CULTURAL DIMENSIONS IN HIGH PERFORMANCE ORGANISATION :

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Introduction:

The design process is an exhaustive undertaking. Unfortunately, designing how an organization should operate in the future doesn't always guarantee that it will operate with their organizations results when, after doing everything seemingly right in the design process, they neglect the process of managing the cultural change as the old system begins to implement the new design. Once the organization's new design is agreed, what else do HR manager have to worry about are # No behaviors have actually changed yet. Some assumptions HR manager have made in the design process are probably erroneous. Commitment to the new way of working together has yet to be tested under fire. Addressing each of these points requires a focused and determined effort to monitor the cultural attributes that emerge as design implementation begins. Progress should be highlighted and reinforced; attempts to revert to the old way of doing things should be countered constructively and patiently; indicators that the new design isn't working should be studied and understood; adjustments should be made as necessary. Open systems theory describes the powerful forces of the steady states and warns about the opposition it can provide to needed system changes.

The important to remember about cultural change is that behaviors rarely change without a change in underlying assumptions, values, and attitudes. In both new organizational start ups and existing systems renewal efforts, true cultural change does not occur until several individuals- a critical mass- have examined and changed their basic assumptions about organizations. One cannot change attitudes overnight, but they can be influenced by an effective change strategy. By examining the conflict between their own organizational biases and the assessment data, the planners might be influenced to 'unfreeze' their thinking and consider new possibilities. Similarly, the design process, by referring to socio-technical guidelines and others' experiences with them, can constructively challenge the planners' view

of how things ought to be. Both processes, therefore, can help individuals make more informed, conscious choices about their organizational assumptions and values.

David P. Hanna has described what HPOs look like culturally, outline the most critical issues that determine the success or failure of achieving cultural change , and concluding by discussing some of the dynamics of backsliding , or how HR manager can tell if HR manager are falling off the pinnacle of high performance.

Cultural attributes of HPO's:

In addition to whatever the design attributes may be, most High Performance Organizations are characterized by a few critical cultural attribute. They are:

1. Strong, radical leaders: many of the High Performance Organizations have been laid by individuals who refuse to be denied fulfilment of their sense of purpose or mission. Based on years of experience these leaders develop a vision of what might be. They choose an organizational setting to pursue this vision. Most of these leaders elect strong feelings of love and hate from those they work with. But most everyone agrees with the leaders' mission and finds it easy to overlook their idiosyncrasies because of the protest of sharing in their dreams.

2. A clear vision of what needs to be done: this vision sometimes arises out of crisis that must be handled in order to save the business. But most of the time the vision of the true high performer comes from a mission statement that articulates the vision of the leaders and others to the organization. Mission statements are still greatly misunderstood by many. Contrary, the real effectiveness of missions is not in the product (i.e., piece of paper or booklet), but in the process. The mission process in HPOs underscores their commitment to the value of consensus in the organization.

3. A culture that meshes a strong concern for results with a strong concern for the individual: HPOs spend much time seemingly on a diversionary path from better results. They spend much time, money, and attention to give a clear signal that the needs of the employees are important to organizational consideration. There are constant reminders about importance of people. The employee dedication and loyalty that come out are more than worth the investment. One thing that the author has observed about these cultures; is that those who are in there is no question about their payoff. To those who have never been in one, there is no answer that will satisfy their scepticism.

4. New work designs are pioneered: in general, the high performers, they follow the principle of socio-technical system design. Work role are expanded and optimized, delegation is practiced to an astonishing degree, and information is directly send to the

point of action. In these new designs work teams replace isolated individual specialists to complete a project, team coordinators replace managers on factory shifts, multifunctional specialist network support their members, rewards are based on actual contribution rather than position or seniority. But as per author there was a time where each was considered dangerous and irresponsible. HPOs are not afraid to experiment with the way they get their work done.

5. The leadership is open to learn from others: The leaders of HPOs very often are extremely open and responsive of new ideas from any source. They spend a higher percentage of time than their peer attending for formal training courses. They also go out of their way to know what's going on at the lab bench, on the shop floor, or in the field. While doing this, the leaders never lose sight of their vision. In fact, it is the absolute commitment to the vision that motivates them to uncover any conceivable factor that might prevent from reaching their dreams. When this attitude becomes a norm in the organization employees at all level focus on finding out what is breaking down in the system and fixing it.

6. Challenge the impossible: in each case, these organizations approach situations deemed impossible and invent a way to break through them. This one of the crucial differences between High Performance Organizations and others. People who work in HPOs actually believe that they can make a difference in the way their organizations perform. They feel free to try different (and often conventional) methods to achieve a breakthrough.

These cultural attributes fit neatly, or are congruent, with the design characteristics of living systems described. In the organizational performance Model, high performance is the usual result of such a fit between design elements and cultural attributes.

Critical Issues for managing Cultural Change

There is a general belief that there are a few basic fundamentals that often spell difference in creating high performance. Those who pay attention to the basic invariably win their competitive battles. Those ignore these fundamentals usually end up paying dearly for their oversight. These fundamentals are called the critical issues for managing cultural change. They may not appear to the profound (neither is blocking and tackling), but in authors experience he has experienced that they represent the difference between high performance and frustration.

Develop a true commitment to the change: the leaders must be committed to lead the change effort. It is very rare that all key leaders in the organization will have identical points of views

on what needs to be changed and why change is needed. Concerns, disagreements, and false expectations of the change efforts, if not resolved early will surface again during the course of implementing change. The leaders aren't only the one who needs to lead, support, or implement change. A communication plan is needed to discuss the change efforts with all those who will be affected by it.

There is another important point relating to commitment i.e., effectively managing employee expectations of the change effort. Very often to share a common vision, managers inadvertently lead others to believe that "heaven on earth" is right around the corner. When things do not progress according to these expectations, a certain cynicism creeps into the system. Management has gone back on its word is a phrase that is often heard. Countering this phenomenon requires clearly spelling out what is meant and what is not meant by organizational vision. It also requires sharing the uncertainties when they exist. Clear examples and rough timetables may be used in calibrating everyone's expectations.

Develop high performance skills: Because HPOs produce better results, we often assume that they are easier to manage. But unfortunately this is not the case. Changes in organization design usually result in new (expanded, enriched, more complex, different) roles foe employees.

Dedicate sufficient resource to manage cultural change: The change effort represents new tasks that have to be managed and carried out. It follows logically that the key individuals have responsibility to manage the change in culture. Thus line and staff resources must be available to do the needed work. Tasks may have to be shifted to allow key individuals to spend time moving the old culture to level of high performance.

Overcome old habits: Most people are used to narrowly defined jobs. Their habits may be hard to change. This does not necessary mean they prefer old way of doing things. It simply means they are more comfortable with familiar arrangements. Habits change when the system clearly signals it is important to do so. The key signals everyone watches are pays, promotion.

The Dynamics of Backsliding

There is another dimension to critical to issue of managing cultural change for high performance. Sometimes it isn't even enough to achieve the desired culture in the short term. Once HR manager have reached the pinnacle of high performance, there are numerous gravitational forces that may attempt wary of backsliding into old ways as time passes.

The easiest way to backsliding is to make a change in key leadership positions in the midst of or at the conclusion of the change effort. It's not just the change of leaders that is the

problem. Backsliding occurs when new leaders have a fundamental opposing philosophy to the changes that have been initiated. In such situations, the new leaders exhibit some or all of the following symptoms:

a) They don't accept the existing mission and operating principles and they express no personal vision to replace them.

b) An emphasis on hard number results {shorter term, more predictable,& safer } replaces the mission or vision.

c) There is a tightening up on the delegation practices. Things must be checked and improved. It is assumed that the levels below are going to make mistakes and must be closely supervised.

d) The concern for people becomes hollow. Daily behaviour begins to show insensitivity to people needs. There may be even labelling of former cultures leaders as soft.

e) Work structures revolve around primarily chains of command and hierarchy. New ways of organizing work are frowned upon.

f) The Not Invented Here [NIH] syndrome begins to set in. The leaders believe they have more experience and knowledge than others in the systems. There is little chance to have impact on their thinking with new ideas.

g) The realm of possibility is limited to the set of assumption based on past experience. People stick with what has worked in the past for fear of falling short with an experiment. Methods and procedures are adapted only when a real crisis clearly indicates the old ways won't work.

h) Training is pretty much limited to on the job training because there is so much to do to get today's results accomplished.

Each of these symptoms has been a very powerful rationale for why it has worked or may be needed. Taken in their totality, however they serve to destroy High Performance Organizations.

Is there a practical way to get around this dilemma? Perhaps the following actual case study will serve as a useful model for how may need to proceed to avoid backsliding by really changing the dominant assumptions and values of those in the system.

A Procter & Gamble manufacturing director became convinced of the need for High Performance Organizations in the plants. Prior to his promotions he himself had been through an exhilarating experience of designing and starting up such an organization. He tried to sell his dream to remaining plants. They were not interested. After months of debates and philosophical tugs of war the director dropped the subject. It was obvious to him that these

other plants did not want and would be unable to develop an HPO culture. Moreover organizations outside of manufacturing were also exhibiting considerable hostility toward the prospect of new cultures springing up in every plant. This would be disruptive and irresponsible they said. It was clear to the manufacturing director that his assumptions were not in line with those around him. He felt he had two choices to improve things. He could either change the people (plan A) or change their assumptions and values (plan B).

This manager decided on Plan B. He selected key leaders in each of his plants and formed them into a group to be trained in theories tools and formed them into a group to be trained and developed in an organization. Organizations are all about and how one might develop them. In time these managers came to value such systems. They were not all wide-eyed radicals, but they all did understand, appreciate, and develop some skills in managing HPO cultures. Given this news conviction their behavior and values became aligned to achieve high performance.

The training group not only learned a lot themselves, they were assigned to train the next generation of leaders in the same material. As time went on, major assignment was filled by a graduate of one of these training groups. All plant managers and key operating heads were alumni of training groups.

With the key leaders now in position, manufacturing director tried again to institute HPO's. This time the response was different. Each plant, though unwilling to become a clone of their cousin had strong interest in pursuing a change program that would make it more effective. Work began at each location. The general targets were the same but the paths travelled to reach the target varied greatly from plant to plant. However each plant was making positive progress and was excited about "our change effort"

Now, about ten years after Plan (B) was begun this manufacturing director has been promoted again (confusing those who maintain that risk taking doesn't pay) – and with good reason. His plants are all doing well. And are frequent touted as models for others to follow. But most importantly he has left in place a talented management group that is able to sustain what he started.

An example of a systems test is a manufacturing plant that was in its sixth year of operating with an innovation work system. One of the cornerstones of these systems was a job rotation system that required individuals to learn different parts of the operation over time. After 5 years the system had demonstrated tremendous flexibility because people could help out in many areas. The corollary to the rotation practice was the guideline that forbade any person

from setting into one job and staying here. Accordingly those who returned were terminated. After that no questioned whether the leaders were serious rotation.

Similarly another manufacturing team was being groomed for self management. The team had been functioning without a shift supervisor for about a year. As the team approached the week of the midnight or graveyard shift its coordinator shift its coordinator and best technologist were both going to be on a vacation. Senior management assumptions was the team would require a manager to keep things under control. Luckily the department managers recognized that this situation was a test of their commitment to self management. One of the managers led frank discussion in the team meeting prior to the first midnight shift. Only if results were obviously bad would the manager join them for the rest of the week.

The team proved itself that a week. Despite two of its top performers being out it had a near record week in all results areas. There were no personal problems. Everyone in the department had worked together to avoid backsliding to a situation where the team was dependant on management supervision to get acceptable results.

In a effort to move decision making closer to the action one general manager at another company created a project team comprised of various disciplines (sales, manufacturing, marketing, product development, finance etc) who could have an impact on the total results of product they produced. The team was told to take ownership of the products destiny. After months of planning and testing the team had a new marketing idea that they had great potential. They shared it with the general manager and his reaction was emphatically negative. Many team members were depressed. Under the old culture what the boss said was the final verdict. But the team leader refused to let the team backslide into the old work habit. He encouraged the group to run some additional tests and to sample the product idea with actual consumers.

What each of these backsliding vignettes illustrations is the importance of the blocking and tackling fundamentals we discussed .There is little chance of backsliding when:

a) Strong leaders throughout the system are deeply committed to a vision of the future.

b) Required values and skills for high performance are broadly distributed among the people involved.

c) Each test of organizational resolve is managed by principle not mere expediency

d) Environmental support is cultivated through skillful sensitive interactions.

e) Thus, this chapter has explored some keys to managing cultural change for high performance. These are not hypotheses. They reflect the actual experiences of many who

have been through these trying situations. These expectations suggest the highest performance occurs when

(1) Values and attitudes are congruent with business and cultural objectives and

(2) The behaviours of organizational members are aligned appropriately with these values.

Once HR manager reach the point of implementing HR manager strategy and design for high performance, is prudent to evaluate the annual dynamics in HR manager organization against the profile described here. If HR manager organization looks like and feels like an HPO and address each of the critical issues for managing cultural change based on principle, then backsliding will be arrested and emerging culture will live up to its design specifications. The result will confirm HR manager as a performer.

Dynamic people can build dynamic organizations and effective employees can contribute effectively. Competent and motivated people can make things happen to achieve Goals. Hence, the Organization should continuously ensure that dynamism; necessary competence, motivation and effectiveness of employees remain at high levels at all times.

In the context of Human Resources, performance management refers to the ongoing process of setting goals, self-assessment, manager assessment, peer-assessment (also called 360 assessments), coaching, development planning, and evaluation.

Perceptions of employees about the targets, outcomes and uses of performance appraisal (PA) results would be beneficial depending on a number of factors. Employees are more likely to be receptive and supportive of a given PA programme if they perceive the process as a useful source of feedback which helps to improve their performance (Mullins, 2007). Employees are likely to embrace and contribute meaningfully to a given PA scheme if they perceive it as an opportunity for promotion, and as an avenue for personal development opportunities, a chance to be visible and demonstrate skills and abilities, and an opportunity to network with others in the organization.

In addition, staff motivation, attitude and behavior development, communicating and aligning individual and organizational aims, and fostering positive relationships between management and staff are essential for successful appraisal (Armstrong, 2003).

How well an organization does in applying the scientific elements of PM is found in the success of its employees in serving customer needs, meeting their targets, producing desired impact and creating a culture of respect and commitment, with a focus on active learning, inclusion, and shaping—a culture where the predominate method of building habits of success involving knowing when and how to "carve mistakes in sand and success in stone" - Benjamin Franklin. Performance Managing companies that understand the technology create

high and steady rates of discretionary effort by all—they model 'best practices' and take measures on their work from customers and employees, using the feedback openly to make improvements.

Primary data:

The primary data for this purpose was collected on the basis of field survey. Two questionnaires were prepared for this purpose, and filled by respondents. Free and frank discussions with selected respondents, relevant literatures of Company / Organization and Observation method also has been included. One questionnaire was specifically prepared for the Executive from personnel / HR, responsible for carrying out the Performance Management System in Company / Organization for expressing his/her opinion regarding Performance Management System.

Measures:

Two separate questionnaires were developed one for H R managers and for Department managers to measure the factors found to influence the effectiveness of performance appraisal.

The questionnaire for H R managers consisted of information regarding H R practices related to Performance Management.

The questionnaire for managers consisted of questions pertaining to perception of H R practices related to performance appraisal system, their and acceptance of PMS, perception of organizational climate and commitment to the organization.

Three scales were used in the study. Perception of Performance Management System was assessed by a scale developed by Freinn- von Elverfeldt, A.C, von (2005) consisting of 11 dimensions-instrument validity, distributive justice, procedural justice, goal-setting, performance feedback, performance based pay, employee participation ,360-degree appraisal, ,Rating techniques, Rating accuracy and training. In order to validate the scale it was distributed to HR managers and academicians in the field. Based on the response it was found to be usable in the Indian context.

Organizational climate was assessed by a scale developed by Shalindra Singh (1988) consisting of seven dimensions.

organizational commitment was assessed by MowdayR.T, SteersR.M, Porter L.W (1979).consisting of 15 questions.

Organizational climate and commitment scales are widely used in the Indian context.

All the scales were assessed on a five-point Likert-scale ranging from one to five, with one being "I absolutely disagree", three being a neutral score and five being "I absolutely agree".

Secondary data:

In order to conduct the research, the relevant and concerned book, reports, literatures from internet and various libraries were referred. Further, important contributions in the subject matter, from various journals, magazines, periodicals, reports, bulletins, survey material, newspapers published in India & abroad also used were widely used for study. The same is acknowledged at various relevant points in the thesis and listing is made on Bibliography, at the end.

Table 11 - Table showing the Organizational Vision:

	Parameters	Yes	No	Some What	Total
	Organization has a well-articulated vision	14 (70 %)	2 (10 %)	4 (20 %)	20 (100 %)
	Organizational vision broken down into long term goals	11 (55 %)	3 (15 %)	6 (30 %)	20 (100 %)
	Strategic goals and annual objectives are developed from the vision	15 (75 %)	1 (5 %)	4 (20 %)	20 (100 %)
	Strategic goals are communicated to everybody in the organization	16 (80 %)	2 (10 %)	2 (10 %)	20 (100 %)
	Department goals are linked to the overall strategic goals	12 (60 %)	4 (20 %)	6 (30 %)	20 (100 %)
	Awareness about department goals n day to day activity	13 (65 %)	3 (15 %)	4 (20 %)	20 (100 %)
	Objectives are linked to the organization's strategic goals	16 (80 %)	3 (15 %)	1 (5 %)	20 (100 %)
	Everybody in org. is aware of his/ her roles and responsibilities	18 (90 %)	0 (0 %)	2 (10 %)	20 (100 %)
	Formal process for goal setting in the organization	12 (60 %)	4 (20 %)	4 (20 %)	20 (100 %)
	Everybody's KRAs or objectives are set to align to the org's strategic goals	11 (55 %)	3 (15 %)	6 (30 %)	20 (100 %)

	Departmental Managers are involved in developed their objectives	14 (70 %)	2 (10 %)	4 (20 %)	20 (100 %)
	Goals are clearly communicated to the Dept Managers at the beginning of the year	15 (75 %)	3 (15 %)	2 (10 %)	20 (100 %)
	Dept Managers are aware of their respective departmental objectives	16 (80 %)	2 (10 %)	2 (10 %)	20 (100 %)
	Performance is monitored or tracked on a monthly basis	16 (80 %)	1 (5 %)	3 (15 %)	20 (100 %)

Graph 11 - Graph showing the various aspects of Organizational Vision :
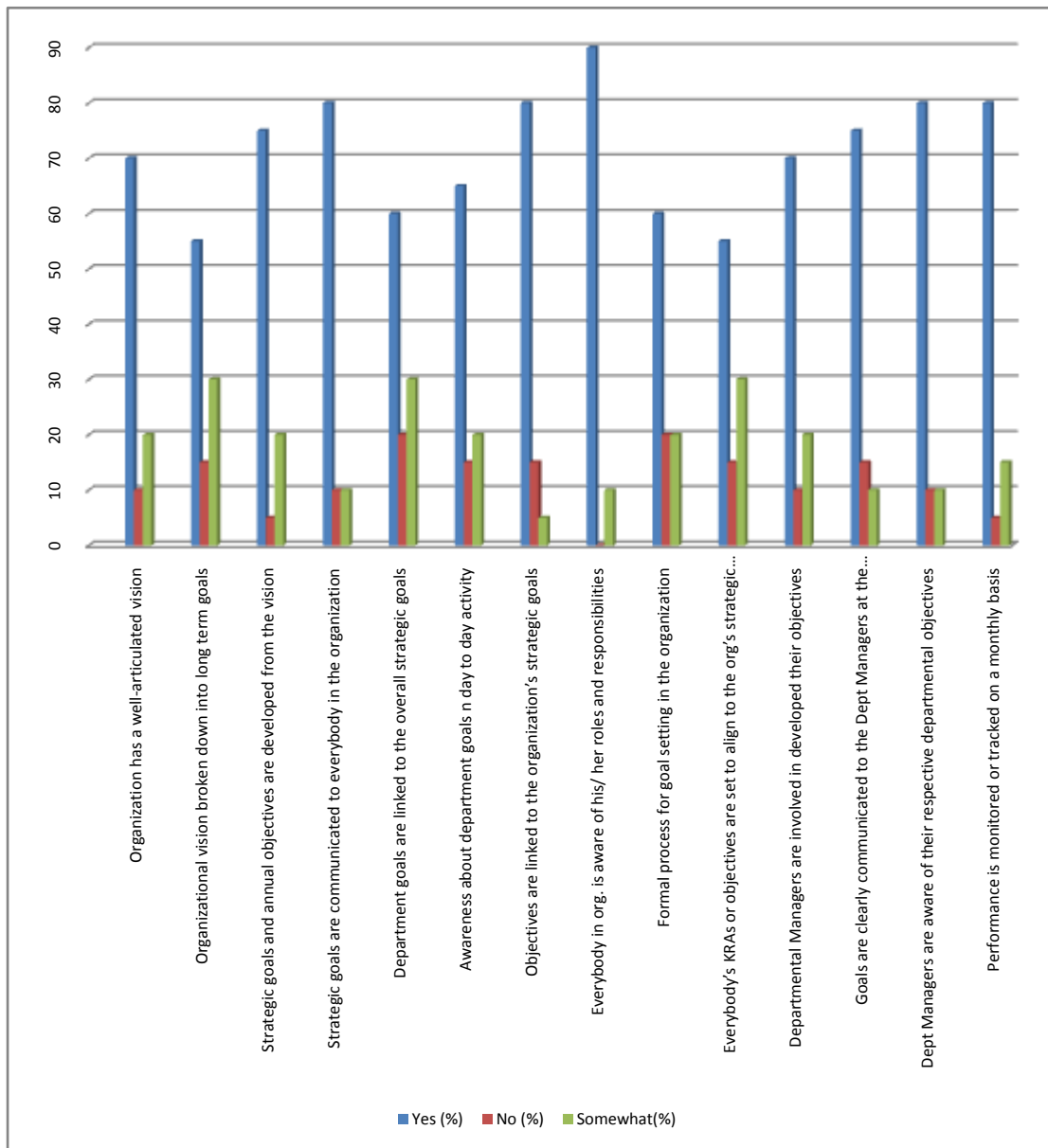
Description related with the parameters related to Organizational Vision

Hypothesis 5 : The Climate of the organization do influence the perception of Performance Management System.

Alternative Hypothesis: The Climate of the organization do influence the perception of Performance Management System.

Null Hypothesis : The Climate of the organization do not influence the perception of Performance Management System.

Justification: Successful organizations will create a favorable climate for performance-driven culture in which business strategies will change with the emergence of new business patterns, which will drive changes in the operational behaviors of managers and employees.

Manager's opinion regarding the application of performance management system in various sectors was measured on 5-point Likert scale. As variables were discrete categorical variables and further researcher was interested in finding out the association between these variables, Spearman's correlation was thought to be most appropriate test. The result of the correlation is as shown in the table below.

		PMS
Organisation Climate	Correlation Coefficient	.0.131[**]
	Sig. (2-tailed)	.002
	N	200

Inference –

Since, $p < 0.01$, there is evidence of positive correlation between organization climate and performance management system. **Spearman's correlation coefficient is 0.214 and this is statistically significant (P = 0.002).** Thus, null hypothesis is rejected and alternative hypothesis is accepted.

Conclusion:

Building a performance driven climate requires a realistic approach from the top and middle management. It requires working with the culture as it exists currently. It requires a down to earth attitude. It works on the premise that the climate is central in delivering organizational performance. A strong positive climate will deliver strong performance figures which be helpful in building organizational performance .This can be achieved quickly if all departmental managers are involved in the process. Many organizations consider that it takes a longtime to change or build a new climate for the business but with an average business, to create significant shift in culture related with performance it takes a period of three months. Working with the top team creates far more change than working on initiatives at the 'lower levels' of the organization.

The researcher has formulated fourteen parameters so as to asses Organisational Vision. Majority of the respondents i.e., 70% agree with the fact that Organization has a well-articulated vision while 20% of the respondents from the category of HR managers do not agree so.

More than one half ie 55% agree that Organizational vision is broken down into long term goals while 30% of the respondents disagreed the same.

When three fourth agree that Strategic goals and annual objectives are developed from the vision, 20% somewhat agree.

An overwhelming, 80% agree that Strategic goals are communicated to everybody in the organization while 10% respondents do not agree with the fact that Strategic goals are communicated to everybody in the organization.

A good proportion of 60% opinioned department goals are linked to overall strategic goals.

When 65% of respondents are aware that departmental goals in the day to day activity, while 20% of the respondents disagreed the same.

A high i.e., 80% the respondents think that objectives are linked to the organization's strategic goals while only 5% of the respondents do not agree, while 15% said that it is not so.

When a great proportion ie 90% agree with the fact that Everybody in org. is aware of his/ her roles and responsibilities , 10% of the respondents do not agree with the fact, none said that they are not aware of it.

Regarding formal process for goal setting in the organization, 60% of the respondents s agreed the same, while 20% expressed disagreement.

A little more than one half i.e. 55% agree that everybody's KRAs or objectives are set to align to the org's strategic goals while 30% of the respondents disclosed disagreement .

In case of eleventh parameter it is clear that, 70 do agree with the fact that departmental Managers are involved in developing their objectives while 20% of the respondents do not agree .

Three fourth agree that Goals are clearly communicated to the Dept Managers at the beginning of the year while 10% of the respondents denied the same.

Majority of the respondents i.e., 80% are aware of their respective HR objectives while 10% of the respondents from the category of HR managers do not agree.

When 80% agree that Performance is monitored or tracked on a monthly basis, 15% of the respondents showed agreement.

It is obvious from the data that the highest agreement is regarding awareness about his duties and the roles while the disagreeing is relatively more. Concerning organizational parameter vision is broken in to long-term goals and KRA's of objectives are set to align the organizational strategic goals.

It is true that all the organizations may not be having a strategic vision, whereas everyone should be aware about once duties and responsibilities.

The researcher has concluded that this system needs to be updated to ensure that managers understand it and that they would be able to contribute positively to the system of performance management. There is sense of understanding of the various issues of performance appraisal system .There is the feeling of collective consciousness about the performance management system amongst the departmental managers. A study of performance management in the city of Pune is important to understand the various components of performance like performance management, organizational commitment and organizational climate .Understanding the employee behavior would help the managements in formulating strategies to cater to the needs of the employees and thereby increase their market share. Employee's views are found to be changing rapidly especially in a dynamic environment. Keeping in view the importance of employee's behavior, an attempt is made to study the various facets of performance management along with opinion of the managers towards companies. In addition the study reveals that management is serious about performance management in the light of performance appraisals. It is clear that employees need to be managed by performance management so that the all management aspects could be covered. Mangers were of the opinion that they do not believe that the performance management system is transparent. There is currently a gap between management and employees when it relates to performance management. This gap does not reveal a positive situation, especially since it is to be expected that staff would produce work to the best of their ability with a view to aspire to greater responsibilities and subsequently to more senior positions. The study reveals that there is no employee development programmed in place that would help develop employees to grow in the different fields of their jobs. This is a cogent reason why managers responded that they are not happy with the current system.

Researcher further concludes that it would appear that in few organizations management does not devote a great deal of time to staff development. . The researcher believes that there is need of mentoring. The performance system needs to be re-examined in few organizations under study in order to change it for a better. However, a positive element

that emanated from the study is that employees are happy with their job security and being well paid. Mangers seem to have a good understanding regarding performance appraisal time. The majority of respondents agree that the performance appraisal method is fair. A concern was expressed by the managers during interviews that the rating system needs to be changed so that employees may benefit from it by means of receiving rewards and recognition. Researcher has found that there is a better understanding and spirit of PM system amongst various organizations taken for the study.

Building a performance driven culture requires a realistic approach from the top and middle management. It requires working with the culture as it exists currently. It requires a down to earth attitude. It works on the premise that the culture is central in delivering organizational performance. A strong positive culture will deliver stronger performance figures which are helpful in building organizational performance .This can be achieved quickly if all departmental managers are involved in the process. Many organizations consider that it takes a longtime to change or build a new culture for the business but with an average business, to create significant shift in culture related with performance it takes a period of three months. Working with the top team creates far more change than working on initiatives at the 'lower levels' of the organization.

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