study. The results show a significant positive correlation between organizational excellence and employee performance ( $r = .67$ ,  $p < .001$ ), indicating that higher levels of organizational excellence are associated with better employee performance. The results of the regression analysis. The results show that organizational excellence is a significant predictor of employee performance ( $\beta = .67$ ,  $t = 10.53$ ,  $p < .001$ ). The R-squared value for the model was .45, indicating that 45% of the variance in employee performance can be explained by organizational excellence. The ANOVA table for the regression analysis. The results show that the model is significant ( $F(1, 98) = 111.08$ ,  $p < .001$ ), indicating that the regression equation can be used to predict employee performance based on organizational excellence. The results of the t-test. The results show that there is a significant difference in employee performance between employees who perceive high levels of organizational excellence ( $M = 4.21$ ,  $SD = .38$ ) and employees who perceive low levels of organizational excellence ( $M = 3.35$ ,  $SD = .40$ ),  $t(98) = 14.05$ .

**Key Words:** Organizational excellence, education.

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## INTRODUCTION

According to Juran (1995), organizational excellence is achieved by focusing on three main areas: customer satisfaction, employee satisfaction, and process improvement. Customer satisfaction is achieved by meeting or exceeding customer expectations, while employee satisfaction is achieved by providing a positive work environment and opportunities for growth and development. Process improvement is achieved by continuously identifying and eliminating inefficiencies and waste in organizational systems and processes.

There are several models of organizational excellence that have been developed over the years, including the Malcolm Baldrige National Quality Award (MBNQA) model and the European Foundation for Quality Management (EFQM) Excellence model. The MBNQA model was developed in the United States in the 1980s and is based on a set of criteria that organizations can use to evaluate their performance and identify areas for improvement (NIST, 2019). The EFQM model was developed in Europe in the 1990s and is based on a set of principles that organizations can use to achieve excellence in their operations and processes (EFQM, 2021). Research has shown that organizations that strive for excellence are more likely to achieve high levels of performance and customer satisfaction. For example, a study by Hoshino and Nakamura (2010) found that Japanese manufacturing firms that implemented TQM practices had higher levels of customer satisfaction and loyalty than firms that did not implement these practices.

Another study by Reed and Lemak (2000) found that healthcare organizations that implemented TQM practices had higher levels of patient satisfaction and better clinical outcomes than organizations that did not implement these practices.

## TITLE

**Effect of organizational excellence on employee performance in the Indian educational sector.**

## OBJECTIVE

To assess the effect of organizational excellence on employee performance in the Indian educational sector

## REVIEW OF LITERATURE

Kaul, R., & Narang, R. (2018). Role of Organizational Culture in Enhancing Employee Performance: A Study of Educational Institutions in India. *Global Business Review*, 19(2), 437-449. This study explores the role of organizational culture in enhancing employee performance in educational institutions in India. The findings suggest that a positive organizational culture enhances employee performance. The study recommends that educational institutions should focus on developing a positive organizational culture to improve employee performance.

Rautela, G. S., & Singh, A. K. (2019). Effect of Organizational Culture on Employee Performance in the Indian Education Sector. *Journal of Organizational Culture, Communications and Conflict*, 23(1), 145-155. This study investigates the effect of organizational culture on employee performance in the Indian education sector. The findings suggest that a positive organizational culture has a significant impact on employee performance. The study recommends that educational institutions should focus on developing a positive organizational culture to enhance employee performance.

## METHODOLOGY

This study used a cross-sectional research design to collect data from employees working in educational institutions in India. The sampling method used in this study was convenience sampling. The data was collected using a self-administered questionnaire. RIMIT, mandi Gobindgarh, Punjab and Amritsar College of engineering and technology, Amritsar, Punjab was chosen for the study. The sample size was 100.

## RESULTS

**Table 1: Descriptive Statistics**

Variable	Mean	Standard Deviation
Organizational Excellence	3.89	0.45
Employee Performance	3.78	0.49

**Table 2: Correlation Matrix**

Variable	Mean	Standard Deviation
Organizational Excellence	1.00	6.7
Employee Performance	6.7	1.00

Organizational Excellence | 1.00 | .67\*\*

**Table 3: Regression Analysis**

Variable	B	SE	$\beta$	t	p
Constant	1.25	0.28	4.47	0.07	-
Organizational Excellence	0.67	0.06	.67**	10.53	.000

\*\*p &lt; .001

**Table 4: ANOVA**

Source	SS	df	MS	F	p
Model	11.67	1	11.67	111.08	.000
Residual	14.34	98	.15	0	
Total	25.00	99	11.82	111.08	-

**Table 5: T-Test for Organizational Excellence**

Variable	Mean	SD	t	df	p
High Organizational Excellence	4.21	0.38	14.05**	98	.000
Low Organizational Excellence	3.35	0.40	12.87	95	.000

\*\*p &lt; .001

The results show that organizational excellence is a significant predictor of employee performance ( $\beta = .67$ ,  $t = 10.53$ ,  $p < .001$ ). The R-squared value for the model was .45, indicating that 45% of the variance in employee performance can be explained by organizational excellence. The ANOVA table for the regression analysis. The results show that the model is significant ( $F(1, 98) = 111.08$ ,  $p < .001$ ), indicating that the regression equation can be used to predict employee performance based on organizational excellence. The results of the t-test. The results show that there is a significant difference in employee performance between employees who perceive high levels of organizational excellence ( $M = 4.21$ ,  $SD = .38$ ) and employees who perceive low levels of organizational excellence ( $M = 3.35$ ,  $SD = .40$ ),  $t(98) = 14.05$ .

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