

# A Corporate Strategy To Create Passionate Excellence In Human Resources

Dr.K.Anjaneyulu,  
Associate Professor of Commerce,  
Badruka College of Commerce & Arts,  
Kachiguda, Hyderabad, Telangana- 500027

## ABSTRACT:

Most organizations today realize that a satisfied' employee is not necessarily the 'best' employee in terms of loyalty and productivity. It is only an 'engaged employee who is intellectually and emotionally bound with the organization, feels passionate about its goals and is committed towards its values. Employee engagement relates to the employee's commitment to the organization's success. Engaged employees who are inspired and guided by the leadership, equipped with the right tools and managed by the right systems and processes deliver superior performance. Earlier, an organisation's success was measured in terms of employee satisfaction from the employee engagement activities. [1] However, engaging employees through various methods and channels also became obsolete and it is now time to go beyond engagement and focus on Employee Passion a core factor that creates success for the organization.

Keywords- Employee's passion for work; Efficient Productivity; Corporate Strategy.

## I INTRODUCTION

An individual's passion for his or her work comes from self motivation to work more which drives one to achieve the set goals. It creates an insatiable hunger for excellence. However, many people do not enjoy their work and do it to earn a livelihood, rather than out of interest. For individuals, being passionate about their work is not only important but crucial because it directly affects their overall performance and personal life.

### A. Passion:

Passion is what drives one to the edge and urges him/her to take the leap to explore the unknown. Passion is the single fastest way that stimulates one to go beyond the ordinary and do something that they are excited about. Passion is a strong emotional compelling feeling, enthusiasm or desire for anything. The dictionary meaning of passion is boundless enthusiasm [2].

### B. Behavioral Parameters To Gauge Employee's Passion For Work:

Employee analysis of the Herzberg's factors results in employee impressions of the workplace. It is on the basis of these factors that employees make a cognitive assessment of whether they feel passionate about work or not. While different individuals feel differently about a workplace, the most dominant sentiment determines engagement levels. The decision about being passionate towards work is manifest through certain key behaviours. There are 5 different areas where the key behaviours can be measured:

- 1) **Commitment:** Commitment is the most important parameter to regard an employee being employee passion towards work. Commitment encompasses positive attitude to work and the desire to go the extra mile to accomplish organisational objectives. Commitment is measured at two levels-job and organisation. Commitment to job is about passion to accomplish work-related goals. While maintaining optimism about the same. Commitment to the organisation is gauged by the way employees endorse corporate. Values and beliefs and adhere to them under all circumstances.

- 2) **Absence of personal gain:** When employees show willingness to stretch themselves even if they do not stand to gain personally from it, it is indicative of unconditional commitment and passion for work.
- 3) **Employer loyalty:** When employees express the desire to stay on with the employer and demonstrate their intentions of career planning with the same employer, it is indicative of a strong commitment and passion for work. Finding such unconditional support for employer is a rarity, given today's umpteen choices. However, when employers manage to earn a reputation of this kind, there is little to worry on the people management front.
- 4) **Employer brand:** Passionate workers not only endorse employer practices, but also recommend the employer to others strongly. They are, in fact, the most effective advertisement tool for the employer.
- 5) **Strong leadership:** A strong leadership and a well-thought strategy play an important role in employee work passion. A strong leader can help employees steer efforts in the right direction. The role of a strong leader is at two levels. At one level, it is about connecting with individual employees and helping them align their aspirations with corporate objectives. The second level is more systemic, and deals with redefining policies, strategies and procedures. Understanding this classification of responsibilities and duties will enable leaders to perform better and establish themselves as a great source of energy and growth for their team members and co-workers. Passionate leaders are excellent decision makers and they know how to maintain high performance standards for self and for their respective teams. They find joy by maintaining high job performance and their passion for work is the key to make sure they meet their professional and developmental goal.

### C. Passion for employer (VS) Passion for Work

#### 1) Passionate about the Employer:

- The ultimate team player who is with the group.
- Works late nights and weekends and has everyone in the team to work together.
- Defends the company to anyone, anywhere that criticizes or questions its products, Policies or practices.
- Prefers responsibility to Employer to Customers.
- Questions, but does not challenge the status quo.
- Is well-liked, because work is done enthusiastically.
- Accepts the corporate expectation.
- Work on career path in the company:
- Focused on gaining recognition.

#### 2) Passionate about the work:

- Keeps updated professionally
- Knows the key people in the industry
- Works on the Best of the tools
- Strives for achievement on different assignments
- Defends the quality of his/team's own work
- Does not care about upward mobility in the Company. Cares about doing extraordinary work and possibly the recognition of his peers in the industry
- Puts responsibility to his own ethics and values— especially related to quality of work- over responsibility to employer.

- May not be extremely well-liked, but is highly respected and tolerated because he's known as one who, "cares deeply about doing the best possible job, and is very good at what he does".

There is virtually no distinction between passion for the company and passion for the work they are, essentially, the same thing, driven by the same overall desire to succeed. A great company is the one who treats employees as real treasures.

## II. Review of Literature

The theory of reasoned action (TRA) was proposed by Fishbien and Azien (1980) to understand and predict individual behaviour. According to this theory behavioural intention is the immediate antecedent of an individual's performance of behaviour. It has also stated that many extraneous factors influence stability of intention, the relationship between intention and behaviour depends on two factors. First the measure of intention has to correspond to the behavioural criterion in action, target, context and time; second a measure of intention should predict behaviour only if the intention doesn't change the behaviour before the behaviour is observed. TRA has specified that behavioural intention is a function of two determinants: a personal factor termed attitude toward behaviour, and a person's perception of social pressures termed subjective norm. Former refers to individual positive and negative evaluation of performing the behaviour where as later refers to individual perception is affected by significant referents (Fishbien and Azien, 1980) TRA teaches its boundary at the determinants of attitude and subjective norm called behavioural or normative belief predicting behaviour. For example if a person believes in on line shopping would bring positive consequences would hold a favourable attitude towards former. Fishbien and Azien (1980) asserted that although external factors may still influence the behavioural intention, they are not generally considered in constructing the theory.

Theory of planned behaviour (TPB) is an extension of TRA. It takes into account actual control or non-bolitional control. Actual control means individual's possession of opportunities and resources required to perform the behaviour(Ajzen, 1991) perceived behavioural control is defined as how easy or difficult performance of the behaviour is like to be (Ajzen & Madden, 1986). According to TPB the actual behaviour becomes strong only when perceived behavioural control reflects actual control(Azen & Midden, 1986). Control beliefs refer to the individual's perception of the extent to which he/she possess internal and external factors that may increase or decrease the perceived difficulty of performing the behaviour. Internal factors such variables as individual differences, information skills, abilities, power of will emotions and compulsion whereas external factors involve time, opportunity, and dependence of others (Azen, 1985).

Ajen and Madden (1986) tested the applicability of the two theories and tried to find out which one is better. The results revealed that TPB has shown the most accurate prediction on the intention than did the TRA, and perceived behavioural control was more significantly predicting unethical behavioural intention than was attitude.

Subsequent proposition follows as:

P1: TPB has better explanatory power than the TRA in predicting consumer's online shopping intention in Indian context.

P2: in the online shopping context, the behavioural intention is the function of following determinants: a) attitude, b) subjective norm and c) perceived behavioural control.

Based on the TRA, Davis (1989) developed the technology acceptance model (TAM) to explain the individual's information system acceptance behaviour. It uses a salient belief set (i.e perceived usefulness (U) and perceived ease of use (EOU) that is consistently applicable across various situations. Perceived usefulness is defined as degree to which a person believes that using a particular system would enhance his or her job performance(Davis, 1989). On the other hand perceived ease of use is defined as "the degree to which person believes that using a particular system would be free of effort (Davis,1989).

Taylor and Todd (1995) have argued that TPB explains more variance of behavioural intention than does the TAM. Riemenschneider (1997) has also demonstrated the same result. Thus it can be proposed that the TPB has more predictive power in explaining behavioural intention in question than does the TAM.

Based on the literature we propose following things:

P3: TPB has better explanatory power than the TAM in predicting the consumer's online shopping intention in Indian context.

P4: Ease of use is positively related to usefulness

P5: Ease of use and usefulness are both positively related to attitude towards online shopping.

P6: Usefulness and attitude are positively related to intention to shop online.

All beliefs of the pure TPB are decomposed into specific multi dimensional belief constructs as the TAM has specific salient beliefs that influence attitude (e.g. usefulness and ease of use). Decomposition of behavioural beliefs argued that behavioural belief construct is again divided into usefulness, trust, ease of use and usefulness. Normative belief is decomposed into family influence, friend's influence, and media influence. Control belief is gain decomposed into self efficacy and technology facilitating conditions. It has more advantage over unidimensional approach of TAM, TRA, and TPB because it is focused on identifying specific factors that influence the consumer's intention to shop online.

### OBJECTIVES:

The basic objective of the paper is to identify the means to motivate a company's HR to outperform in a company's overall strategy in general and HR strategy in particular. However, the paper is guided by the following sub objectives:

- i) To create passionate work environment and suitable incentives for the company's HR, and
- ii) To identify and present the impact of passionate HR at work place to enhance the productivity and profitability of a company.

### CREATING PASSION FOR WORK

An employee being passionate about the work is rooted in the basics of employee motivation and differs for different individuals. Transcending the traditional Herzberg's motivator is today's set of 12 factors that experts believe, outline employee passion [3]. These factors are:

Table 1: Factors that contribute to employee passion

Purpose – Oriented work	Work – Life balance
Collaboration	Leadership bonding
Autonomy and empowerment	Co-worker bonding
Growth prospects in career of an employee	Task enrichment by variety
Performance management	Fairness in terms of procedures and policies
Regularised feedback	Ethical code of conduct

## EFFECT OF BEING PASSIONATE AT WORK

Passionate people are a boon to organisations as they are high achievers and always remain self driven and motivated [4].

- 1) Passionate individuals in the workplace are driven and find pleasure in their jobs. They feel success and the ability to affect positive changes in their bones. Passionate individuals are examples of physical and mental well being. These individuals want to make a difference and look at every day as a challenge and a commitment.
- 2) Passionate employees not just act but feel that way about one's job which means a passionate worker creates energy that can boost the spirit of all others workers and to get optimal results, they consistently sharpen their skills.
- 3) Passionate individuals adopt different approaches at different situations but consistently work with same vigor. They are self-driven and not depend on organizational environment or the boss' attitude as an external sources for motivation.
- 4) Passionate individuals inspire their colleagues because they show them how to capitalize on their own unique skills and utilize their attributes. Inspired individuals are like magnets that draw other individuals they are working with to take notice and visualize possibilities to become motivated and also inspire others to succeed.
- 5) Passionate individuals create a positive and productive working environment. Individuals that can influence positive change will be valued by their organization and enhance their ability for long term job success. Employees, who meet their professional and personal needs in the workplace, promote best job performance.
- 6) Passionate individuals do not work alone, and know the value of team work. They influence positive team work purely by their presence and job ethics. They show their passion to achieve success and accomplish the goals they have set for themselves. Once they reach their goals, they will often go beyond normal expectations and push themselves to new levels.
- 7) Passionate workers are happy individuals because they are able to evaluate their work life balance and know the importance of balancing their life. They know that work sometimes will require more of their time and are willing to devote their time when needed. They also recognize when their personal life needs some attention and will devote extra hours when needed.
- 8) Passionate individuals manage conflict with a positive attitude and they never let the negative influences break their passion about their job. When things get rough, they do not lose their cool and always keep the bigger picture in mind. They understand the value about effective Working relationships and their own passion for their job will push to maintain their working relationships
- 9) Passionate individuals are open to new challenges and always maintain a high level of productivity. They gain visibility in their organization and always show they are excited to be at work. Taking on challenges, remaining positive, meeting their expectations exceeding them are their path to long term career success.
- 10) Passionate individuals tend to be innovative to try different approaches to reach their goals. They are more goal oriented than techniques oriented. For them, the method of choice is the method which will work best, not the usual method to achieve goal.
- 11) Passionate individuals have all their senses involved in the job in hand. Their brains work. Their eyes work, their ears work and their overall expressions work.
- 12) Passionate individuals tend to persist in the face of adversities who are not easily discouraged by failure. The underlined self-confidence helps them to carry-on despite setbacks and use failure as a learning experience so never leave a task unfinished.

## IV. CONCLUSIONS

“Nothing great in the world has ever been accomplished without passion.” Hebbel quotes- German Poet

### A. Best Ways for Organizations to Increase Employee’s Passion at Work:

- 1) Hiring smart: for passion and attitude and then for skill. People can learn the skills needed for any job-passion is harder to teach [5].
- 2) Getting a good fit: takes the time and energy to match up with the right people on right jobs.
- 3) Continuous training. Is very essential for employees to be excellent at their work. The more competent employees feel the more they are engaged in work.
- 4) Communicating with passion: and with enthusiasm has a lot of impact especially when organization makes changes or implements new techniques.
- 5) Goal setting: is a big factor for success of a company. People who have goals and have a vision for their future are naturally more passionate.
- 6) Recognition: and praise makes employees feel appreciated better about their work and are more likely to fit into place.
- 7) Employees love surprises: People who have fun at work are more likely to be engaged and passionate about their work.
- 8) Caring: People who work for a boss who truly cares are people who work harder and more enthusiastically. Employees need to be taken care of.
- 9) Taking risks: occasionally or doing something different generates passion to work with

## V. SUGGESTIONS

1. Companies shall ensure free and fair flow of corporate strategy goals, strategic goals and operational goals to align with the company’s vision and mission to improve the HR calibre at all levels.
2. The top management of the company must initiate Skilling, Re-skilling and Up-skilling the talent of company’s HR to raise the performance bar from efficiency to effectiveness levels
3. Finally, employees can become really passionate about the company, when they are allowed to bring a passionate work-culture. Letting employees express the passion they have for their work would result in turning good companies into great ones [6].

## REFERENCES

- [1] Ed Gubman, From Engagement to Passion for Work: The Search for the Missing Person, HR. Planning, Vol. 27 Nbr. 3, Jan 2004.
- [2] James Raymond Lucas, The passionate organization: Igniting the Fire of Employee commitment, PHI learning, 2006.
- [3] DreaZigarmi, Dobie Houson, David Witt, and Jim Diehl, “Employee Work Passion”, kenblanchard.com, Vol 4, 2011
- [4] Pathak R.C, Jayant Vishnu, Rajesh Pathak, HR Excellence Through Passion and Spiritual Manifestation, AIT, Bangkok, Thailand, Glogift, 2006.
- [5] ChoudharyArindam, Count your Chicken Before They Hatch, Vikas Publishing House, New Delhi, (India), 2006.
- [6] Richard Y. Chang, “The passion plan at work: building a passion-driven organization”. Wiley eBooks, January 2001