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How high performing are Indian organizations in comparison with Asian organizations?

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Abstract

The continuing quest of Indian companies to become leading corporations in the region and the world leads to two research questions: (1) How high performing are Indian organizations currently, compared to organizations in other Asian countries? and (2) What do Indian organizations need to focus on in order to become truly world-class? In this article we investigate the answers on these two questions, using the HPO Framework, a scientifically holistic framework, developed on data collected worldwide, that evaluates whether organizations are high-performing, and if not, what they need to focus on to achieve the HPO status. The study also carries out the comparison of HPO scores of Indian organisations with companies operating in various Asian countries on 35 characteristics of HPO framework. The findings reveal that average HPO score of Indian organizations is 7.4 which is found to be highest among other Asian organizations. The Indian organizations need to work upon two HPO factors “Continuous Improvements and Renewal” and “Openness and action orientation” to become world-class leading high performance organizations.

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Introduction

India has emerged as one of the fastest growing economies in the world in the past decades (Singh et al., 2018). As per DBS bank data, by 2030, the Asia-10 economies - consisting of China, Hong Kong, India, Indonesia, Malaysia, the Philippines, Singapore, South Korea, Taiwan, and Thailand - will jointly pull ahead of the US economy by growing to an aggregate amount of over USD 28.35 trillion in real GDP (2010 constant dollars) terms, while for the United States the amount will approximate USD 22.33 trillion (Economic Times, 2018). In India, Indian corporations and family owned businesses have been contributing considerably to the growth of country since its liberalization in 1947, by applying what is called in the contemporary popular book “The India Way” (Cappelli *et al.*, 2010) certain key principles of running businesses as used by top Indian leaders. These principles are “holistic engagement with employees”, “improvisation and adaptability”, “creative value proposition”, and “broad mission and purpose”. Another frequently mentioned reason for the growth is the huge interest of Indian corporations in business excellence models and their preference for achieving business excellence and quality awards, such as the Baldrige National Quality Award, the Deming Prize, the CII-EXIM Award, and the Rajiv Gandhi National Quality Award (Dutta, 2007; Subba Rao *et al.*, 1997).

The continuing quest of Indian companies to become leading corporations in the region and the world leads to two research questions: (1) How high performing are Indian organizations currently, compared to organizations in other Asian countries? and (2) What do Indian organizations need to focus on in order to become truly world-class? In this article we will investigate the answers on these two questions, using the HPO (High Performing Organization) Framework, a scientifically holistic framework, developed on data collected worldwide, that evaluates whether organizations are high-performing, and if not, what they need to focus on to achieve the HPO status (de Waal, 2012a, b). An HPO is defined in this respect as “an organisation that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of time of five years or more, by focusing in a disciplined way on that what really matters to the organisation” (de Waal, 2012b, p. 5).

The remainder of this article is structured as follows. In the next section a discussion on previous research into the use of excellence models in India takes place. This followed by a description of the HPO Framework, the model used in our research, and its application in Asia. Subsequently, the research approach we applied and the results we achieved are given. These results are then analysed and discussed. The article is completed with the conclusion, limitations of the research, and opportunities for future research.

Previous Work on Excellence Models in India

Much of the high-performance research in Asian countries, including India, focuses upon improvement methods and models that view an organization as a system of which all aspects have to be considered and enhanced in conjunction. Bae *et al.* (2003) examined the impact of high-performance work systems (HPWS) practices on organizational performance in China, India, and

Vietnam, and found that these techniques in general worked positively on organisational performance. Gupta and Salter (2018) tested a model of the relationship between organizational culture and the use of the balanced scorecard (BSC) in Indian manufacturing companies and concluded that the usage of the BSC was highest in organizations that were future and performance-oriented with a high level of power distance. These organisations were much more performance-oriented than organisations with a low BSC usage. Another improvement method often applied is Total Quality Management (TQM). Singh *et al.* (2018) studied its application in manufacturing and service companies in north India, and found a clear positive impact of TQM on organizational performance. Schniederjans *et al.* (2006) compared quality management practices in India, China and Mexico, and noted, amongst others, that top management support turned out to be a significant factor affecting all quality practices while information and analysis as well as quality assurance practices were affected by length of quality experience in the organizations. According to research of Jayaraman (2013) present practices in high performing companies in India are significantly connected to the developments in the fields of TQM and business excellence. A variation of TQM is Total quality service (TQS), and Jyoti *et al.* (2017) found there exist in Indian service organisations a positive and significant relationship between TQS, employee satisfaction and commitment and loyalty, customer satisfaction and financial performance. Finally, research was done into the application of the 5S implementation and business excellence performance parameters (BEPP). Randhawa and Ahuja (2017) found that attributes like top management and employee involvement should be emphasized during the implementation of a 5S program, which then lead to a higher level of effectiveness of the model on the business excellence of Indian manufacturing organizations.

As mentioned before, in Asian countries business excellence (BE) models, such as the Baldrige National Quality Award, the European Foundation for Quality Management (EFQM) Award, the Deming Prize, the Rajiv Gandhi National Quality Award, and the Singapore Quality Excellence Award, are very popular and are often used as a process improvement method (Saunders *et al.*, 2008; Talwar, 2011). Mann *et al.* (2011) examined the effectiveness of BE models in organizations based in India, Singapore, Thailand, China and Japan, and found that these organizations strongly believed that BE models were important in helping them reach their organizational goals although they still suffered from several barriers such as a lack of development of a business excellence culture, a lack of resources and a failure to educate staff in business excellence. Maybe these barriers caused Talwar (2011) to find, based on an extensive literature review, limited impact of BE models in developing countries like India and China is limited. Madan (2010) described the nine-year TQM implementation journey of the Indian power generation equipment manufacturing public sector unit Bharat Heavy Electrical Limited (BHEL), which won the EFQM model-based CII-EXIM Award for business excellence while at the same time improving organisational results. Breja *et al.* (2016) mapped the strategies of Deming Prize winning companies in India and evaluated the effectiveness of the prize scheme, and found that both TQM implementation and subsequent winning of the Deming Prize resulted in improvement in organisational business processes. The researchers therefore concluded that the award is effective in propelling organisations to higher performance levels, but at the same time warned that sustainability of excellence remained an issue of concern in the prize-winning companies.

The main problem with the aforementioned improvement methods and models and business excellence models is threefold. Firstly, although they claim to be holistic, when studied in depth there seems to be often an emphasis put on certain aspects of an organization which makes these methods and models not truly holistic. For instance, the BE models with an award attached to them induce organisations to specifically focus on the criteria mentioned in the award, thus ignoring other potential important aspects of business management, in order to become eligible for that award. Models such as high-performance work systems do holistically look at the HR field but not at other important areas as strategy, operations, sales etc. Secondly, many of the methods and models have not been developed on a scientific basis, which means that they are founded on potentially shaky foundations. A famous example in this respect are the organisations that were presented as star cases in the book “In Search of Excellence” (Peters and Waterman, 1982) and that were bankrupt or nearly so within a few years after the publication of that book; a similar fate was bestowed on various companies in another famous study “Good to Great” (Collins, 2001) (Niendorf and Beck, 2008; Raynor et al., 2009; Resnick and Smunt, 2008). Thirdly, and maybe even more important, many of the models have not been evaluated in longitudinal research (Saunders *et al.*, 2008). In this type of research, the application of the model or method in an organisation is studied over time, to gauge whether the application has indeed increased the performance of that organisation, preferably in a sustained manner. Because of these three issues, we decided to turn to a method which not only was developed in a sound scientific manner but which was also extensively evaluated in longitudinal research studies in the past ten years: the HPO Framework (de Waal, 2012a).

The HPO Framework and HPO Diagnosis

The reason to use the HPO Framework to answer our research questions is that it is one of the few evaluation and improvement techniques that offers a holistic approach. This framework looked at multiple disciplines and consists of a set of academically validated factors and characteristics that have a positive correlation with organizational performance (de Waal, 2012a; de Waal, 2013; de Waal and de Haas, 2018). The HPO Framework was developed in two phases: a descriptive literature review and an empirical study in the form of a worldwide questionnaire (N.B. the description of the research has been taken from de Waal and Olale, 2019). The first phase consisted of examining 290 studies on high performance and excellence. To identify HPO characteristics, elements were extracted from each of the publications that the researchers regarded as essential for high performance. These elements were then entered in a matrix, which listed all the factors included in the framework. Because different authors used different terminologies in their publications, similar elements were placed in groups under a factor and each group (later to be named “characteristic”) was given an appropriate description. A matrix was constructed for each factor listing a number of characteristics, and 189 characteristics subsequently were identified. Next, the weighted importance of each characteristic (that is, the number of times it occurred in the individual study categories) was calculated. Finally, the characteristics with a weighted importance of at least 6% were chosen as the characteristics that potentially make up an HPO, resulting in 35 characteristics.

In the second phase, the 35 potential HPO characteristics were used to compose a questionnaire that was administered during lectures and workshops to managers all over the world. The respondents were asked to indicate how well their organization performed on the various HPO characteristics on a scale of 1 (very poor) to 10 (excellent) and also how its organizational results compared with its peer group. Two types of relative competitive performance were established: relative performance of the organisation versus competitors, and historic performance of the organisation over the past 5 years. These subjective measures of organizational performance are accepted indicators of real performance (Dawes, 1999; Heap & Bolton, 2004; Jing & Avery, 2008). The average relative competitive performance scores for each organization were calculated and related to the HPO scores as given by the respondents. The questionnaire yielded 2,015 responses from 1,470 organizations. Factor analysis yielded 35 characteristics with both a significant and a strong correlation with organizational performance. These 35 characteristics appeared in five factors, which in follow-on research have shown to have a causal relation with organisational performance and thus can be regarded as the distinguishing factors for high performance (de Waal and Goedegebuure, 2017). The description of the five HPO factors is as follows (see Appendix 1 for the detailed HPO characteristics):

1. Management Quality (MQ): HPO managers encourage fair treatment, belief and trust in employees. HPO managers are trustworthy, live with integrity, show commitment, enthusiasm and respect and have a decisive, action-focused decision-making style. HPO managers hold people accountable for their results by maintaining clear accountability for performance. HPO managers communicate values and the strategy repeatedly throughout the organisation, so everyone knows and embraces these.

2. Openness and Action Orientation (OAO): An HPO has an open culture, which means that management values the opinions of employees and involves them in important organisational processes. People in an HPO are allowed to make mistakes which are considered to be opportunities to learn. Employees spend a lot of time on dialogue, knowledge exchange, and learning to develop new ideas aimed at improving their performance and making the organisation performance-driven. Managers are personally involved in experimenting, thereby fostering an environment of innovation and change throughout the organisation.

3. Long-Term Orientation (LTO): An HPO grows through partnerships with suppliers and customers, and long-term commitment is extended to all stakeholders. Vacancies are filled by high-potential internal candidates first, thus people are encouraged to become leaders. An HPO creates a safe and secure workplace (both physical and mental) and dismisses employees only as a last resort.

4. Continuous Improvement and renewal (CI): An HPO compensates for dying strategies by renewing these and making them unique. The organisation continuously improves, simplifies and aligns its processes and innovates its products and services, creating new sources of competitive advantage to respond to market developments. Furthermore, an HPO manages its core competences efficiently and strengthens these, while sources out non-core competences.

5. Employee Quality (EQ): An HPO assembles and recruits a diverse and complementary management team and workforce with maximum work flexibility. The workforce is trained to be resilient and flexible. They are encouraged to develop their skills to accomplish extraordinary

results and are held responsible for their performance, as a result of which creativity is increased, leading to better results.

The HPO research shows that there is a direct and positive relationship between the five HPO factors and competitive performance: the higher the scores on the HPO factors (the HPO scores), the better the results of the organization, and the lower the HPO scores the lower the competitive performance. The research also shows that all HPO factors need to have equal scores. An organization can evaluate its HPO status by having its management and employees fill in the HPO questionnaire, consisting of questions based on the 35 HPO characteristics with possible answers on an absolute scale of 1 (very poor) to 10 (excellent), and then calculating the average scores on the HPO factors. These average scores indicate where the organization has to take action to improve to become an HPO.

The HPO Framework in Asia

Ever since the origin of the HPO Framework circa 2007, numerous studies were published demonstrating the applicability of HPO framework in various organizations globally, including Asia. De Waal and Akaraborworn (2013) studied the suitability of HPO framework for Thai organizations. The research findings showed that the HPO framework was positively received by Thai managers and employees and could indeed help Thai organizations improve. This result was confirmed with additional statistical research into data collected during several workshops and seminars in Bangkok. This research showed, with a high reliability, that four of the five HPO factors as present in the original HPO framework could be detected in the Thai data. The long-term orientation factor was dropped, as the accompanying items did not unidimensionally measure this construct. This did not mean that long-term orientation (LTO) is not relevant in the Thai context; there simply were no items included that measured LTO properly in the Thai context (de Waal et al., 2014).

In Vietnam, the HPO questionnaire was sent to employees of multiple banks in Ho Chi Minh City and Hanoi, and average HPO scores were calculated for the banks (de Waal *et al.*, 2009). Also financial data was collected for these banks, and a regression analysis showed that the banks with the highest HPO scores also had the best financial performance.

De Waal and Frijns (2009, 2011) conducted two HPO diagnoses over a time span of two years at Nabil Bank Limited, the first foreign joint venture bank of Nepal. This study showed that, although the bank's financial performance had improved, a full transition to HPO can take three to five years.

The HPO questionnaire was distributed to employees of a Chinese state-owned manufacturing enterprise. The resulting scores were discussed during a workshop to arrive at the main attention points for the organization. The participants concluded during this workshop that the HPO framework was valid and useful for the Chinese context and yielded valuable recommendations for improvement of the company (de Waal and Wang, 2017).

The HPO Framework was applied twice at NEH Philippines, a Philippine banana producer and exporter (de Waal and de Haas, 2013, 2018). During the first diagnosis the areas to improve were identified. The second HPO Diagnosis showed that both NEH's HPO scores and organizational results had gone up considerably, such as a large increase in production and sales turnover. The research results also showed which of the interventions, which NEH applied during working on the HPO improvements, were most effective. The aforementioned studies gave us the confidence that the HPO Framework would also be applicable in the Indian context and could be used to address our research questions 'How high performing are Indian organizations currently, compared to organizations in other Asian countries?', and 'What do Indian organizations need to focus on in order to become truly world-class?'

Research Approach and Results

In order to capture HPO scores in the Indian context, we contacted organizations operating in various sectors such as information technology, telecom service providers, automobile components manufacture, textile industry, and government. People with more than 10 years of working experience in the industry were considered as respondents of the HPO questionnaire which they had to fill in for their organizations (which were our unit of analysis). Varied industries were chosen as automobile, telecom services and equipment, textiles, metal and cement, hospitality and hotels, educational institutions, and government organizations. The authors contacted these professionals through snowball random sampling where total 500 personnel were contacted through either email or in-person, or both. After an effort of four months (July 2018 to October 2018), a total of 161 responses were collected from 141 private organizations and 20 public organizations that resulted in 28 per cent response rate. The HPO questionnaire – which consists of 35 questions based on the HPO characteristics (12 items on MQ; 6 items on OAO; 5 items on LTO; 8 items on CI; 4 items on EQ) with possible answers on a Likert-type scale of 1 (very poor at this characteristic) to 10 (excellent at this characteristic) - was used for data collection. The average scores for the five HPO scores were calculated from these questionnaires and are depicted in Figure 1. The scores obtained for MQ is 7.6; OAO is 7; LTO is 7.5; CIR is 6.9; and WQ is 7.4. The average HPO score for Indian organizations is 7.3; whereas 8.5 is a threshold score to qualify as an HPO (de Waal, 2012; Mroueh and de Waal, 2017).

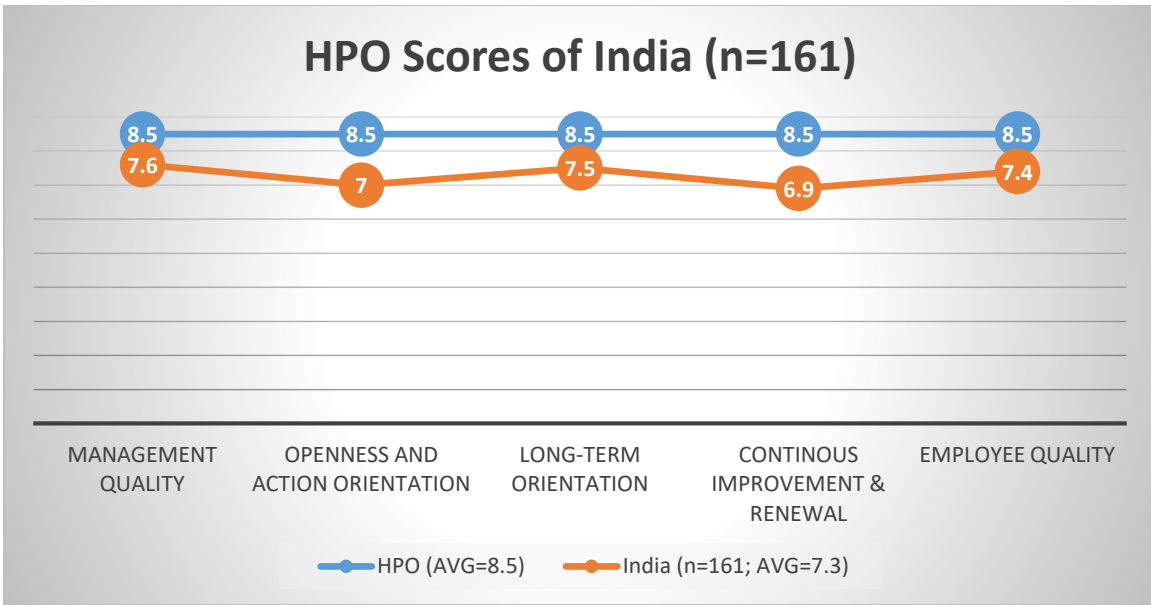


Figure 1: HPO Scores of Indian Organizations

The average HPO score of the organisations in Asian countries - as collected in the HPO database of the HPO Center which contains data on 55,000+ respondents worldwide - is 6.5 (see Figure 2). The HPO scores of Indian companies are higher on all five HPO characteristics than those of Asian organisations.

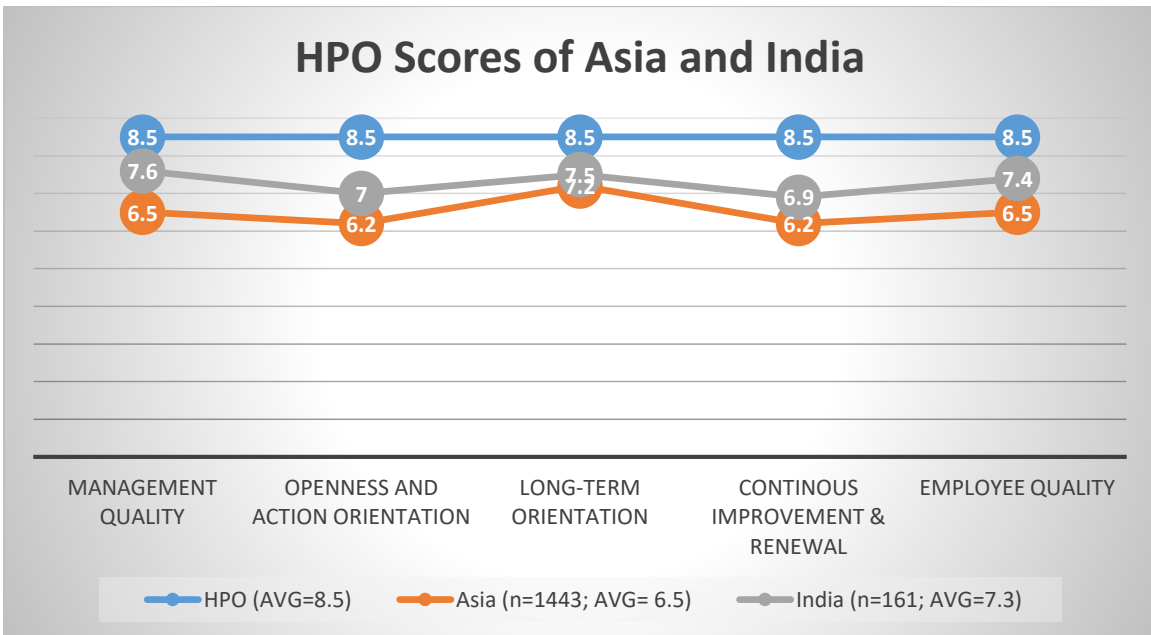


Figure 2: HPO Scores of Indian organisations compared to those of Asian organisations

Figure 3 presents the HPO scores of individual Asian countries (also originating from the HPO database of the HPO Center, see de Waal, 2018). From this Figure it is evident that Indian organizations score higher on the HPO factors than organisations in other Asian countries.

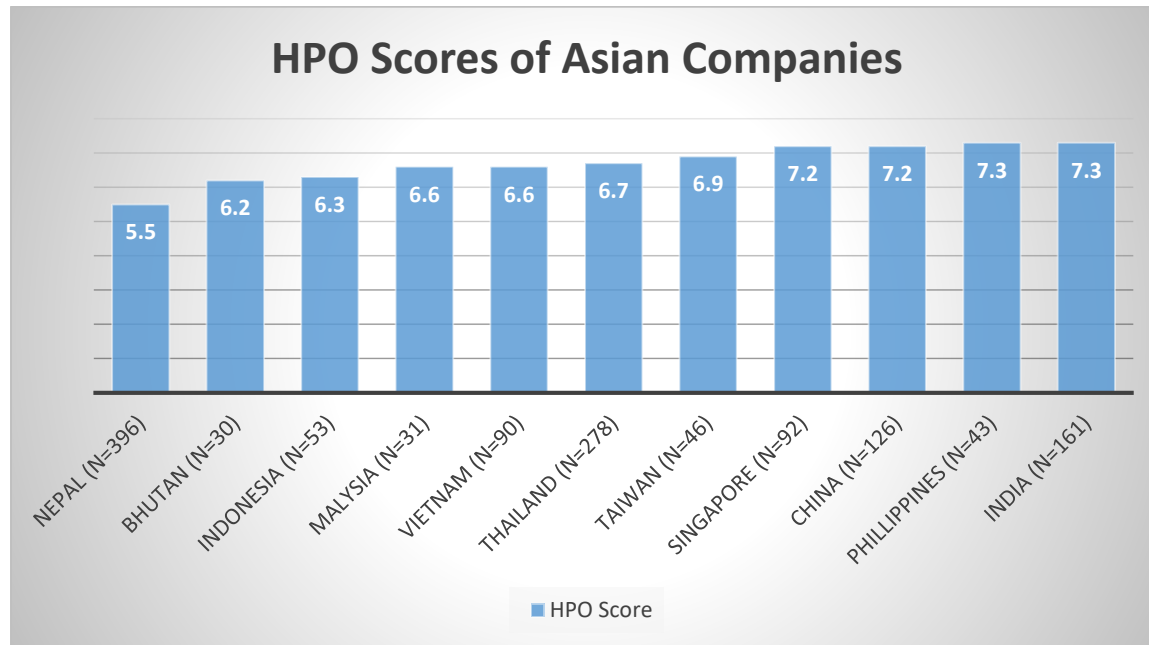


Figure 3: HPO Scores of Asian Companies

Analysis and Discussion

The results obtained on different characteristics of HPO reveal that the Indian HPO scores are higher than the average HPO scores of Asian organizations, except for all but one of the characteristics of HPO factor Long-Term Orientation. These differences between countries have been found in previous research. Deshpandé *et al.* (2004) noted that, in their comparison of business-to-business firms based in China, Hong Kong, India, Japan, Thailand, and Vietnam, differences across countries can be found on organizational dimensions such as innovativeness, market orientation, and organizational climate and culture, and that in general these differences were consistent with the countries' historical and cultural differences. This finding is mirrored by Rabl *et al.* (2014) who noted in their research of the effects of HPWS significant differences between countries, among which China, Hong Kong, India, Japan, Singapore, South Korea and Taiwan. Tickle *et al.* (2016) stated that India, Japan, China, Singapore, and Thailand had the most advanced BE organizations which would translate in our research into countries having the highest HPO scores. India liberalized its economy in 1991 and many foreign companies started entering into the country, with as result many joint ventures and mergers. A strong flow of foreign capital and the resulting dominance of multi-national corporations (MNCs) resulted into adoption of Western management practices. Indian firms also adopted process improvement techniques such as business process engineering in 1995. Examples are Tata Iron and Steel Company who undertook management restructuring programs with the objective of transforming themselves into

a high-performing, high-growth organization. Infosys set up a Leadership Institute in Mysore to prepare its employees to face the challenges of a dynamic market and to groom them to be efficient leaders. Wipro believed that it is in the business of leadership and the real worth of an organization is powered by people who work for it. It recruits from leading Indian educational institutes, and also recruits the best from the competitive labor market. Ranbaxy developed continual cross-border learning programs to enrich ways of working and functioning, and the board attracted managers from different parts of the world. This enabled them to catalyse their globalization process (Som, 2006).

Out of all five characteristics, the Indian organizations scored lower on “Openness and Action Orientation” and “Continuous Improvement and Renewal”. The authors attempted to look into the reasons for lower scores from existing management practices. 2005 Global Workshop Study reported that among the global workforce, Indian employees feel the least engaged by their firms. The hierarchical structure of most Indian firms, many of which are risk-averse, family-run entities might be seen as culprits (Radjou, 2008).

The HPO scores were discussed with several senior managers who agreed in general with the scores, and confirmed a need for several improvements. The points for Indian organisations to which they have to pay attention in order to become HPOs are discussed underneath, and illustrated by quotes from the interviews we held with Indian senior managers.

HPO Attention Point 1: Improving innovation culture and employee empowerment

This attention point refers to HPO characteristics number **12** “*The management of our organization allows making mistakes*” (average score for Indian companies= 4.4).

Radjou’s (2008) study of Indian CEOs found that their arcane management style stifles innovation that needs to be driven by employee participation. As Mr Bhargava, chairman of Maruti Suzuki India remarked: “The onus is on Indian CEOs to develop a culture in which all employees are encouraged to make mistakes and break the barriers of the hierarchy.” Indian companies can learn a lot from India-based MNCs that are trailblazing Corporate Culture 2.0 (A collaborative corporate culture with a flatter organization chart that promotes bottom-up decision-making). Such as Nokia India which is a big promoter of “community-based innovation,” enlisting frontline employees in the ideation and commercialization of entire new product lines (Radjou, 2008). As Mr. Shivakumar, managing director of Nokia India, explains it: “Once our Board approves an employee-driven initiative, we commit 100% to turning it into a commercial success.” Bhatnagar and Sharma (2005) realized the need for aligning human resources policies from control-oriented to commitment-oriented practices. To facilitate innovation in this new fluid and dynamic organizational context, Indian CEOs must invest in Web 2.0-enabled employee motivation technologies like prediction marketplaces, idea management apps, and employee blogs. Armed with these social computing tools, Indian firms can collect and rapidly act on their workers’ ideas for seizing emerging opportunities or mitigating budding risks

HPO Attention Point 2: Improving orientation of enterprise performance

This attention point refers to HPO characteristics number **6** “*In our organization both financial and non-financial information is reported to organizational members*” (average score for Indian companies= 6.5).

The existing research agree that the traditional financial measures are solely not sufficient to analyze the performance of the knowledge firms. Relying on traditional measures may be misleading to the stakeholders and decision makers using these indicators may end up in gross misallocation of resource (Ordenez de Pablos, 2002; Bontis, 2001). The most frequently reported disclosure category, in India, is external capital; while the least one is human capital (Wang et al., 2016). Kamath (2008) study highlighted that there is a growing importance and efficiency in the utilization of the intellectual resources in the Indian pharmaceutical industry, and there is an urgent and immediate need that the policy makers and corporate decision makers start taking up the voluntary disclosures of intellectual capital. There is a persistent danger of these firms being left behind in this era of ever-growing global competition.

HPO Attention Point 3: Improving succession planning

This attention point refers to HPO characteristics **34** “*New management is promoted from within the organization*” (average score for Indian companies= 6.6).

Pandey and Sharma (2014) studied the succession planning in Indian organizations and found that succession planning does not have an immediate effect on bottom line, hence many organizations do not recognize its importance, and the lack of an actual talent pool was found to be a major obstacle for a smooth and successful succession in Indian organisations (Hans India, 2017). Especially India’s family-owned-businesses face challenges in the motivation levels of the potential ‘heirs’ and differing views of generations on running the businesses, and thus many family-owned businesses had to involve outsider corporate professionals as successors (Budhiraja and Pathak, 2018). There exist numerous examples where the retirement age limit of the organizational chief has been extended because of the non-availability of a suitable replacement; for example, at Larsen & Toubro, A M Naik (Group Chairman), who is over 70 years old, was given another five-year term through a board mandate. In many cases, because of poor planning and prolonged actions, businesses have been closed down after the sudden death of the business owner.

Infosys and Dr. Reddy’s Laboratory are a few examples of the perfect succession planning. In the year 2011, Infosys had announced a strategy called 3.0 where the businesses were re-grouped under four verticals. Each of them had their own CEOs and virtual balance sheets to determine the performance. It helped the board members to spot the high performers with management capability early and single them out for higher responsibilities in the future. Dr. Reddy’s Laboratory’s Anji Reddy, Founder and Chairman of the company, transferred his shares in the Indian Pharmaceutical company to the Reddy family’s holding company in the year 2011, which was in a bid to ensure ‘smooth succession’. The transfer of his shares was a part of an important strategy to showcase his trust in the next generation run the business and control the family fortune.

Conclusions, limitations and future research

In this paper, we attempted to find answers on two research questions: (1) How high performing are Indian organizations currently, compared to organizations in other Asian countries? and (2) What do Indian organizations need to focus on in order to become truly world-class? We used the HPO Framework (de Waal, 2012) to address both questions and were able to compare Indian organizations on the HPO yardstick, showing that in general Indian organisations belong to the best-performing organisations in Asia, although on average they are not high-performing yet. Using the HPO Framework we were also able to find three major attention points Indian organisations need to address to become truly high-performing. Thus, our research has both a theoretical and a practical contribution. Theoretically, we applied the HPO Framework for the first time in the Indian context, thus adding to the growing body of literature on high performance organisations. As our research results show that that HPO framework can be used in the Indian context, Indian organisations and their managers now have a method at their disposal that will help them evaluate their own organisations on the areas which they need to address to become HPO. We therefore expect that Indian organisations, if they embrace the HPO framework and work with discipline on the HPO attention points, will not only maintain but will strengthen and extend their leading position in the region.

The results presented in the study are based on the data collections by numerous organizations operating in different industry verticals, however, in-depth discussion was conducted with handful of senior level managers from telecom and consulting organizations, so generalization of the results need full caution. The authors are taking this study forward by conducting numerous workshops with industry professionals and discuss the results on various HPO characteristics, and identifying the avenues to work upon in order to transcend these organizations to become HPO. This study might be concentrated on one organization to help it become an HPO. This study could be seen as stepping stone in the area of developing high performing organizations in India.

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Appendix 1: HPO scores of Indian and Asian organizations

This appendix gives the scores for the HPO characteristic for Indian organisations (originating from our questionnaire) and Asian companies – excluding Indian organizations – originating from the HPO database as maintained by the HPO Center.

Item no.	HPO Factors	HPO Characteristics	Scores India	Scores Asia
1	CI	Our organization has adopted a strategy that sets it clearly apart from other organizations.	7.1	5.8
2	CI	In our organization processes are continuously improved.	7.2	6.4
3	CI	In our organization processes are continuously simplified.	6.9	5.6
4	CI	In our organization processes are continuously aligned.	7.1	5.6
5	CI	In our organization everything that matters to the organization's performance is explicitly reported.	6.9	6.2
6	CI	In our organization both financial and non-financial information is reported to organizational members.	6.5	5.7
7	CI	Our organization continuously innovates its core competencies.	6.9	5.7
8	CI	Our organization continuously innovates its products, processes and services.	7.0	6.3
9	OAo	The management of our organization frequently engages in a dialogue with employees.	7.6	5.8
10	OAo	Organizational members spend much time on communication, knowledge exchange and learning.	7.2	5.5
11	OAo	Organizational members are always involved in important processes.	7.5	6.1
12	OAo	The management of our organization allows making mistakes.	4.4	5.8
13	OAo	The management of our organization welcomes change.	7.6	6.5
14	OAo	Our organization is performance driven.	7.5	6.7
15	MQ	The management of our organization is trusted by organizational members.	7.8	6.2
16	MQ	The management of our organization has integrity.	8.1	6.8
17	MQ	The management of our organization is a role model for organizational members.	7.6	6.1
18	MQ	The management of our organization applies fast decision making.	7.5	6.0
19	MQ	The management of our organization applies fast action taking.	7.4	6.3
20	MQ	The management of our organization coaches organizational members to achieve better results.	7.8	5.8

21	MQ	The management of our organization focuses on achieving results.	8.2	7.5
22	MQ	The management of our organization is very effective.	7.9	6.1
23	MQ	The management of our organization applies strong leadership.	7.7	6.5
24	MQ	The management of our organization is confident.	7.9	7.3
25	MQ	The management of our organization is decisive with regard to non-performers.	6.7	5.4
26	EQ	The management of our organization always holds organizational members responsible for their results.	7.0	6.9
27	EQ	The management of our organization inspires organizational members to accomplish extraordinary results.	7.9	6.3
28	EQ	Organizational members are trained to be resilient and flexible.	7.3	5.9
29	EQ	Our organization has a diverse and complementary workforce.	7.2	6.4
30	LTO	Our organization grows through partnerships with suppliers and/or customers.	7.1	7.5
31	LTO	Our organization maintains good and long-term relationships with all stakeholders.	7.7	7.8
32	LTO	Our organization is aimed at servicing the customers as best as possible.	8.0	8.0
33	LTO	The management of our organization has been with the company for a long time.	7.7	8.1
34	LTO	New management is promoted from within the organization.	6.6	7.4
35	LTO	Our organization is a secure workplace for organizational members.	7.6	8.3