

Role of Organisational culture in shaping High performing organizations

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ABSTRACT:

Purpose: To identify the various parameters of organization culture that enable the creation and maintenance of a High performing organization. To investigate the influence of organization culture and the HR practices on HPO.

Approach: Data was collected from 97 employees based on convenience and snow ball sampling from Hyderabad Campuses of Information Technology Companies who have been listed as top performers by the Fortune 500 India. The hypotheses have been formulated and tested using SPSS software and the results have been arrived at.

Findings: The results from statistical analysis of the data indicates that in the HPO irrespective of their designations employees do enjoy the freedom of time and resources to make their contributions towards the attainment of organizational goals, undergo reasonable amount of stress in task execution owing to time and resources constraints, learn new technologies and adapt them and exercise autonomy which enables self-expression and learning. However, the employees at different designations differed in their opinions on unity of command.

Practical implications: It enables one to understand various aspects of organizational culture which are important in the creation and maintenance of a HPO. Organizations which intend metamorphosis to a HPO can revamp their strategies to inculcate these into their organizational culture.

Originality/value: Although there does exist literature for improving organizational performance by investing in operations, technology et al, limited literature could be found focussing on organizational culture for improved performance. This study may serve as a point of reference for future studies in this area of concern.

Keywords—Culturally Sensitive, foresightedness, High Performing Organizations, organization culture , Unity of command

I. INTRODUCTION

The present day society is knowledge based one with organizations competing with each other to sustain themselves. The notion “Survival of the fittest” has undergone a change and “Organizations that are change responsive” are proving to be more profitable both financially and non-financially. High performing organizations are “uniquely positioned to support the development of human capital, infrastructural and psychological capital, structural and social capital, diversity and creativity capital and cultural and rights based capital”, (Vipin Gupta, 2011) . It is believed that the basic premise for a high performing Organization is to create “an internal environment that supports customer’s needs and expectations” (Varma, 1999).

The customer referred includes both the external customer as well as the internal customer, i.e. The Employee. The uncertainty at the stock markets and pressures in businesses make many people think that the only target is financial success but of late organizations now want people to remember their contribution in the creation of a HPO. The attrition rates of the so called best in class companies are narrative of the fact that retaining the best of employees is a primary concern. The CEO of a company which has been amongst the top IT companies listed by Fortune 500 India was quoted as saying “Our assets walk out of the doors, tired mentally and physically. We must make sure that they come back with a zest to work , the next morning”. A good compensation plan which has a good pay is no longer enough. People expect the organization to create a culture where in their efforts are valued and recognised. They wish to work in a culture where in they are involved, empowered, have opportunities for career advancements, skill development and a culture where in they can believe that they are making a difference.

As stated, of the most important resources available to an organization, it is only the human resource which can improve themselves and add value to the organization. It is argued by some that the external customer comes next only to the internal customer, i.e the employee. "You cannot treat your people poorly and expect them to treat your customers well" (Ken Blanchard, 2009). Any organization which realises this strengthens itself and moves a step ahead to transform itself into a HPO.

II. REVIEW OF LITERATURE

"High Performing Organizations are enterprises that over the time continue to produce outstanding results with the highest level of Human Satisfaction, and commitment to success", (Carew, et al). A high performance organization is an organization that achieves financial and non-financial results that are better than those of its peer group over a period of time of at least five to ten years (Waal, 2006, 2007). Various Researchers have identified different parameters and different factors that lead to the creation of a HPO. These include factors like, Management Quality, Openness and action orientation, long term orientation, continuous improvement, workforce quality, etc. These factors are directly or indirectly related to the culture tht is prevalent within the organization. As the basic definition of an organization is a place where diverse people come together to achieve a common goal, this diversification of the people has to be so managed that the common goal is achieved in the best possible manner. Thus a culture of mutual trust, help and long term association needs to be maintained. With organizations becoming global and competition becoming fierce creation of culturally sensitive organizations is quintessential.

Culture is defined as the values, rules, practices, rituals and norms through which organization conducts business (Brache, 2002). It plays a very critical role in the creation and maintenance of HPO. Organization culture can be defined as a pattern of shared basic assumptions learned by a group as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems (Schien, 1986). Organization culture can be a source of competitive advantage if properly nurtured, learnt and shared (Titiev, 1959). A positive organization culture leverages employees' knowledge and enables them to add value to the organization.

In the early twentieth century, the machine bureaucracy led to the emergence of a culture of distrust, short term goals , uncertainty, power coalitions and fragmented individual behaviours (Vipin Gupta, 2011) as the approach was that of Scientific management. Standardization and specialization of jobs led to the coordination of work by functional specialists in the context of multidivisional systems. Culturally specific models of High performance are identifiable viz, Japanese back to basics HRM which motivated and trained the employees in an environment where the resources were deficient. Quality circles were formed and this enabled improvement of processes and machinery. The emergence of IT and knowledge workforce enabled the emergence of a Second Model in the USA which replaced the administrative resources of multidivisional form with IT and employee empowerment. This led to "greater reliance on teams, employee empowerment, performance based evaluation, pay and staffing (Bae and Lawler, 2000). The next model was a Socio-Technical System- an optimal fit between social and technical systems. This added workforce partnership system to SHRM. The next model of High performance was that of Strategic diversity management. This was a function of future orientation, uncertainty avoidance, power distance and gender equality. However, formalization of diversity initiative that suppress the human effect in HRM was seen as a core limitation of this. The Culturally sensitive leadership model included humane orientation to the above model in order to overcome the limitation. However even this has a limitation that sensitivities may become emotional impediments to the path of development.

Although there have been so many models of High performing organizations , their adoption has been constantly debated. The Japanese lean management system was seen against the interest of the unions and workers as compensation sacrifices had to be made in the larger interests of the organization. The American SHRM failed to influence the Europeans who wanted further democratization of workplaces. The early attempts of socio-technical partnerships proved to be commercial disasters. Over formalization and over institutionalization was a major drawback of strategic diversity model.

Organizations which have overcome these limitations and were able to implement any of these models transformed themselves into High performing organizations. This strengthened the organizational commitment, and generated higher job satisfaction and motivation (Mowday et al, 1979), lower absenteeism and turnover and constructive extra role behaviours (O'Reilly and Chatman, 1986), which contributed to enhanced efficiencies and performances. A comparison of the financial results of HPOs compared with those of non-HPOs (in %) was made which is summarised as follows: Revenue growth + 10, Profitability + 29, Return On Assets (ROA) +7, Return On Equity (ROE) + 17, Return On Investment (ROI) + 20, Return On Sales (ROS) + 11, Total Shareholder Return + 23. (Waal, 2008)

III. RESEARCH METHODOLOGY

This study emphasises attributes like performance measurement and performance based rewards and the second one being commitment, loyalty and belongingness among members. This paper investigates the various aspects of societal and organizational practices and values that support and contribute a High performing organization.

This paper focuses on establishing empirical evidence for the relevance of aspects like foresightedness, Avoiding uncertainties, horizontal organizational structure, equality of genders and concern for human dignity for high performance organizational behaviour. An attempt has been made to distinguish between whether these techniques are actually practiced versus whether they are being valued. There may exist certain dissonance which could prevent the organizational effectiveness if High performance organizational behaviour is practiced but not valued.

The hypotheses have been formulated and tested for the purpose of the study. These enable us to connect aspects like foresightedness, Avoiding uncertainties, horizontal organizational structure and concern for human dignity at different levels of high performance organizations.

3.1 Data and Sample of the study

Data was collected from 97 employees based on convenience and snow ball sampling from Hyderabad Campuses of Information Technology Companies who have been listed as top performers by the Fortune 500 India. The hypotheses which have been formulated are tested using SPSS software and the results have been arrived at.

3.2 Scope of the study:

The study is confined only to the offices located at Hyderabad City.

Data was collected through a structured questionnaire which was filled in by respondents who were the employees of High performing Organizations in the IT sector.

3.3 Statistical Analysis

3.3.1 Reliability Test

To test the reliability of data, the data collected was subjected to Cronbach's Alpha test. Cronbach's alpha has been run for to check their reliability. The Table 1.1 and Table 1.2 displays some of the results obtained. The overall alpha for the all items is 0.503, which is very high and indicates strong internal consistency among the given items.

3.3.2 Factor Analysis

Factor analysis was done in order to obtain factors with the greatest factor loading value. (Table 2)
Factor: The initial no. of factors is the same as the no. of variables used in the factors analysis .However not all 25 factors will be retained. In this example only the first 09 factors will be retained since their Eigen value is greater than 1

Initial Eigen values: Eigen values represent the variances of the factors.

TOTAL: This column in Table 3 contains the Eigen values. The first factor will always account for the maximum variance and the next factor will account for lesser variance compared to the first factor as observed and so on. Hence each successive factor will account for lesser and lesser variance.

The scree plot Fig 1, plots the Eigen values against the corresponding factor .One can see these values in the first two columns of the table immediately above. From the third factor on, you can see that the line is almost flat, meaning the each successive factor is accounting for smaller and smaller variation in the data

The PRINCIPAL COMPONENT MATRIX (Table 4) gives the component matrix which is rotated using the VARIMAX rotation technique which gives the ROTATED COMPONENT MATRIX (Table 5) .Rotation of factors helps in the better interpretation of factors. Since the first factor in the ROTATED COMPONENT MATRIX is heavily loaded with training, teams, region.

Factor loading Value of 0.976 these are the highest for the first factor, the first factor represents training, teams, and region.

The second factor is heavily loaded with job security, gender equality, encouraged hence factor 2 represents job security, gender equality, encouraged and thus the subsequent factors can be interpreted based on their Eigen value. The final list of 09 factors which collectively account for 79.1% of the variance in the data is shown in Table 6.

3.4 HYPOTHESES

3.4.1 Foresightedness and Organizational Performance

As stated in Introduction, successful organizations are those which are change responsive. But in the present era, organizations have gone a mile ahead. Instead of waiting for change so that they respond, organizations today need to anticipate change and equip themselves so that they do not lack any resources when

the change actually happens. For this foresightedness is essential. Organizations need to be committed to planning, activities and relationships(lee and libenau, 1999). Organizational leadership needs to be transformational in nature so that the development of a strategic mission, vision and plan for change and growth (Jung and Avolio,1999) are facilitated.

On the contrary, organizations lacking foresightedness tend to be guided by “pecuniary considerations, myopic decisions, work process control, hasty adoption and quick abandonment of novel ideas”(Mamman and Saffu, 1998).

Employees need to enjoy the freedom of time and resources to make their valuable contributions so as to develop the foresightedness, and equip themselves with all that is necessary to become change responsive. Change resistant employees hamper high performance as they tend to be self protective and do not support innovations. Hence it can be hypothesized

H1: There is no significant association between designation and employees’ freedom of time and resources to make contributions in a high performing organization.

From the Table 7 and Table 8, chi square is not significant (sig. value is greater than 0.05), There does not exist any evidence to reject null hypothesis. It means that there is no significant association between designation and employees’ freedom of time and resources to make contributions in a high performing organization.

Employees at all levels feel that they have the freedom of time and resources to make efficient and effective contributions to the organization. This can be considered as an important feature of a High performing Organization where in employees irrespective of their designation feel empowered to utilise the resources like time to anticipate change or plan for continuous improvements.

3.4.2 Avoiding Uncertainty and Organizational Performance:

One of the most important factors as identified by Hofstede, (2000) that influences innovation and change in organizations is avoiding uncertainty. Adoption of new technology may enable avoiding uncertainty and create a positive and meaningful culture within the organization. Uncertainty avoidance enables stress reduction and thereby stimulates improved levels of performance.

Therefore we hypothesize that,

H2: There is no significant association between employees’ designation and stress experienced due to uncertainty.

From the Table 9 and Table 10 chi square is not significant (sig. value is greater than 0.05), no evidence to reject null hypothesis. It means that there is no significant association between designation and their opinions on stress.

Employees at all levels are subjected to stress arising out of uncertainty. At every level the employees face uncertainties of resource allocations, management policies, increased competition and also technology becoming obsolete. Thus it can be interpreted that in a high performing organizations employees do have reasonable stress due to uncertainties and by reducing these uncertainties an employee can be relieved of a reasonable amount of stress thereby enabling improved levels of performance.

Uncertainty avoidance is also possible with the adoption of new technologies. At all levels IT can be leveraged to ensure better levels of performance. Some organizations possess a notion that invest in technology only in areas of competence, but High Performing Organizations need to quickly adapt to the new technology and make its employees aware of its usage. This may to a large extent relieve the employee of the stress caused due to uncertainty.

Hence we further hypothesise that:

H3: There is no significant association between designation and their opinions on new technology.

From the Table 11 and Table 12 chi square is not significant (sig. value is greater than 0.05), no evidence to reject null hypothesis. It means that there is no significant association between designation and their opinions on adoption of new technology by the organization.

This can be interpreted as, In a high performing organization investments are made to procure any new technology at all levels. Thus it can be stated that High performing organizations are technologically ahead of their counterparts at all levels.

3.4.3 Horizontal organizational structure and organizational performance:

If the number of hierarchical levels is large, authority tends to be concentrated and it becomes difficult to champion innovations without getting the approval from hierarchy (Shane et al., 1995). In an organization with a vertical structure, status and hierarchy are stronger determinants of compensation and promotional opportunities rather than learning, skill acquisition and high performance.

One of the implications of a horizontal organizational structure is that it promotes Unity of command, thereby avoiding role ambiguity, over formalization of work procedures et al. To analyse the existence of Unity of command in High Performing organizations,

It can be hypothesized that:

H4: There is no significant association between designation and their opinions on unity of command

From the Table 13 and Table 14, chi square is significant (sig. value is less than 0.05), reject null hypothesis. It means that there is a significant association between designation and their opinions on unity of command.

3.4.4 Concern for human dignity and organizational performance:

Organizations need to be supportive, helpful and interested in the suggestions and ideas of others(Cooke and Hartmann, 1989). Organizations need to give its members warmth, supportive monitoring, authenticity and autonomy. This encourages innovative organizational learning.

Therefore, we hypothesize:

H5: There is no significant association between designation and opinions on autonomy at the workplace.

From the Table 15 and Table 16 chi square is not significant (sig. value is greater than 0.05), no evidence to reject null hypothesis. It means that there is no significant association between designation and their opinions on autonomy.

In high performing organizations there does exist a concern of human dignity. Employees are empowered and are given autonomy in their work so as to enable self expression and learning. A high performing organization allows its employees to take certain decisions and derive immense satisfaction from the work done

IV. FIGURES AND TABLES

Table 1.1- Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.503	.531	25

Table 1. 2 - Scale Statistics

Mean	Variance	Std. Deviation	N of Items
77.23	12.997	3.605	25

Table 2 - Descriptive Statistics

	Mean	Std. Deviation	Analysis N
1. Work is planned	3.60	.568	77
2. Anticipate change	2.97	.725	77
3. mission	3.81	.399	77
4. Strategy	3.51	.529	77
5. Task distribution	3.68	.471	77
6. time resources	2.55	.699	77
7. Job security	3.74	.441	77
8. training	3.69	.466	77
9. Stress	1.69	.613	77
10. Innovation	2.03	.512	77
11. new technology	3.47	.575	77
12. procedures	1.90	.502	77
13. role ambiguity	1.27	.448	77
14. role overload	1.73	.504	77
15. Teams	3.69	.466	77
16. Skill acquisition	2.94	.522	77
17. Unity of command	3.01	.525	77
18. inhibitions	3.69	.466	77
19. gender equality	3.74	.441	77
20. encouraged	3.74	.441	77
21. Region	3.69	.466	77
22. leadership	2.94	.522	77
23. tolerance	3.01	.525	77
24. autonomy	3.51	.529	77
25. satisfaction	3.68	.471	77

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.289	17.157	17.157	4.289	17.157	17.157	3.337	13.347	13.347
2	3.490	13.961	31.118	3.490	13.961	31.118	3.279	13.118	26.464
3	2.573	10.293	41.411	2.573	10.293	41.411	2.313	9.250	35.715
4	2.233	8.931	50.342	2.233	8.931	50.342	2.221	8.882	44.597
5	1.848	7.394	57.736	1.848	7.394	57.736	2.175	8.699	53.296
6	1.693	6.770	64.506	1.693	6.770	64.506	2.111	8.446	61.742
7	1.361	5.442	69.948	1.361	5.442	69.948	1.468	5.872	67.614
8	1.251	5.003	74.951	1.251	5.003	74.951	1.467	5.867	73.481
9	1.042	4.167	79.118	1.042	4.167	79.118	1.409	5.637	79.118
10	.970	3.880	82.998						
11	.912	3.648	86.646						
12	.873	3.494	90.140						
13	.632	2.527	92.667						
14	.586	2.346	95.013						
15	.506	2.024	97.037						
16	.466	1.863	98.900						
17	.275	1.100	100.000						
18	5.817E-016	2.327E-015	100.000						
19	3.417E-016	1.367E-015	100.000						
20	1.831E-016	7.325E-016	100.000						
21	8.391E-018	3.356E-017	100.000						
22	-3.350E-016	-1.340E-015	100.000						
23	-3.756E-016	-1.502E-015	100.000						
24	-4.856E-016	-1.942E-015	100.000						
25	-6.530E-016	-2.612E-015	100.000						

Table 4 - Extraction Method: Principal Component Analysis.

	Component								
	1	2	3	4	5	6	7	8	9
1. Work is planned									
2. Anticipate change	.544								
3. mission									
4. Strategy				.797					
5. Task			-.577			.595			

distribution									
6. time resources							.571		
7.Job security		.873							
8. training	.819								
9. Stress									-.560
10. Innovation									
11. new technology					.508				
12.procedures					-.588				
13.role ambiguity		.508							
14.role overload									
15. Teams	.819								
16. Skill acquisition							.547		
17. Unity of command									
18. inhibitions									
19.gender equality		.873							
20. encouraged		.873							
21.Region	.819								
22. leadership							.547		
23. tolerance									
24. autonomy				.797					
25.satisfaction			-.577				.595		
Extraction Method: Principal Component Analysis.									
a. 9 components extracted.									

Table 5 - Rotated Component Matrix^a

Rotated Component Matrix ^a									
	Component								
	1	2	3	4	5	6	7	8	9
1.Work is planned								-.571	
2.Anticipate change							.613		
3. mission								.522	
4. Strategy				.956					
5. Task distribution					.968				
6. time resources							.794		
7.Job security		.983							
8. training	.976								
9. Stress								.581	
10. Innovation									.731
11. new technology									.732
12.procedures			-.549						
13.role ambiguity									
14.role overload								.577	
15. Teams	.976								
16. Skill acquisition						.956			
17.Unity of command			.920						
18. inhibitions									
19.gender equality		.983							
20. encouraged		.983							
21.Region	.976								
22. leadership						.956			
23. tolerance			.920						
24. autonomy				.956					
25.satisfaction					.968				
Extraction Method: Principal Component Analysis.									
Rotation Method: Varimax with Kaiser Normalization.									
a. Rotation converged in 10 iterations.									

Table 6 – Factor Loading

S.NO	FACTOR NAME	FACTOR LOADING VALUE
1	training, teams, region	0.976
2	Job security, gender equality, encouraged	0.983
3	Unity of command, tolerance	0.920
4	Strategy, autonomy	0.956
5	Task distribution, satisfaction	0.968
6	Skill acquisition, leadership	0.956
7	time resources,	0.794
8	Stress	0.581
9	Innovation, new technology	0.731

Table 7 – Chi Square Test for H1

Crosstab							
			6. time resources				Total
			Strongly Disagree	Disagree	Agree	Strongly Agree	
Designation	Analyst	Count	1	8	6	1	16
		% within Designation	6.2%	50.0%	37.5%	6.2%	100.0%
	Functional Consultant	Count	1	12	11	3	27
		% within Designation	3.7%	44.4%	40.7%	11.1%	100.0%
	Manager	Count	0	7	8	2	17
		% within Designation	0.0%	41.2%	47.1%	11.8%	100.0%
	System Engineer	Count	1	8	8	0	17
		% within Designation	5.9%	47.1%	47.1%	0.0%	100.0%
Total	Count	3	35	33	6	77	
	% within Designation	3.9%	45.5%	42.9%	7.8%	100.0%	

Table 8 - Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.596 ^a	9	.936
Likelihood Ratio	5.437	9	.795
N of Valid Cases	77		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .62.

Table 9 – Chi Square tests for H2

Crosstab			9. Stress			Total
			Strongly Disagree	Disagree	Agree	
Designation	Analyst	Count	6	9	1	16
		% within Designation	37.5%	56.2%	6.2%	100.0%
	Functional Consultant	Count	8	17	2	27
		% within Designation	29.6%	63.0%	7.4%	100.0%
	Manager	Count	11	5	1	17
		% within Designation	64.7%	29.4%	5.9%	100.0%
	System Engineer	Count	5	10	2	17
		% within Designation	29.4%	58.8%	11.8%	100.0%
Total		Count	30	41	6	77
		% within Designation	39.0%	53.2%	7.8%	100.0%

Table 10 - Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.799 ^a	6	.340
Likelihood Ratio	6.694	6	.350
N of Valid Cases	77		

- a. 4 cells (33.3%) have expected count less than 5. The
- b. Minimum expected count is 1.25.

Table 11 – Chi Square Test for H3

Crosstab			11. new technology			Total
			Disagree	Agree	Strongly Agree	
Designation	Analyst	Count	0	5	11	16
		% within Designation	0.0%	31.2%	68.8%	100.0%
	Functional Consultant	Count	0	13	14	27
		% within Designation	0.0%	48.1%	51.9%	100.0%
	Manager	Count	2	10	5	17
		% within Designation	11.8%	58.8%	29.4%	100.0%
	System Engineer	Count	1	7	9	17
		% within Designation	5.9%	41.2%	52.9%	100.0%
Total		Count	3	35	39	77
		% within Designation	3.9%	45.5%	50.6%	100.0%

Table 12- Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.613 ^a	6	.197
Likelihood Ratio	9.507	6	.147
N of Valid Cases	77		

- a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .62.

Table 13- Chi Square Test for H4

Crosstab						
			17. Unity of command			Total
			Disagree	Agree	Strongly Agree	
Designation	Analyst	Count	2	14	0	16
		% within Designation	12.5%	87.5%	0.0%	100.0%
	Functional Consultant	Count	4	21	2	27
		% within Designation	14.8%	77.8%	7.4%	100.0%
	Manager	Count	4	8	5	17
		% within Designation	23.5%	47.1%	29.4%	100.0%
	System Engineer	Count	0	13	4	17
		% within Designation	0.0%	76.5%	23.5%	100.0%
Total	Count	10	56	11	77	
	% within Designation	13.0%	72.7%	14.3%	100.0%	

Table 14- Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.802 ^a	6	.046
Likelihood Ratio	16.579	6	.011
N of Valid Cases	77		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is 2.08.

Table 15- Chi Square Test for H5

Crosstab						
			24. autonomy			Total
			Disagree	Agree	Strongly Agree	
Designation	Analyst	Count	1	8	7	16
		% within Designation	6.2%	50.0%	43.8%	100.0%
	Functional Consultant	Count	0	12	15	27
		% within Designation	0.0%	44.4%	55.6%	100.0%
	Manager	Count	0	8	9	17
		% within Designation	0.0%	47.1%	52.9%	100.0%
	System Engineer	Count	0	8	9	17
		% within Designation	0.0%	47.1%	52.9%	100.0%
Total	Count	1	36	40	77	
	% within Designation	1.3%	46.8%	51.9%	100.0%	

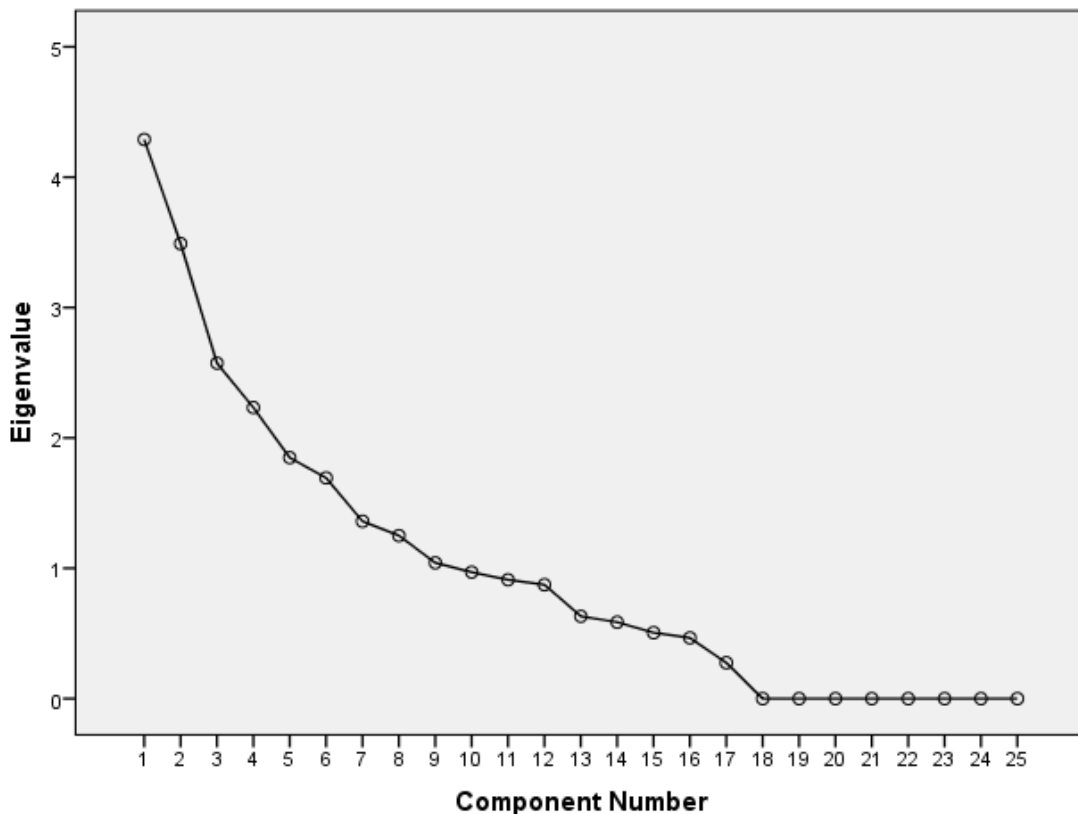
Table 16- Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.161 ^a	6	.655
Likelihood Ratio	3.501	6	.744
N of Valid Cases	77		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .21.

FIGURE 1

Scree Plot



V. CONCLUSION

From the study, it can be concluded that in a high performing Organization, there exists a culture which fosters employee satisfaction. The employees at all levels enjoy the freedom of time and resources thereby enabling them to utilise these resources optimally and not just feasibly. This promotes employees to make better contributions towards attainment of organizational goals.

The employees of high performing organizations also undergo reasonable amount of stress due to uncertainties associated with work both at the personal and official front. Although some might argue that stress may result in better performance levels, most of them opine that long term results may not be achieved with a workforce under stress. Thus, HPOs invest in new technologies which might to a good extent relieve the employee of the stress. A HPO needs to be technologically vibrant in order to ensure better results than its competitors. The employees need to be trained and made proficient in its usage.

HPOs treat their employees in a manner in which they feel empowered. At all levels, employees do exercise autonomy which enables self expression and learning. The autonomy which employees exercise at all levels makes them to nurture their innovative ideas, evaluate the current work practices and determine the best work practices that suits the task delegated to them.

However, it was observed that even in a HPO, employees at different designations differed in their opinions on unity of command. It implies that organizations need to ponder on their organizational structure and work towards developing a horizontally structured organization so that the employees can experience unity of command. This would enable further improved levels of performance.

Thus, imparting freedom of time and resources to employees, stress reduction, adoption of new technologies, autonomy at the work place and unity of command help in creation of an organization culture which shapes organizational performance and is likely to transform it into a High performing organization.

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