

Effect of People Process Culture on the Overall Productivity
and Harmony of an Organization

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ABSTRACT

This study was undertaken to assess the effects of People Process Culture on an organizations profitability and harmony. Two diverse teams from two different sectors were used in this study. The results showed a positive effect of People Process Culture on the harmony of an organization. This study emphasizes the use of People Process Culture in organization to achieve a higher degree of customer satisfaction and employees empowerment. The results suggest that the policy makers in both, private and public sectors, should view People Process Culture as a means to increase the profitability and harmony within their organization and hence put more effort in implementing steps towards employees empowerment and a better work environment.

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Chapter I: Introduction

In today's global market, the emphasis of organizations, small, medium, large or multinationals is how to reduce scrap (waste), generate profits, lead the industry and have a competitive advantage over their counterparts. In the last few decades there have been a lot of movements or changes in the work environment to achieve the goals mentioned above. One of the first such changes was focused on quality and since has generated a lot of different but at the same time similar philosophies. The last few decades have seen the emergence of practices such as Lean Manufacturing, Total Quality Management, Continuous Improvement, Six Sigma Initiative, and the latest trend Enterprise Resource Planning.

Although all these practices help the organization in achieving the desired outcomes, they solely focus on scrap or waste reduction, inventory reduction, and other tangibles like reduction in lead time, etc... Although a lot of emphasis has been laid on the maximization of use of materials, the product that doesn't meet the specifications and cannot be redone is still a big problem. Therefore scrap reduction has become a major concern of the organizations. There is also a lot of emphasis on retaining trained and experienced employees in the organization, as high turnover is in indeed a waste. There have been much written on the subject matter of changing work environment and how the company should cope with it.

In *Good to Great*, the author Jim Collins (2001), talks about the importance of organizations that have decided to focus on the people and how they have tried to improve. In his book *The Living Company*, DeGeus (1997), underscores the importance of a common set of values in decision making. People carry the knowledge with them and they must act on

the knowledge they have. Unless leaders can accelerate the rate at which people learn, their primary assets (People) will stagnate, and their competitors will out pace them (DeGeus, 1997).

While all these philosophies, when implemented correctly can make profit for the organization and when coupled with good business strategies, provide the company with a competitive advantage, they tend to focus on processes and overlook the most integral part of any organization, the people.

People Process Culture is the first such philosophy which focuses primarily on the employees and believes that loyal, hardworking, empowered, aware, and content employees are the biggest competitive advantage an organization can achieve. It focuses on the intangibles like employee satisfaction, the quality of their lives (inside and outside of the work place), their interaction with their peers, and above all the retaining of the knowledge and experience that has been gained on the job. This is a process of learning for the company. Companies learn just like people learn—by trying new things and seeing what happens. That requires, first, a tolerance for failure, since by definition, learning means doing things you aren't very good at. Second, it requires structured self-reflection—after-action or after-event reviews so that instead of having one year of experience repeated 20 times, people and companies actually accumulate learning over time (Pfeffer, 1994).

This research is aimed at measuring the effects of these intangibles on the overall productivity, harmony and integration of the organization. This research will be conducted in a culturally diverse organization and will also focus on the adaptability of different cultures to People Process Culture. The research may be conducted in more than one organization for

the sake of comparison so that the advantages/disadvantages of People Process Culture can be highlighted. It also aims to find if there are any differences within the organization's acceptance of employee empowerment if the organization has more than one industry focus.

Statement of the Problem

This research will aim to solidify the need for employee empowerment and People Process Culture. It will show the correlation between the employee's contentment and the cohesiveness, in addition to the adaptability of the organization(s). It will help the organizations in understanding the importance of a happy, content, and empowered workforce. This research will be conducted in the organization that has long term survival mentality and understand that good people are a competitive advantage.

Interviews will be conducted with the leaders of the organization(s) and then the responses will be corroborated with the interviewing of the other employees. The functionality and the organizational structure of the organization will also be studied.

Purpose of the Study

The purpose of this study is to find relationships between People Process Culture and the organization's success. This research will prove that ignoring the most important asset to the organization i.e. the employees can be detrimental to the company's long term goals and projections.

This research will also prove that the intangible assets of an organization are equally if not more important than the tangible assets. Also important is to determine the willingness of different cultures to accept the change in the organization for the improvement of the organization as a whole.

Research Questions

1. Is there a difference within the organization's acceptance of employee empowerment if the organization has more than one industry focus?
2. How familiar are the leaders with the People Process Culture Concept?
3. Has the management been actively involved in practicing their preaching?
4. Does the acceptance of People Process Culture differ in organizations that are locally owned when compared to the more diverse multinational corporations?
5. Are the thoughts and responses given by the leaders of the organization corroborating with their team members?

Assumptions of the Study

1. It is assumed that the organization(s) that is/are being studied have at least the desire of becoming a people oriented organization.
2. It is assumed that the organization has long term survival mentality.
3. It is assumed that the leaders of these organizations are committed to the development of the employees
4. It is assumed that in the organization the employees have respect and appreciation for their peers and the management.

5. It is assumed that the top management is fully committed in achieving the goal of being a people centered organization.

Definition of Terms

People Process Culture. A People Process Culture is an organization environment that creates a strong, positive belief in people and sustains a high level of performance and profit over an extended period of time.

(<http://ppc.uwstout.edu/ru/terms%20for%20ppc%20assessment.htm>)

Core Values. These are the basic values or beliefs that the organization was founded on. These values are communicated in formal and informal situations. The values are used to help people make tough decisions.

(<http://ppc.uwstout.edu/ru/terms%20for%20ppc%20assessment.htm>)

Big Goals. Most high performing organizations will have 1-3 clearly stated big goals that are bold and compelling. Most of the people in the organization should be able to understand these goals and figure out their contribution towards these goals through their jobs. These goals are long term and should have full commitment of the top management. (<http://ppc.uwstout.edu/ru/terms%20for%20ppc%20assessment.htm>)

Outstanding Communications. High performing organizations have outstanding communication. Good communication helps to build and maintain trust and includes

sharing profit and loss information.

(<http://ppc.uwstout.edu/rw/terms%20for%20ppc%20assessment.htm>)

Status Reduction. The status differences between the top and the bottom of the organization, if reduced, can help to reduce the filtering of information and improve trust. (<http://ppc.uwstout.edu/rw/terms%20for%20ppc%20assessment.htm>)

Human Resources Systems. Key HR systems such as the selection of people, training and personnel policies must be aligned with the core values. Training is a very integral part of high performance and sufficient resources should be allocated for the effective fulfillment of this function. (<http://ppc.uwstout.edu/rw/terms%20for%20ppc%20assessment.htm>)

Limitations of the Study

The results of this study may not be generalizable as this a qualitative study. Also the hindrance in the generalization will be because of different culture and sizes of the organizations. The Organizations might also be in different stages of adapting to the People Centered process.

This study is being started without any preconceived notions of what would be the results but is an unbiased effort in finding the relationship between People Process Culture and the organizations success.

Methodology

This study was conducted in December 2008 through the researcher's observations in more than one organization in New Delhi, India and the surrounding areas. The organizations may be from different industries in an effort to get the essence of impact that People Process Culture plays in the organization and is not limited to one particular type of organization. The procedures are further explained in the methods section after the literature review. Results and discussion will follow.

Chapter II: Literature Review

A People Process Culture is an organization environment that creates a strong, positive belief in people and sustains a high level of performance and profit over an extended period of time. The starting of the Toyota phenomenon, the Toyota production system, was the turning point in standardizing the processes in regards to people. The Toyota Production System (TPS) was established based on two concepts: The first is called "jidoka"(which can be loosely translated as "automation with a human touch") which means that when a problem occurs, the equipment stops immediately, preventing defective products from being produced; The second is the concept of "Just-in-Time," in which each process produces only what is needed by the next process in a continuous flow. The work of quality stalwarts like Deming has also been fruitful in the development of the People Process Culture. (Toyota, 2007)

One of the major differences between People Process Culture and its predecessors has been that the predecessors did have an organized structure in the organization whereas People Process Culture organization sometimes does not have a structured team atmosphere. It surprises some people that a high performing People Process Culture organization may not have any formalized team structures. However, it is highly probable that almost all People Process Culture organizations will have teamwork (Krueger, 2000). This describes the essence of People Process Culture, i.e. the focus is on people and rest of the discipline follows.

Research has been done on the ways to assess the effectiveness of the team based organizations. There are various surveys and questionnaires in the business world that help the company leaders to determine exactly in what direction the company is moving after they have started a new culture in the organization. Although this suggest that there are sure ways to find

how effective a sub culture can be, it is hard to predict the effectiveness when such a thing is started if the sub culture is not practiced for an extended period of time. Therefore it is considered very important that before the start of a culture within an organization or in a department, the leaders should have complete support of the top management. This is because of the fact that starting a revolutionary culture is not only time consuming but also requires confronting yourself, honest self evaluation, self correction and the ability to stand in the face of adversity with rigor and persistence. Campbell-Hallam Team Development Survey (TDS) is one of the surveys designed to identify team strengths and weaknesses and stimulate discussion about critical team issues. (NCS, 2007)

One of the most integral qualities for the success of People Process Culture is the good leadership. 'Leading is the influencing of people so that they will contribute to organization and group goals; it has to do predominantly with the interpersonal aspect of managing' (Koontz 1990). The basis of a strong organization is the way it is managed and the way leaders/managers are developed in-house. One of the important aspects of having good leaders is promoting the right kind of people to the managerial level. 'Managerial appraisal has sometimes been called the Achilles' heel of managerial staffing, but it is probably a major key to managing itself' (Koontz, P 248).

One thing that People Process Culture has over its predecessors is the fact that it is not based on or influenced by social cultures as it can be implemented in different countries as it is not based on a formalized team environment. People Process Culture is based on the belief that it can overcome the social barriers and encourage the employees to better themselves which will

lead to the enhancement in the work environment and hence improve the bottom line of the organization.

‘Our four elements of high performing people process cultures now include:

1. Core set of values and beliefs
2. All levels walking the talk
3. Processes and support systems developed to align with values and beliefs
4. Actions that rapidly create, facilitate and adapt to change

The outcome of doing the above four things well over an extended period of time is that all people benefit in their personal development, financially and in the quality of their lives. Society benefits through the creation of useful goods, services and the creation of jobs (Krueger, 2000).

The most important thing in People Process Culture is the employees as well as the leaders caring about the key elements that lead to development of rapport, trust and in enhancement of self-esteem. These elements include but are not restricted to positive reinforcements, timely appraisal, employee meeting, and interaction outside the workplace. Researchers such as Kotter (2000), corroborate the importance of people as an essential cultural ingredient in organizations with sustained high return on investments. "We also found considerable more evidence that the high performers (organizations) have a value system that really cares about all key constituencies" (Kotter, p.52).

Sullivan and Harper (1997) communicate the importance of core values and company success. "The reality is that companies with a strong sense of values are the most successful over

time" (p.64). They also discuss the complementary relationship of the people in the organization and the values expressed by the organization. "People and organizations are inseparable; you cannot value your organization without valuing your people" (p.68).

Change is something that is inevitable but at the same time is opposed most of the times just because of human nature. People Process Culture is also targeted by skeptics till they have understood the philosophy behind it. In today's world the market has expanded and merged. It has become transcended physical boundaries and hindrances such as language and trade barriers. So it is safe to say that change is happening at a faster pace than ever before. In a world where fluctuating currencies can make or break an economy in almost no time compared to two decades ago, it has become essential for the organizations to look for savings in non-traditional places.

As the businesses will learn more about the advantages/disadvantages of People Process Culture, research will be able to help the organizational leaders in adapting to the change process and with practice eradicating or minimizing the disadvantages of any new culture by tailoring it to their specific needs.

Chapter III: Methodology

The purpose of this study is to show the effects of People Process Culture on the overall productivity of an organization. It also aims to show the advantages/disadvantages People Process Culture has on the employee satisfaction. The goal is to seek data that will emphasize the effect, good or bad, of People Process Culture on the organizations. The limitations of this study are present in the form of quantified variables, such the definition of overall happiness that will depend on the individual employee. Although this study will face some limitations, it will be of immense interest to the researcher's field of study and will provide real life experiences.

This study also aims to focus on the essentiality of good leaders in the growth of an organizations and how they affect the morale of their team members. The leaders will also be studied in their interaction with their team members as well as management while focusing on issues that the organization deals with day-to-day.

Selection of sample and description

The sample for this study was made available by two organizations as the researchers received permission to study the two teams in the respective organizations. The researcher studied these two teams (one from each organization) in an attempt to discover evidence of effect the People Process Culture has on the productivity. To diversify the research the researcher decided to perform this study in two organizations in different industries. These two organizations were selected on the basis of diversity in their teams. Both the teams have a range of members from unilingual to multilingual and provided the researcher a better understanding of the perception of People Process Culture in varied culture.

The two teams are also from organizations of different sizes as it provided the basis of People Process Culture not being an organizational culture that depends on capital investment.

One company is a multinational organization headquartered in USA and deals in a multitude of industries ranging from research to business promotion outsourcing (BPO). The company has its presence in over 27 countries and has 7 offices in India alone. The team chosen from this company is from its BPO sector and provides technical support to clients based in Europe and North America. The company has a multibillion business turnover yearly and has as diverse workforce as any company in the world. The team consists of a shift manager and 25 team members that deal with the clients in Europe, mainly the United Kingdom. The team members are from various parts of India as well south Asia. The members at a minimum are bilingual, from different religious backgrounds and cultures. The researcher aims at getting data from this team that will provide the evidence of People Process Culture being a people centered culture that is free from the biases posed from different mother languages, cultures, nationalities, and backgrounds.

The second company is in banking and is one of the premier banks of India. It boasts of more than 3000 branches all over the worldwide its consumer base being more than the population of Australia. This bank is a government undertaking and the researcher aims to study how the government rules and regulations, if at all, hamper the development of People Process Culture in the organization. The team consists of one Branch manager with 14 employees in the

branch office. The researcher also aims to converse with the customers of the said branch office in attempt to gauge customer satisfaction.

Instrumentation

The researcher will sent out a cover letter to the respective team members and leaders introduction himself and the purpose of this study. The researcher included a brief description of the concept of People Process Culture and the usefulness of the data gathered in order to point out the current state of the organization. The researcher aims to include the use of this data in terms of productivity and future engagements.

The researcher will be using one survey and observation. The survey was designed by a researcher (Krueger, 2000) and has been used before in organizations. The survey is a set of questions that are aimed at gauging the true company culture and determining the areas where the company is lacking. It is intended to gain insight on the team leaders and members and how they view themselves as an individual, how others perceive them, and how they are a part of the organizational success.

Since the organizational teams were not chosen by the researcher but given by companies, this study aims to be unbiased on data collection and the researcher aims this assessment to be valid and reliable

Data Collection and Analysis

The researcher received an appointed time by the team leaders and then administered the survey at the said time. None of the team members were privy to the information in the survey in an

attempt to avoid bias or influencing by the team leaders. After the survey was filled out by both the teams, the researcher collected the survey and took leave. A considerable amount of time was spent on quantifying the results.

After the results were quantified, the researcher contacted the team leaders again and appointed a time to shadow the team in real life work environment and observed the validity of the responses given in the said survey. The researcher spent five working days with each team. Then the researcher collected data regarding the business and studied the correlation between the success of the company and the culture of the company.

Limitations

The limitations of this study were the small sample size and that the team was assigned by the companies. The researcher hopes that the assignment of the team was random and was not affected by the deliberation of top management to front the best cohesive unit of the organization. Also the behavior of the employees during observation could be influenced by the fact that the team members, after taking the survey will know the researchers purpose and might be tempted to put their best foot forward in case the team leader was around. This would hinder the unbiased approach of this study as the team members might not act as they regularly would and try to influence the outcome of the research.

Even after these limitations, the study will be useful to the researcher as it will provide the true culture of the organization. It will to sees the responses of the survey from the team

leaders when compared to the team members. The study will provide valuable information about the behavior of the teams when keeping their background and culture in mind. The researcher hopes to develop a better understanding of the cohesiveness of an organization with People Process Culture as its company environment.

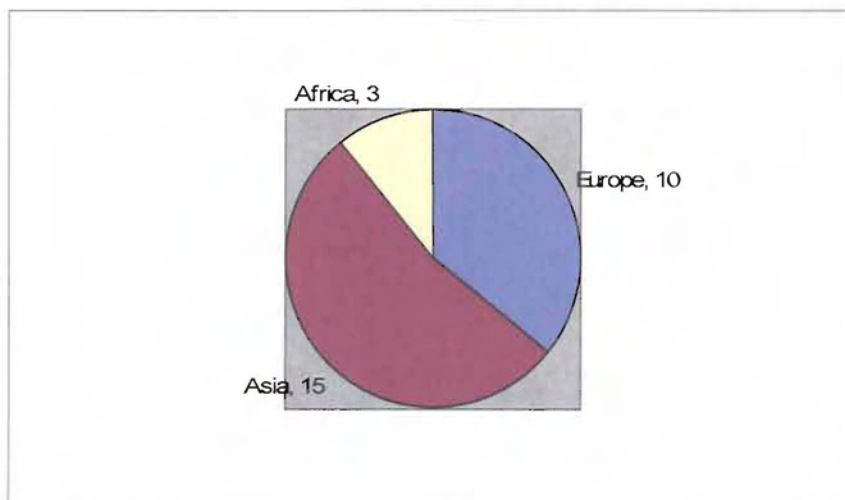
Chapter IV: Results and Discussion

Introduction

The purpose of this study was to determine the correlation between People Process Culture and the organizations' success. A survey designed by Dr. Krueger, former chair of People Process Culture department at the University of Wisconsin – Stout, was used as an instrument to help in determining the organization's adaptability to People Process Culture.

Team A

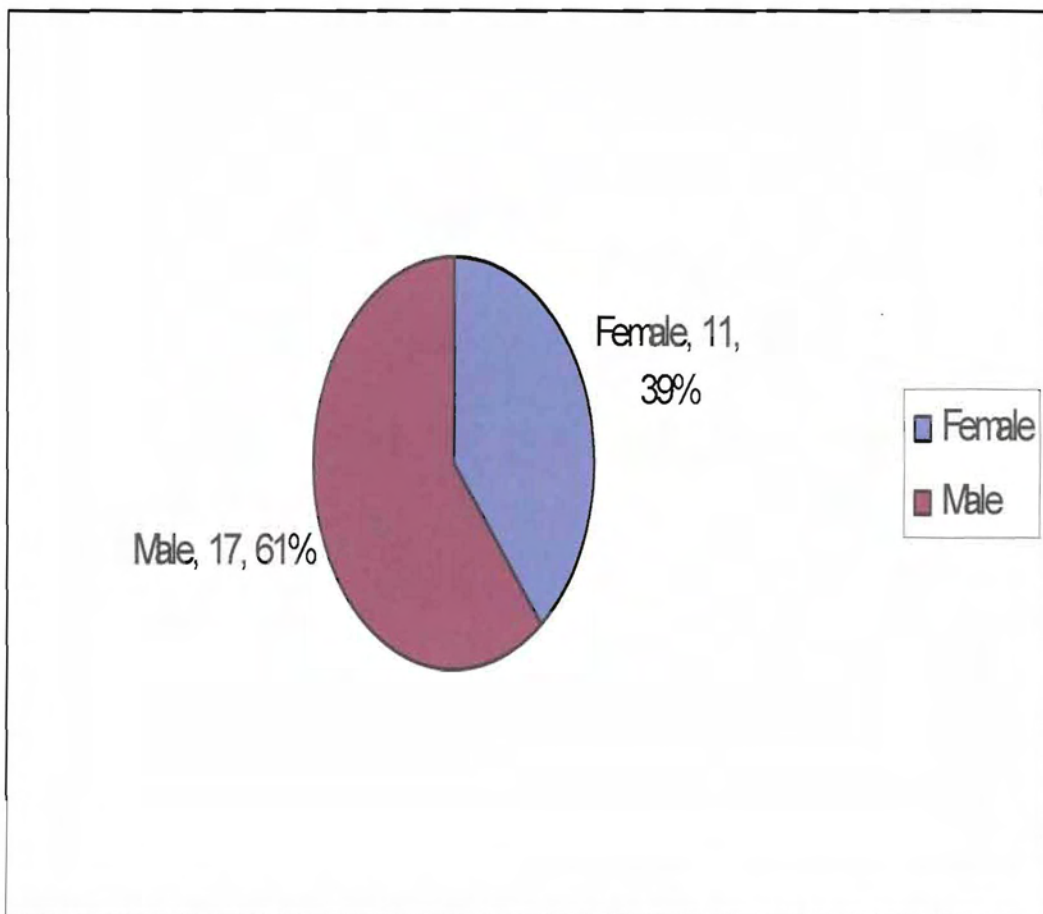
The survey was sent out to two organizations mentioned earlier. The first organization had a team of 28 members (1 manager, 2 assistant manager, 5 team leads, and 20 regular members) who took the survey. They were in 28 to 43 years in age and had 11 females in comparison with 17 males. The team consisted of 5 different nationalities from 3 different continents. The team members had 8 different mother tongues and their common language was English.

*Chart 1 – Team A**Breakdown of team members according to native continents*

A majority of team members were from Asia and Europe. These team members had been in the company for more than a couple of years but had been handpicked for their current assignment and team on the basis of their competency. Therefore, choosing this team for the research was important as their responses would not be influenced by their proximity or liking of fellow team members and team managers. The members had been in this team for three months. There also were more males in this team than females, although the only manager was a female followed by two male assistant managers.

Chart 2- Team A

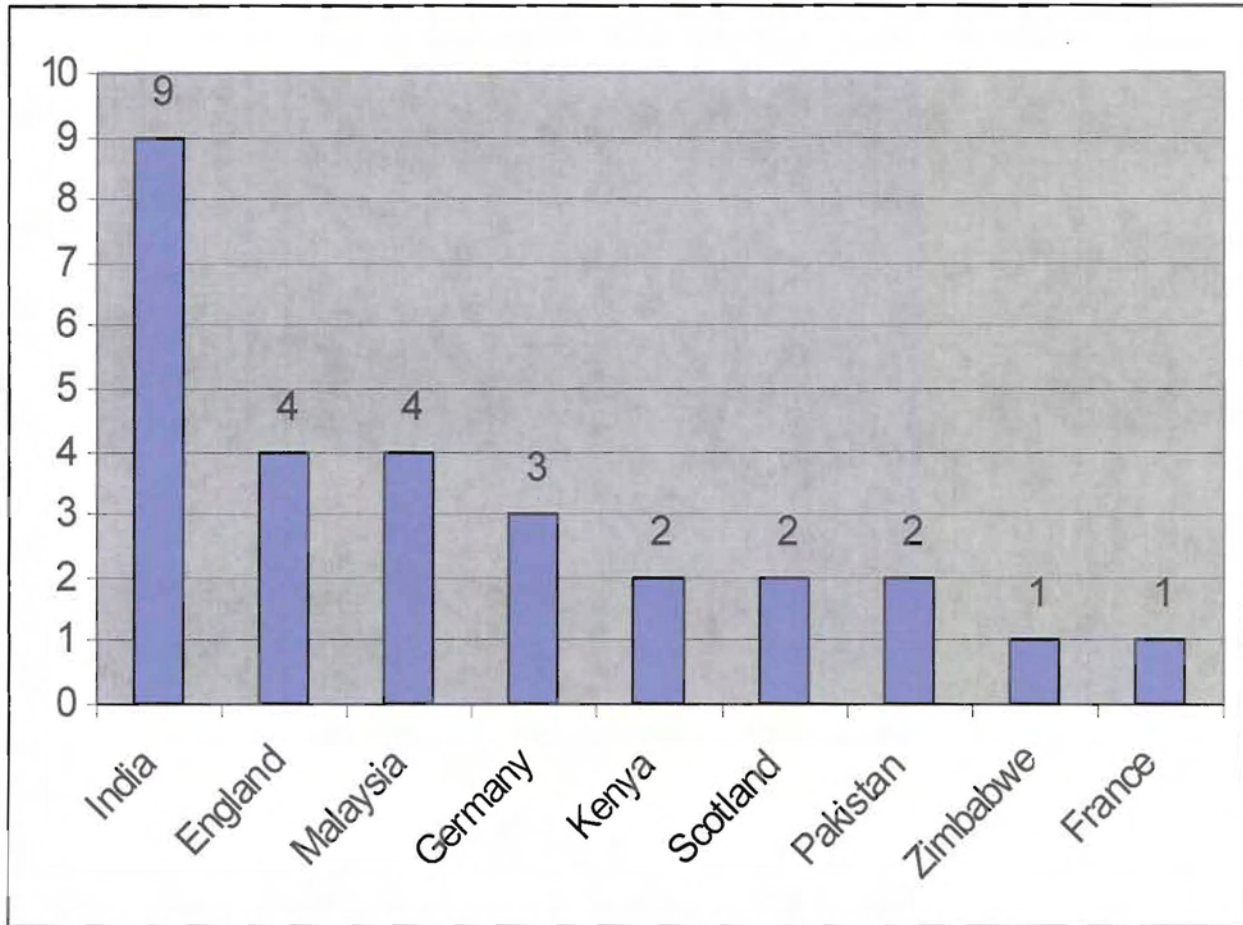
Gender breakdown of the team members



The breakdown of employees according to their native country and mother tongue were also diverse and thus helped in a study that was free of bias in relation to cultural background and social habits.

Chart 3- Team A

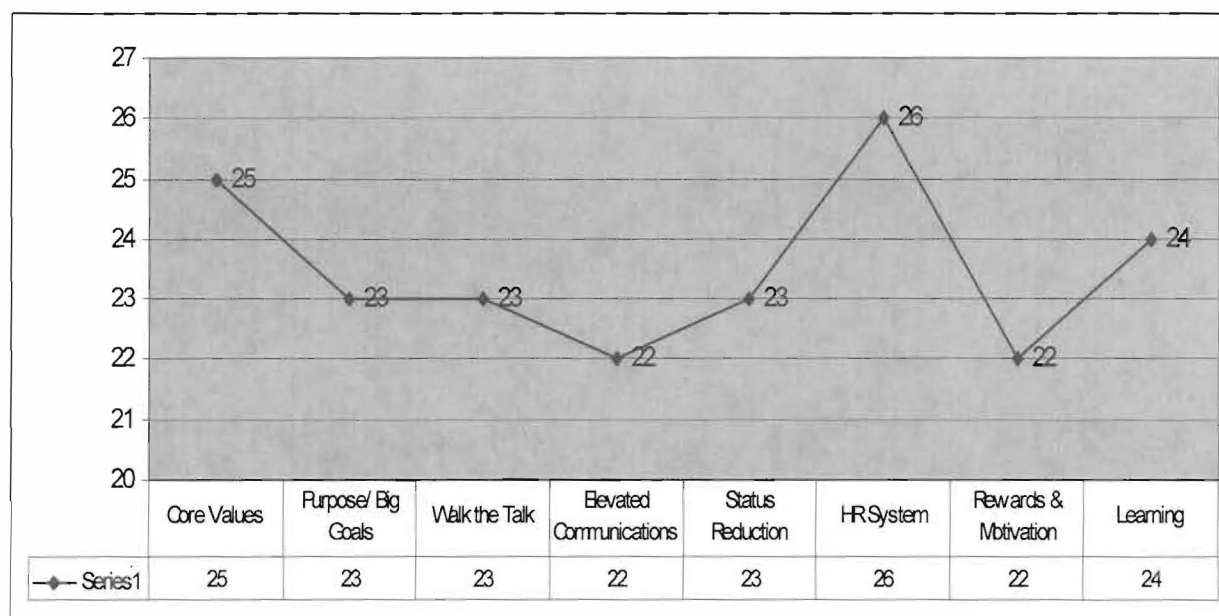
Breakdown of team members according to native country



The survey was sent to these members simultaneously and all the responses were received in 10 days. A majority of the team members were not familiar with the concept of People Process Culture but were proactive after the discussions and researched about it on their own.

Chart 4 – Team A

Results



The results of the survey were very encouraging as the different areas of People Process Culture garnered good points. The interesting part was the diversity of the team coming together and their viewpoints. The highest scorer was the HR system in the organization. All the team members were very satisfied with their assistant managers, managers, peers, and the organization in general. They pointed out how everybody in the office went out of their way to help each other as almost all of them were new in this country. The manager and the assistant managers had been their accommodating best in trying to acclimatize the members to the new culture.

There were regular social gatherings outside of work which increased their camaraderie and it showed in their work surroundings. On being allowed to sit in their meeting concerning a new project, it was interesting to see that the boundaries of authority were left outside the door but civility still prevailed. The manager acted as a facilitator and all the team members actively participated. The meeting lasted for 50 minutes which was followed by 10 minute session of ‘saluting the stars’, the team members who had performed extremely well and were pivotal in landing this new project on the basis of their performance.

The company, having more than one industry focus, emphasized on every department equally. The team studied was a part of their network support group, and was integral to the company’s interest as their customer retention bases solely on their after sales service. This team was on its second project and that augmented well for the company as well as the team as the company is generous in sharing its spoils with its well performing employees.

The manager, and assistant managers of the team well acquainted with the concept of People Process Culture and were enthusiastic in their participation. Their knowledge about People Process Culture was in the beginners phase and they were interested in joining seminars on People Process Culture after acquiring whatever they could through articles and internet.

The management seemed to be practicing the ideals as was apparent through the survey sent out to the team members. The managers were accessible easily to the team members to communicate and as can be seen in the graph the ‘walk the talk’ and elevated communications scored 23 and 22 respectively. The survey responses of the team managers scored slightly lower

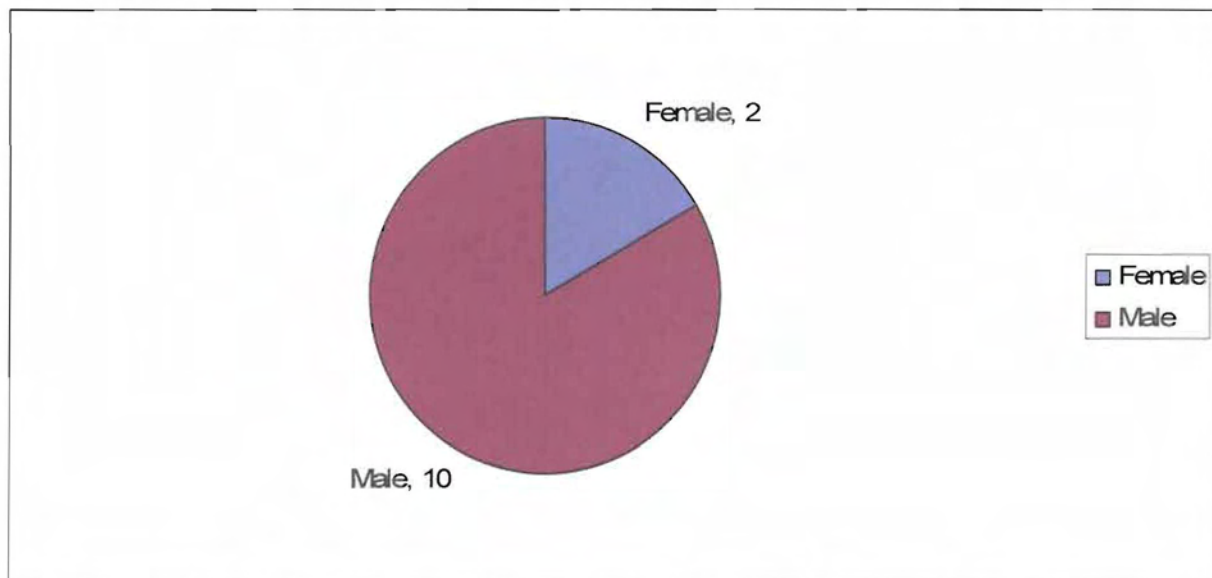
in these two areas in comparison to the team members as the managers wanted more communication within the team.

Team B

Team B was from a public sector financial organization. The team consisted of 12 members and was predominantly male (10 male, 2 female). The members were from 32 to 55 years of age.

Chart 1 – Team B

Gender breakdown of team members



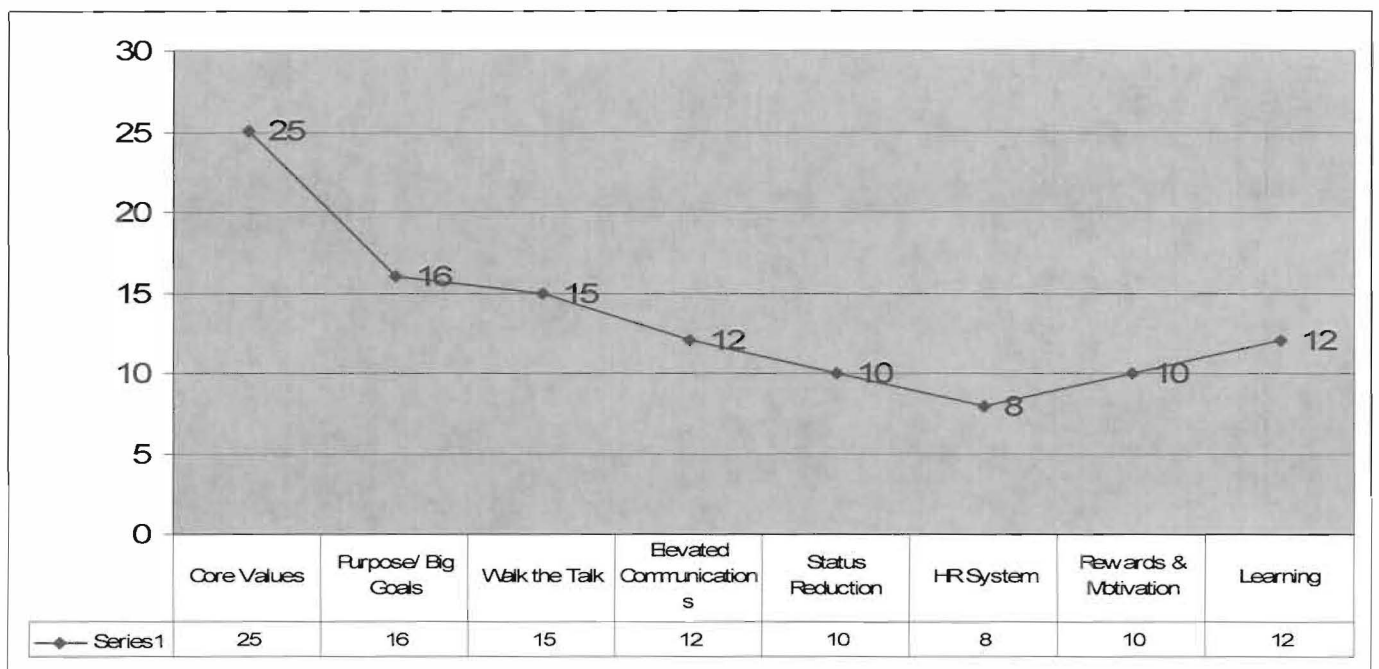
Team B members were all from North India and were from three different states. Their mother tongue was Hindi although the official work was done in English. They were from similar cultural background and a majority of the members had been in this team for over 6 years with a couple of new team members who had been transferred in this team in the last 18 months.

The team consisted of one manager, one assistant manager, one special assistant, two cash officers, and seven team members.

The survey was sent out simultaneously to all the team members after a two hour discussion informing them about the concept of People Process Culture. The Survey was received in three days.

Chart 2 – Team B

Results



The results of team B showed contradictory patterns. Although the results of the survey showed that the team members were clear about the core values of the organization, all the other areas were very low scoring. The team was very hierarchical, and it was visible. After the survey results, discussion was done on a couple of areas. Since it was a public sector company, the hiring of employees was done after following a quota system, a system which reserves a certain

amount of seats for the economically backward classes of the society, so that they can get a foot in the mainstream world. India, as we know is still in infancy of its development after its independence, and although great strides have been made it has mainly been in the private sector as the private enterprises are free from the quota dictate of the government.

A majority of the team members resented the fact that the manger was appointed by the quota system and not on merit, which could be the reason behind the lack of communication in the team. Another interesting observation was that female members of the team had it easier than the males because they were married and had kids. On talking about it further, it was mentioned that since they had kids the female members would leave the office two hours in advance to attend to their wards after school and the male members were only willing to undertake extra work for two hours everyday as they were 'understanding'.

The team members were not knowledgeable about People Process Culture concept and showed disinterest in learning more about it. The reason given was the rules and regulations of the organization as it did not provide any training that was not directly related to their work or the company policy. The team manager did not entertain the idea of proposing People Process Culture training to his seniors for his team. As shown in the chart (team B – results) the team members were fully aware of the core values of the organization but scored poorly in every other section. The team members were not willing to propose training as a simple request of realigning the office for the assistance and comfort of the customers had been pending for the past three years while the team members minus the manager, and the customers sat in an office with no air conditioner in sweltering heat.

After the discussion and reviewing the results it was concluded that the government rules and regulations were actually a hindrance in achieving true harmony at the workplace. It also revealed an unusual trend that even though the team members were not happy with the work environment, and the policies, they went out of their way in helping out the customers that they dealt with everyday. This was reinforced after meeting with a few customers who were all praise for the members but also lamented the fact that the employees were not given their right dues. The customers were pleased with the eagerness of the employees to help them in a timely fashion and had no complaints other than the occasional delay due to misplacement of paperwork in the office.

Chapter V: Summary, Conclusions, and Recommendations

Introduction

The final chapter consists of a review of the study about People Process Culture's effect on the overall profitability and harmony of an organization. The two organizations studied are one each from private and public sectors. The results of the study are reviewed and stated in this chapter along with the limitations of the study and scope of further study on this topic.

Summary

The purpose of this study was to study the effect People Process Culture on the overall profitability and harmony of an organization. The question was whether People Process Culture has a positive effect on the employees and in turn the organization as a whole. The two teams that were chosen were from two different sectors so that the study would be unbiased on the basis of a particular corporate culture. The team members were from different backgrounds culturally as well as socially so that study would be effective in gauging the effects on a diverse sample.

Results and Conclusions

The results of the survey showed that in the team from the private sector, People Process Culture was present although the members did not know the term or its connotations. They were interested in finding and learning more about it. The team managers wanted heightened communication amongst the team but also attributed to the lack of it to the diversity and lack of fluency in their common language, English. They were hopeful that once the different cultures assimilated, it would be easier for the team members to shed their inhibitions and feel at ease

while performing better. The first quarter of this company had been the most profitable since 2003 and the team had surpassed its own expectations in achieving the completion of critical projects. The team was a well gelled unit with regards to hierarchy and social status of the team members. The team members and the organization had been doing better in the recent years because of the induction of diversity and a willingness of the organization to invest in its employees.

The results of Team B, from the public sector, were not so encouraging and at first glance would look as a team with turmoil. On further investigation, the team was following rules which were set forth by the government and hence had no hand in improving the work conditions even if it was needed and they wanted it. There was a general disregard for quota members and they members were helpless in following the rules. The customers' comments on the other hand were very encouraging and the members went about doing their jobs because of the customers' appreciation.

There was a very obvious difference between the acceptance of employee empowerment between the two teams studied. Team A was more receptive of employee empowerment as it had members of various cultures working together. Moreover Team A was driven by private sector profit motto when compared to Team B which was a public undertaking. Team A leaders were aware of the People Process Culture and actively participated in the study. Team B leaders were not aware of People Process Culture but were enthusiastic about participating in the study and learn more about People Process Culture.

The Management of Team A was involved with the team members and took the initiative for change. They mingled with their team members well and looked to be genuinely inclined towards providing any help required. This feeling was reciprocated by the team members as well.

On the other hand Team B management could not steadily support big changes in the working condition as there were different unions involved and then came the lengthy procedure with a long paper trail. Although the team management wanted change, it could not do so if the other branches were not involved. The management had no hand in the guidelines as it was decided by the parent government organization. The thoughts of both the team members and management were corroborative but Team A actually practiced the change process.

Limitations

Team B did not allow their financial quarterly report to be used by the researcher and thus it is difficult to assess the success of the organization by the given data. The limitation of the government rules hindered the functioning of employees but at the same time the employees would help the customers beyond they were required to do.

Team A seemed on the right path towards People Process Culture although the team was only a few months old. Though the company data was accessible, the data regarding this particular team was absent as the team was just one project old and were in the midst of their second project together.

Recommendations for further study

In the matter of team A, it would be interesting to study in a couple of years from now to gauge their commitment to People Process Culture. This team has not yet been tested by hard times and conflicts, personal or professional as it was still in the process of adapting to a different country and culture. The team's current enthusiasm, although apparent, can be looked at

as the joy that comes with exploring new places and people. Hence it would be of importance to check if the camaraderie of the team exists after a few setbacks in professional environment and after the glee associated with a new surrounding had died down. The team members, although jovial still were in the phase of knowing their peers and thus it would be imperative to see how they accept and support their fallible peers after they have worked in tandem through tumultuous times together.

Team B should be further studied after the introduction of new rules which will happen in August 2009 for the public sector finance organizations. It would be crucial to see this team under different circumstances and regulations as this team has the ingredient to be a truly People Process Culture team, even though they cannot officially work around the rules for the comfort of their customers.

Team A was on the right path towards change as change was encouraged by the top management whereas Team B management was local to the branch and did not have a say in the thought process of the upper management. It would be interesting to study further the functioning of the upper management and to delve into minute details of their decision process. The change in Team B would not take place if the squabbles in the unions were not sorted out.

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Appendix A

<p>This project has been reviewed by the UW-Stout IRB as required by the Code of Federal Regulations Title 45 Part 46</p>

Krueger, 2000

Directions: read each statement and assign a rating of 0 to 10 for each item.

10 = absolutely true and 0 = absolutely false

1. All people in our organization have a high degree of respect for each other. _____
2. We have some "big" business goals that many people understand. _____
3. Our managers demonstrate integrity. _____
4. People openly share their ideas, fears and concerns with each other and management. _____
5. Our managers often talk and listen to people in formal and informal situations. _____
6. We have an effective selection process for new hires. _____
7. People in our organization are able to receive bonuses or share of the profits that are clearly related to their own performance. _____
8. People in our organization are proactive and quickly adapt to change. _____
9. Many people in our organization understand and believe in our core values, principles or beliefs. _____
10. Many people at all levels understand why our organization exists beyond making money. _____
11. Leaders consistently hold themselves and others accountable to the core values. _____
12. People at all levels believe that management has trust and confidence in them. _____
13. People in our organization do not perceive a large degree of status differences between the top position and a starting position. _____
14. We have excellent training for all of our people. _____
15. Our people believe they have long-term job security. _____
16. People at all levels are willing to take risks. _____
17. We have 1-5 clear core values, principles or beliefs that have been broadly communicated in a variety of ways. _____
18. People have a good understanding about how their job contributes to our big business goals. _____
19. Leadership at all levels consistently walks the talk, constantly practicing the core values. _____
20. Our facilities are comfortable and promote open communications. _____
21. All people readily help each other to accomplish the work to achieve more. _____
22. Our human resource policies and procedures are aligned with our core values. _____
23. Our jobs allow all people to use their strengths and talent everyday. _____
24. People in our organization learn rapidly and share what they learn. _____
25. We often use our core values to guide our decision-making. _____
26. People are excited about our organization's purpose and its big goals. _____
27. Our leaders have made some tough decisions that reinforce the core values. _____

- 28. We share our business information with everyone in the organization, including our P&L statement. _____
- 29. Our managers' perks are modest. _____
- 30. We have a training budget that supports our people development aspirations. _____
- 31. People here have fun doing their jobs. _____
- 32. We try to understand why some of our people resist change. _____

	Core Values	Purpose/ Big Goals	Walk the Talk	Elevated Communications	Status Reduction	HR System	Rewards & Motivation	Learning
	1-	2-	3-	4-	5-	6-	7-	8-
	9-	10-	11-	12-	13-	14-	15-	16-
	17-	18-	19-	20-	21-	22-	23-	24-
	25-	26-	27-	28-	29-	30-	31-	32-
Totals:								

Use the subtotals from the above to plot your People Process Culture Profile:

30								
20								
10								
0								
	Core Values	Core Purpose/ Big Goals	Walk the Talk	Elevated Communications	Status	HR System	Rewards & Motivation	Learning

Use a solid line to plot your score .