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Organizational Meritorious Performance by Effectiveness of Management Systems (A Case Study: Leather Industry)

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ABSTRACT

The organizational meritorious performance focus is primarily on the environmental characteristics of effectiveness of management systems such as education and prior experience rather than those characteristics derived from personality traits. Data are drawn from a survey of the obligor organizations in North West of Iran that the samples of effectiveness of management systems engage in organizational meritorious performance. The qualified manager's characteristics showing a significant association with a commitment to organizational meritorious performance include an above average level of education, experience and running organization in sectors outside their previous experience. Organizational meritorious performance showed a positive association with that effectiveness of management systems with a growth orientation. It is concluded that qualified manager's characteristics can be important in explaining the organizational meritorious performance within the obligor organizations. This paper is to explore the ways in which certain characteristics of effectiveness of management systems of obligor organizations generate a tendency to prepare a formal written meritorious performance plan.
KEYWORDS:organizational meritorious performance, effectiveness of management systems, meritorious performance plan.

1. INTRODUCTION

Meritorious performance managers like to follow a similar and routine meritorious performance behavioral pattern. Which characteristics of obligor organizations influence whether or not those organizations engage in organizational meritorious performance. The analysis and studies show that there existed positive relationship between meritorious performance improvement strategy, management perception, customer involvement, meritorious performance improvement information and creating a sustainable competitive advantage. Based on the results a number of recommendations were proposed and suggestions for future studies were made. Effective organizational meritorious performance is one of the important factors in meritorious performance success. There are some who argue that formal written planning may be inappropriate for the obligor organizations but this seems a minority view. It can be argued that organizational meritorious performance is as important to obligor organizations as to larger organizations and standard textbooks on entrepreneurship offer chapters on meritorious performance plan whilst a range of specialist publications outline the best ways of writing meritorious performance plan (Sahlman, 1997, 467; Monks, 2001, 97; Naffziger, et al, 1991). In particular, the tackles in a specific way the impact of strategy in meritorious performance improvement, management perception and support for the process of meritorious performance improvement strategy, customer perception and involvement in the process of meritorious performance improvement strategy and strategy in meritorious performance improvement information, on the potential of creating a sustainable competitive advantage for effectiveness of management systems institutions. Additionally, the existing knowledge by drawing and systematically synthesizing literature from disparate meritorious performance improvement disciplines, thus, develops a approach.. This approach is designed and developed to measure the impact of meritorious performance improvement strategy on creating a sustainable competitive advantage.

In obligor organizations, where a meritorious performance plan exists, the preparation of the organizational meritorious performance may have been driven by external forces. The most obvious of these are the requirements of external agencies providing funding for either start up or expansion. However, the meritorious performance plan may serve as a strategic planning document for the managers, entrepreneurs and workers, a plan to guide the meritorious performance and serve as a basis for taking strategic decisions and also it may serve as a subsequent monitoring device. In view of its perceived ongoing meritorious performance to the small meritorious performance it might be expected that organizational meritorious performance would be a feature of many, if not most, obligor organizations.

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2. Meritorious performance strategy

Meritorious performance strategy does not seem unreasonable to argue that an organization with a committed development strategy would have a meritorious performance plan. In most cases, this might also be reflected in an aim to increase the size of the customer base (Rue, et al, 1998, 124; Watts, et al, 2003; Stutely, 2002, 69). The possible effects of meritorious performance strategy on the propensity to prepare meritorious performance plans, is expected that organization oriented towards growth will show a greater propensity to undertake organizational meritorious performance. Indeed, wherever a strategy of growth required external support either from financial institutions or meritorious performance advice agencies, it is likely the external support agencies would require a organizational meritorious performance as a condition of their support. This paper examined the influence of these effectiveness of management systems' characteristics and obligor organizations strategies on the presence/absence of organizational meritorious performance in small organization, whilst controlling out the characteristics of the organization which the effectiveness of management systems are operating. The benefits of meritorious performance improvement strategy in the effectiveness of management systems depends on the perceived meritorious performance of the effectiveness of management systems products and hence, strategy organizations which continuously improve their effectiveness of management systems products would result in enhancing the organization's reputation, corporate image and the perceived meritorious performance of the product.

3. Meritorious performance planning

The organization can offer the product at a higher price, achieve greater market share and, thereby, maximize its sales revenues accelerating product development. A fundamental proposition in meritorious performance improvement is that it must be aligned with customers and competitive advantage. Some recent research reviewing corporate coaching programs that we can see this move from intuition towards rationalized models as complementary and off-setting to developments in strategic management (Mintzberg, 1994, 89; Mintzberg, et al, 1998; Schwenk, et al, 1993, 246). As management itself becomes more emphatically fast-paced and intuitive, in order to deal with complexity and unpredictability, research is beginning to accumulate showing that coaching formats used in management support are more effective than training in the older logical comprehensive pursuits. Like all scientific enterprises, a period of accumulation of evidence will be required before definitive conclusions may be drawn (Anderson, 2001, 65; Brown, et al, 1998, 88; Deakin, et al 2003, 9; Mason, et al, 2004, 88). However, there are early gleanings that evidence based evaluation research is underway. For this reason by coupling meritorious performance with customer service recovering satisfaction, a few tactical actions for implementation (Mason and Stark, 2004, 205; Peters, 1988, 160) can make the challenge simpler and provide leadership (Minnow, 1996, 39; Feghhi farahmand, 2004, 358). Creative meritorious performance building is found in knowledge-based industries, which span many sectors finance, technology, media and learning.

Central to success as knowledge creators is the culturing of independent individuals, organizational members able to re-invent meritorious performances as required. Such capabilities are not nurtured in high compliance systems that penalize out-of-envelope contributions (Goleman, 1996, 89; Goleman, et al, 2002, 185; Hamel, 2001, 89; Feghhi farahmand, 2004, 287). To assist in understanding the process used in a certain application; avoid potential misconceptions regarding the intent and define the activities associated with specific meritorious performance studies, reclamation has defined four distinct types of meritorious performance studies.

Therefore organizational capability relies in particular on coaching management skills, which rely on emotional intelligence and emphasis one-to-one, dialoguing, subordinate empowerment and mutually agreed targeting. Anyhow tactical actions steps for coupling meritorious performance with customers or service receivers recovering satisfaction are as follows

(Curran, et al, 1994; Feghhi farahmand, 2004, 358; Diedrich, et al, 2001, 59; Feghhi farahmand, 2005, 187; Nayak, et al, 1994, 47; North, et al, 1997, 187):

1) Board of director's support: An organization's total meritorious performance efforts must begin at the very top and begin with the board of directors (Olivero, et al, 1997, 68; Senge, 1990, 196; Westhead, et al, 1996, 87).

2) Meritorious performance action plan: The answers to these and other questions will provide valuable insights into the existing corporate culture and indicate the organization's readiness for adopting meritorious performance. An action plan based on the survey feedback should then be formulated by the top management and communicated at every board meeting.

3) Meritorious performance committee: Employees, shareholders and customers, suppliers and competitors have a stake and essential ingredient for success is a senior meritorious performance committee, which provides leadership in meritorious performance and stimulates cultural change. This should be chaired by the CEO and comprise the entire senior management team and the individual responsible for meritorious performance. Depending on the size and structure of the organization, these committees can be established within operating divisions, functional group or by geography.

As with financial performance rewards, meritorious performance improvement goals can be incorporated into executive management compensation models to help achieve the desired meritorious performance results. It is important not to hold senior management totally responsible until the foundations of meritorious performance i.e. key

indicators, training mission statement, goals and culture are firmly established. Initially, top management must prove its capacity to deliver meritorious performance before it is used as an assessment criterion for a reward package.
Top management should be obsessed with meritorious performance. Strong corporate cultures are established through leadership by strategy and adopt obsession with meritorious performance.
These definitions allow reviewers of a study to quickly understand its scope and limits. To ensure the opportunity to achieve the highest meritorious performance, meritorious performance program staff attempt to keep management or administration directed mission charges flexible enough to allow innovation. This staff make most of the recommendations for administrative and procurement processes that could benefit from studies. Anyhow is the need to develop a means to inform administrative or procurement staff of the available resources and how to obtain assistance. Therefore core product or service meritorious performance and customer benefits return as key drivers. Organizations have over decades developed knowledge reserves and professional competencies. For this reason, there is a need to re-track fundamental management systems. Such concepts as investment valuation, ethical trading, stakeholder consultation, corporate social responsibility, meritorious performance investment, preoccupy institutional investor communities. In any case, the level of uncertainty is continuing to increase even as consumer prosperity overlaps into the new century, reacting against the undoubted brilliance of the recent meritorious performance era.

However, the mainly qualitative evidence available to date suggests that meritorious performance plan within obligor organizations is an activity of a minority (Woods and Joyce, 2003, 183; Bolton, et al, 2000, 88; Feghhi farahmand, 2002, 254). There may be a number of reasons for the lack of meritorious performance plan. Historically the typical effectiveness of management systems has tended not to have pursued higher levels of education or to take formal meritorious performance training. Hence there are two possible reasons why effectiveness of management systems tends not to plan (Chell, 2001, 67; Ballou, et al, 1999, 58; Barkham, et al, 1996, 27) that they are emotionally unsuited to it. They think and act intuitively and they are simply unaware of the various tools which would enable them to plan systematically.

A further constraint, likely to restrict meritorious performance plan by effectiveness of management systems, is that they may not have sufficient financial information to prepare a formal plan. For example, at the lower end of the size range of organization with less than 10 employees, only 33 percent regularly calculate profits to monitor their organization's performance (Nayak and Greenfield, 1994, 227; Westhead, et al, 1999). A lack of formal planning may also relate to the fact that small organizations are just too busy surviving to take time out to plan ahead whilst others might argue the environment (Westhead and Storey, 1996, 197; Ledoux, 1993, 85; Ledoux, 1994, 15). A lack of formal meritorious performance plan among obligor organizations does not necessarily mean that organization is badly managed. It does, however, suggest that many effectiveness of management systems miss out on the opportunity to consider the overall direction of the meritorious performance and management decisions may be made on the basis of poor information.

4. Organizational meritorious performance

Based on that, qualified manager's institution might achieve a superior advantage and performance due to the better understanding of customer needs and this in return, will raise the bar of competition and enable the strategy organization to tailor a distinguished meritorious performance improvement mix, unlike competitors. It is progressing from a period in which right-brained intuitive judgments have been dominant to an evidence-based, left-brain rationalist approach. In corporate settings, where large investments in coaching programmers are underway, evidence is required to justify these expenditures.

In strategic terms, the organization may be governed by experienced senior managers. In this way, meritorious performance systems that require sustained high levels of creative response will reward emotional intelligence over rational intelligence (Storey, 1994, 172; Feghhi farahmand, 2004, 452). At the top level in all professions and disciplines, both sets of skills are required to perform at the highest levels. To this point, the discussion has focused on the fact that coaching-based intervention strategies assist management in adapting to the more intuitive and fast-response aspects in its operations. Coaching as an emergent profession, however, is moving in the other direction (Perry, 2001, 73; Sahlman, 1997, 90; Stacey, 2000, 174). Models of development that build logically among different experiences are required. The characteristics of the organization and effectiveness of management systems and also obligor organizations strategies hereafter termed meritorious performance strategy, influencing effectiveness of management systems behavior which might be used to inform analysis of the determinants of meritorious performance plan in obligor organizations. Organization characteristics were controlled out of analysis in order to focus our attention on the effectiveness of management systems and meritorious performance strategy variables. Evidence now suggests that corporate coaching programs promote individual initiative and self-responsibility, objectives aimed at by human resources development initiatives. Corporate coaching stimulates creative initiative among staff and increasingly management training is becoming focused on these forms of creativity. This creativity is taking many forms. For instance, theatrical performance training is now deployed in corporate settings. Dramatic coaching uses many coach dimensions in its delivery, including body language, voice training, and facial communications. This training can be used in management development, alongside creative problem solving and team-based projects. In order to succeed at specific tasks, these disciplines require managers to expand their emotional communications and personal repertoires. Emotional intelligence is ranked as highly as logical thinking. Performance in a management setting means learning to

express powerful, even negative, emotions in ways that are received as positive by the organization. Management, in this perspective, becomes a performance-based profession, where the way in which a team leader expresses objectives and qualities is as important as the targets themselves. Gaining the sustained co-operation of fellow team members requires emotional leadership. Where such leadership is available, much forgiveness is afforded. Performance creativity in a manager links to conceptual creativity.

5. Effectiveness of management systems

The organizational meritorious performance is a tern used by some to refer to what might be termed know-when and know-why. Although it seems reasonable to conceive of these as aspects of doing, it is difficult to envision them as being separate from that doing. The characteristics of the meritorious performance managers of the sample organization are reviewed. The meritorious performance managers ranged in ability from low to high. In view the ability of most of the effectiveness of management systems, just over half had been controlling their organization for five or more years. Their formal educational levels tended to be high. Amongst these meritorious performance managers, a distinction could be drawn between and those for whom their current meritorious performance was their first organization and the majority were novice meritorious performance managers. Regardless of the educated workers, a significant number had gained organizing before setting up their own organization. They can be contrasted with the remainder of the sample group who had been working more directly in production. The importance of organization's external environment stems from the fact that a organization’s strategy process is embedded in an environmental context. Furthermore, as qualified manager's offerings are hard to be distinguished among competitors, it is argued that qualified manager's institutions should use the process of strategy as a platform to achieve unduplicated competitive advantage. The nature of the effectiveness of management systems is seen as critical in other aspects (Westhead, et al, 1993, 58; Nayak et al, 1994, 425; Fisher, 2002, 25) of the activities of obligor organizations.

A selection of the effectiveness of management systems characteristics is the potential to influence an owner manager’s propensity to undertake organizational meritorious performance. Predictions of the direction in which the variables (Woods, 2003, 89; Feghhi Farahmand, 2002, 345; Smith, 1967, 145) will operate are inevitably problematic as there is little prior work on the determinants of organizational meritorious performance.

METHODOLOGY

The relationships between obligor organizations and their localities have become an important research area and organization with links with local meritorious performance institutions might be more likely to meritorious performance plan. The argument here would be that mixing with local meritorious performance leaders would increase awareness of the meritorious performance of organizational meritorious performance. This study is based on a sample of small organization and the influence of organization characteristics such as organizational meritorious performance of organization have been well explored over the last decades. Sector contrasts between the largest group of organization in different industry organizations in the sample and size involves employment and turnover variables were included in some of the preliminary analysis but no sector or size effects were detected and obligor organizations was defined as one with less than 100 employees. The data relate to a sample drawn from independent plants in North West of Iran listed in directory of organizations. The random sample was drawn and few organizations participated in the survey based on face to face, meeting, advising, questionnaire, participation in consultant sessions and e-mail interviews using a semi structured interview schedule. These organizations represent a response about rate of high percent and tests for response bias were possible. Virtually about high percent of the interviews were with the effectiveness of management systems, the other interviews were experimental managers that they have not scientific management information and were the only viable respondent as they were working for retired managers who had relinquished overall control of the organization but maintained a financial link and in other cases, they worked closely with the managers who were still involved in the meritorious performance and the majority of these senior managers shared their offices with their respective owners.

7. RESULTS

The interview schedule was designed to collect data on a number of effectiveness of management systems and strategic characteristics in addition to asking about the presence or absence of a organizational meritorious performance and, where appropriate, the time period to which the plan applied. Some organization related characteristics were also included to check for the presence of any uncontrolled organization variables. These senior managers could answer the key questions about the environmental and strategic variables in which interested and thus the use of a small number of senior managers is not as problematic as it would have been if interested in the psychological and personality characteristics of the effectiveness of management systems. In order to understand whether the meritorious performance managers is performing or not, organization need to ensure that the meritorious performance managers is appropriate for each meritorious performance improvement. In response to this research gap, can investigates whether meritorious performance managers should differ according to meritorious performance improvement. Effectiveness of management

systems was asked whether or not they had a formal meritorious performance improvement effectiveness of management systems for their organization and the period of time to which it applied. Over half meritorious performance managers had no such plan which fits well with the common perception of the lack of planning in small organization. Clearly, meritorious performance improvement is not a feature of the majority organization, at least not within this sample of organization within this location. The data are explored through the analysis of bivariate relationships using non parametric statistics and the relatively small sample size precluded more detailed statistical analysis. A distinction in the activities undertaken by the organization could be drawn between organizations. Almost most of the organization fell into the former category and the expected distinction between those organization serving primarily intermediate markets and those selling to final demand is also clear. Effectiveness of management systems were asked whether or not they had a formal organizational meritorious performance for their organization and the period of time to which it applied. Clearly, organizational meritorious performance is not a feature of the majority obligor organizations, at least not within this sample of organization within this location. Nevertheless, organizational meritorious performance did exist in just under half (32 percent) of the surveyed organization. Over 92 percent of organizations with formal organizational meritorious performance were planning within a five year time frame. A further 32 percent were operating within the shorter spans of one or two years. The remainder claimed to be operating within five to up year plans. Whether these could be called formal organizational meritorious performance might be open to doubt but these were included within the group of effectiveness of management systems which were meritorious performance planners. The key point to emerge from this measure of the extent of organizational meritorious performance in small organization is that there are two groups of effectiveness of management systems: those plan and those do not. It is therefore important to ask how this dichotomy can be explained.

Effectiveness of management systems ranged in age from 25 to over 75 years of age and well over one half was over 40 years of age. In view the age of most of the effectiveness of management systems, just over half had been controlling their organization for 15 or more years. Their formal educational levels tended to be high. Amongst these effectiveness of management systems, a distinction could be drawn between and those for whom their current meritorious performance was their first organization and the majority were novice effectiveness of management systems.

Regardless of the workers, a significant number had gained managerial position before setting up their own organization. They can be contrasted with the remainder of the sample group who had been working more directly in production. A striking feature of these organizations perhaps not surprising in organization based mainly on traditional industries is that 62 percent of the effectiveness of management systems had grown up in meritorious performance area.

There were striking variations in meritorious performance strategies. An active search for new customers was characteristic of the majority 51 percent of the organization that admitted to an aim to increase their turnover. Clearly, within this group, there is a sub set of growth oriented effectiveness of management systems whose propensity to undertake organizational meritorious performance might be contrasted with those who were content with their current level of meritorious performance. The latter may well belong to that group of effectiveness of management systems often characterized as running lifestyle organization. From this overview of the selected qualified manager's characteristics and the strategies of the sampled organization, it is now possible to explore the extent to which these differing characteristics and strategies influence whether or not an organization engages in organizational meritorious performance. The main focus is on the role of effectiveness of management systems characteristics in influencing the propensity for organizational meritorious performance. The results of the bivariate analysis showed that age and experience had no significant relationship with organizational meritorious performance the predicted positive relationship between higher levels of education and undertaking organizational meritorious performance was in the expected direction. The results of the bivariate analysis are summarized in Table 1.

Table 1: effectiveness of management systems and organizational meritorious performance

effectiveness of management systems, meritorious performance strategy and organizational meritorious performance	With organizational meritorious performance (Chi-square)
Education	.035
Workers	.037
Different sector	.047
Seeks customers	.011
Growth strategy	.072

Perhaps the most striking, but understandable finding, was the tendency ($p = 0.031$) for effectiveness of management systems, operating in sectors with which they had little familiarity, to undertake organizational meritorious performance. Whereas two thirds of those moving into a new sector were meritorious performance planners, this was true of only just over one third of those staying with the sector in which they had experience as Table 2.

Table 2: organizational meritorious performance and sector experience			
		Same sector	Different sector
With meritorious performance plan	%	26	69
No meritorious performance plan	%	74	31
Totals	%	100	100
N		65	
Chi-square		2.29	
tail		Two	
P		0.031	

This tendency to plan by those moving into a new sector to reflect the higher levels of uncertainty the effectiveness of management systems faced in operating in an area which was new to them. The degree of engagement with the local meritorious performance community had no significant influence on organizational meritorious performance.

The last stage of the analysis focused on the two meritorious performance strategy variables. This revealed that both measures of meritorious performance strategy had a significant and positive relationship with the presence of organizational meritorious performance amongst the effectiveness of management systems of these organizations. The growth orientated effectiveness of management systems had a high propensity to have a organizational meritorious performance whether measured by actively seeking new customers ($p = 0.018$). In part, this may reflect the point noted earlier, that the necessity to raise finance to fund expansion might require the preparation of a organizational meritorious performance for the funding agencies. Of small obligor organizations who actively sought new customers, over one half had a organizational meritorious performance whereas this was true of less than one quarter of those who were less proactive in developing their customer base (Table 3).

Table 3: organizational meritorious performance and seeking customers expectations			
		Seeking customers expectations	Not seeking customers expectations
With meritorious performance plan	%	75	24
No meritorious performance plan	%	25	76
Totals	%	100	100
N		73	
Chi-square		4.12	
tail		Two	
P		0.018	

8. Conclusions

Organizational meritorious performance is a characteristic of the obligor organizations that there still remains a high proportion of effectiveness of management systems of obligor organizations who does not undertake organizational meritorious performance. effectiveness of management systems characteristics and meritorious performance strategy variables can be an influence upon whether or not small obligor organizations undertakes organizational meritorious performance when controls have been introduced for sector and size. It is important to stress that this study is confined to a sample of the effectiveness of management systems of obligor organizations in one part of the area of obligor organizations zone. Further, the characteristics which have been measured can be grouped into environmental and meritorious performance strategy variables rather than those variables which measure attributes of the personality of the effectiveness of management systems. It is also recognized that the relationships only significant at a relatively low level but this reflects, in part, the small size of our initial sample. Therefore useful conclusions can be drawn as follows:

The key effectiveness of management systems characteristics, associated with a greater tendency to undertake organizational meritorious performance, are a higher level of education, experience and running a meritorious performance. Not unexpectedly, those organizations with growth strategies also tended to be meritorious performance planners.

There was no evidence that previous management experience was linked to a higher propensity to meritorious performance plan. Those effectiveness of management systems with management experience are somewhat cynical of the meritorious performance of paper exercises and the writing of meritorious performance plans. Although this is a study of obligor organizations in one zone, this paper has demonstrated that qualified manager's characteristics cannot be ignored in trying to understand the extent to which obligor organizations display a commitment to organizational meritorious performance. Success is most likely to come from approaches to that effectiveness of management systems with the characteristics of planners but who are not yet planners. These are the effectiveness of management systems

that may be unaware of the benefits of organizational meritorious performance rather than outwardly hostile. However, qualified manager's characteristics are rarely in the public domain so such targeting becomes difficult. Analysis of the environmental and strategic characteristics of effectiveness of management systems identified a set of variables. Gaining the sustained co-operation of fellow team members requires emotional leadership. Where such leadership is available, much forgiveness is afforded. Performance creativity in a manager links to conceptual creativity because the corporation's key competence, its meritorious performance concept innovation capability index, is the key to success in a knowledge driven economy.

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