

A System Approach Linking Quality Culture, Employee Health and Organizational Effectiveness – A Case Study

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Abstract

In a complex business world, more knowledge is constantly needed. Tensions between individuals' need for stability and organizations' need for change are inevitable, thus, a shared language is required to achieve balance within the organization. *Systems Thinking* is a conceptual language that encourages understanding the organization's 'patterns of behavior' over time (a long-time perception), rather than focusing on single events. Using this language can promote understanding within organizations and improve organizational effectiveness, while achieving balance between the organization and the individual needs. Systems thinking was applied in an Israeli factory to analyze the interrelationship between quality culture, employee health, and organizational effectiveness. A culturally diverse group of factory employees collaborated in a model-building process using system thinking to unravel patterns of behavior within the organization. The process of building the model conveyed how group participants perceive their work reality and highlighted gaps between the company goals and the workers' motivation to achieve these goals. Using the system thinking tools assists decision-makers in understanding the relationship between the various components of the company, especially the linkage between quality culture, employee health and organizational effectiveness. This understanding enables improved and more competitive management for the benefit of the company.

Keywords: System thinking, Quality culture, Employee health, Organizational effectiveness

Biography

Rina Sadia is currently a fulltime lecturer in Shenkar College of Engineering and Design in Israel. She was also a lecture at Ariel University in Israel. She earned her B.Sc. in Industrial and Management Engineering from Ben-Gurion University in Israel and her M.Sc. and PhD from Virginia Polytechnic Institute and State University. Her areas of interest include system dynamics, applied statistics, and statistical processes control.