

Is the high performance organization framework suitable for Thai organizations?

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Summary

Purpose – Thai organizations are currently wrestling with the quality demands that are placed on them because of the approaching accession of Thailand into the ASEAN Economic Community. Thai managers are acutely aware that this will increase competitive pressures in their country, and are therefore looking for a technique which can help them create higher quality organizations and achieve sustainable high performance in the Thai context. This article aims to evaluate whether the high performance organization (HPO) framework can provide the necessary support.

Design/methodology/approach – During two workshops in Bangkok, one for representatives of eight Thai profit and governmental organizations and one for staff and students of a Thai university, participants were asked to complete the HPO questionnaire. From the resulting scores three main areas of improvement were identified for Thai organizations which they should address in order to become HPO. These areas of improvement were discussed during the workshops with the explicit purpose of determining how they could be addressed in the Thai context.

Findings – The research showed that Thai managers and employees understood the HPO questionnaire and were able to fill in this survey; the results of the HPO questionnaire yielded relevant areas of improvement for Thai organizations; and the HPO framework was seen as being a valuable technique for Thai organizations to improve in a sustainable way.

Research limitations/implications – Further research should focus on testing the HPO framework in practice by implementing the recommendations in Thai organizations and then tracking the performance of these organizations in time. In addition, future research could look into the degree in which the characteristics of the HPO framework itself are suited to the Thai context, in comparison to other quality and performance improvement models and frameworks.

Originality/value – This is the first research into the suitability of an HPO framework in the specific Thai context.

Keywords High performance organizations, HPO, Sustainable high performance, Thailand

Paper type Case study

Introduction

Thai organizations are currently wrestling with the quality demands that are placed on them because of the approaching accession of Thailand into the ASEAN Economic Community (AEC), which will officially take place in 2015. The goal of the AEC is to establish ASEAN as a single market and production base, making ASEAN member countries more dynamic and competitive with new mechanisms and measures to strengthen the implementation of economic initiatives; accelerating regional integration in certain priority sectors; facilitating movement of business persons, skilled labor and talents across countries; and strengthening the institutional mechanisms of ASEAN member countries. The key characteristics of the AEC are to create free flows of services, investments, capital and skilled labor. The ASEAN member countries – Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Vietnam – have prepared Mutual Recognition Arrangements (MRAs) which specify the basic qualifications for seven

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groups of professionals (engineering services, architectural services, surveying qualifications, medical practitioners, dental practitioners, nursing services, accountancy services) to work freely in member countries. In order to deal with the advantages and disadvantages these free flows create, Thailand has to increase the competitiveness of its businesses and strengthen its governmental sector. Thai managers are acutely aware of this as a recent study into the trends in strategies of Thai organizations showed a clear need for concepts, methods and techniques (Wattanasupachoke, 2012). Thai managers state these need to help them create higher quality organizations and achieve sustainable high performance (Choonhaklai and Singsuriya, 2008).

High performance research in Thailand

In this respect it is unfortunate that there seems to be a shortage of studies into high performance in Thai organizations. An overview of 290 studies into high performance and excellence conducted in the period 1960 until 2007 (de Waal, 2006, rev. 2010, 2012a) revealed that in 19 of these studies (6.6 percent) Asian organizations were involved. In three of those 19 studies Thai organizations were included (Deshpandé *et al.*, 2004; Chakrabarti *et al.*, 2007; Gostick and Elton, 2007), however there was not a single study which looked exclusively at Thai organizations. A subsequent search of the academic databases – such as EBESCO, Science Direct and Emerald – into recent literature did not yield comprehensive high performance organization (HPO) studies, mostly the studies found were into facets of high performance in the Thai context. Numprasertchaia and Igel (2005) looked into the factors that increase knowledge creation and exchange at three research units of Thai universities, and found that collaboration between these units provided access to a greater breadth and depth of research knowledge than pure in-house development. Limsila and Ogunlana (2008) examined how project managers' leadership styles and subordinates' organizational commitment correlated with leadership outcomes and work performance of subordinates on Thai construction projects, and found that the transformational leadership style had a positive association with work performance. Oncharoen and Ussahawanitchakit (2008) examined the relationships between five dimensions of service culture (high-quality service, open and honest communication, service responsiveness, service failure prevention, and service recovery) and the performance of Thai hotels, and identified several significant relationships. In addition they found that organizational support, technology orientation and employee competency had a significant effect on the five dimensions of service culture. Kantabutra (2011) investigated whether the Rhineland leadership model could be applied at a Thai healthcare organization in order to increase corporate sustainability, and concluded that Avery's 19 Rhineland practices provided a useful framework for evaluating the corporate sustainability of this Thai enterprise. Pongpearchan and Ussahawanitchakit (2011) found partial significant relationships between Thai SMEs' visions for sustainable growth and competitive learning capability, market culture implementation, strategic entrepreneurship management competency, business practice effectiveness, value creation excellence, operational innovation efficiency, strategic advantage, corporate profitability, firm success via government support, and outstanding business experiences. Yasamorn and Ussahawanitchakit (2011) found partial significant relationships between the influence of strategic collaborative capability and valuable knowledge competency, outstanding innovation creativity, unique entrepreneurship excellence, business growth, organizational sustainability, visions for inter-firm operations, inter-coordination experience, globalization enhancement, and technological availability in Thai tourism businesses. Intarapanich and Ussahawanitchakit (2011) found partial significant impacts of dynamic technology capability on organizational stability through mediating influences in Thai IT firms of business knowledge creativity, corporate improvement integration, operational development excellence, and technology diffusion orientation, competitive dynamism, and business turbulence. Nunta *et al.* (2012) investigated the effects of service innovation strategies on spa business performance in Thailand and the moderating effect of modern leadership competency and business environment are moderators, and found that three

dimensions of service innovation strategy (creative service idea, attitude toward change, generative learning) affected business performance positively.

The apparent lack of academic articles on HPO in Thailand does not mean there have not been initiatives in this field in Thai organizations. In fact, the concept of HPO was introduced in Thailand – through the Thailand Quality Award (TQA) – as an organizational development concept. The TQA, based on the Malcolm Baldrige National Quality Award, has been awarded since 2002 to outstanding Thai organizations (Federal of Thailand Performance Improvement, 2010). Its criteria have now been adopted by many sectors in Thailand, such as the Hospital Accreditation (HA), the Public Sector Management Quality (PMQA), the State Enterprise of Performance Appraisal (SEPA), and the Thailand Qualification Framework for Higher Education (TQF). In Thai's public sector the first Royal Decree on Criteria and Procedures for Good Governance was introduced in 2003, with as main goal to introduce HPO thinking in Thai public sector organizations (Decharin, 2006). In the private sectors, the Petroleum Authority of Thailand Public Company Ltd. (PTT) announced in 2005 as first Thai profit company the vision of becoming an HPO. The company has been working on achieving this vision, by using concepts and techniques as information technology, innovation, knowledge management, leadership and operational agility and excellence.

However, despite this practical experience with HPO, no holistic and scientifically validated framework of what constitutes a high performing Thai organization has thus far been developed. An exception seemed to be Chanchaochai (2009) who described in "White Ocean Strategy" the elements of Thai organizations that no longer placed themselves "in the center of the universe" but tried to be in harmony with its surrounding business, social and natural environments, and as a consequence achieved better results in the "people, passion, profit and planet" areas. Unfortunately "White Ocean Strategy" is not based on research but on the opinion of the author and can therefore not be taken as a valid starting point for the transition of Thai organizations toward HPO. This starting point, however, could possibly be found in the HPO Framework (de Waal, 2012b) which was developed based on data collected worldwide, both in developed and developing countries. As the HPO framework has been empirically validated in three Asian countries, Nepal (de Waal and Frijns, 2009, 2011), Vietnam (de Waal *et al.*, 2009) and the Philippines (de Waal and de Haas, 2013), it was considered that it might be also applicable in the Thai context to make the transition of high performance tangible for Thai organizations. Research into application of the HPO Framework has shown that organizations can expect considerably better financial and non-financial results (de Waal, 2012a, b), so Thai organizations could possibly expect the same. Therefore, the research question of this study was as follows:

RQ. Is the HPO framework suitable for Thai organizations?

This research question is particular interesting because Thai management has been dominated by Western theories and concepts which in general did not take into account the particular Thai context (Fisher and Härtel, 2004; Cornelius *et al.*, 2010). So, in order for the HPO Framework to be suitable for Thai organizations, it has to cater to the Thai context (Choonhaklai and Singsuriya, 2008; Khruasuwan *et al.*, 2009).

The HPO framework

The HPO Framework was developed based on a descriptive review of 290 academic and practitioner publications on high performance and a questionnaire which was completed by 3,200 respondents worldwide (de Waal, 2006 rev. 2010, 2012a, b). In this respect, an HPO was defined as:

... an organization 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 organization.

The HPO framework consists of five HPO factors and 35 underlying characteristics (see Appendix, Table AI). The five HPO factors are:

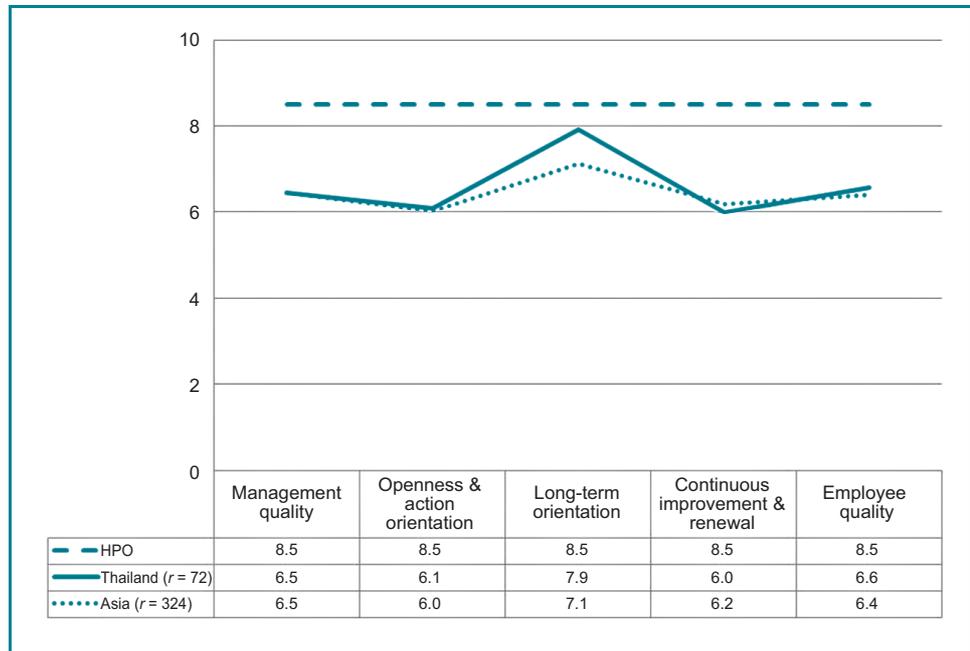
1. *Management quality.* Belief and trust in others and fair treatment are encouraged in an HPO. Managers are trustworthy, live with integrity, show commitment, enthusiasm, and respect, and have a decisive, action-focused decision-making style. Management holds people accountable for their results by maintaining clear accountability for performance. Values and strategy are communicated throughout the organization, so everyone knows and embraces these.
2. *Openness and action-orientation.* An HPO has an open culture, which means that management values the opinions of employees and involves them in important organizational processes. Making mistakes is allowed and is regarded as an opportunity to learn. Employees spend a lot of time on dialogue, knowledge exchange, and learning, to develop new ideas aimed at increasing their performance and make the organization performance-driven. Managers are personally involved in experimenting thereby fostering an environment of change in the organization.
3. *Long-term orientation.* An HPO grows through partnerships with suppliers and customers, so long-term commitment is extended to all stakeholders. Vacancies are filled by high-potential internal candidates first, and 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.* An HPO compensates for dying strategies by renewing them and making them unique. The organization 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, the HPO manages its core competences efficiently, and sources out non-core competences.
5. *Workforce quality.* 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 (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 an HPO questionnaire, consisting of questions based on the 35 HPO characteristics with possible answers on an absolute scale of 1 (very poor at this characteristic) to 10 (excellent on this characteristic), and then calculating the average scores on the HPO factors. These average scores indicate where the organization has to take action to improve in order to become an HPO.

Research approach and results

The research into the suitability of the HPO Framework for Thai organizations can be characterized as being exploratory in nature. In November 2012 the authors conducted in Bangkok two workshops on the HPO Framework. In the first workshop, 25 representatives of eight Thai profit and governmental organizations were present. These representatives were all senior or mid-level managers and employees from the human resource departments. The second workshop was conducted at the Thai university where the second author of this article worked. In this workshop, 15 staff members – both lecturers and management and senior management – and 50 students were present. All organizations represented during both workshops were not selected beforehand, as such a random sample was achieved of low, average and high performing organizations. During the workshops the attendees were asked to fill in the HPO questionnaire, yielding a total of 72 completed questionnaires. The average scores for the five HPO scores were calculated from these questionnaires and are depicted in Figure 1. Also in this figure, the scores for 324 Asian organizations (excluding

Figure 1 HPO scores for Thai and Asian organizations



Thai organizations), which were presented in the database of the HPO Center, are given. In the Appendix (Table A1) the detailed scores per HPO characteristic are listed.

As can be seen from Figure 1, the Thai organizations that participated in the research profiled as average Asian organizations. Not only were the HPO scores for both practically equivalent, the shapes of the HPO lines were the same. The only exception was the higher peak for the HPO factor long-term orientation for Thai organizations. It is also clear from Figure 1 that Thai organizations were not HPO yet, as this requires an average HPO score of at least 8.5 (de Waal, 2012a, b), while the calculated average score was 6.6 for Thai organizations (and 6.5 for Asian organizations). Therefore, Thai organizations needed to work on improving the HPO characteristics in a dedicated fashion so they would increase their scores and by doing that, obtain better organizational performance (de Waal, 2012a, b).

Analysis and discussion

From the scores on the HPO characteristics three main areas of improvement were identified for Thai organizations which they should address in order to become HPO. These areas of improvement were discussed during the workshops with the explicit purpose to see how they could be addressed in the Thai context. In addition, the suitability of the HPO Framework for Thai organization was evaluated. In the next section the areas of improvement are briefly described, and the suggestions of the workshop attendees on how to address these areas in the Thai context are given.

Area of improvement 1: improve the improvement process itself

This area of improvement refers to Thai organizations have difficulty with improving, simplifying and aligning their processes (HPO characteristics 2, 3 and 4, scores: 6.5, 5.8 and 5.6). Specifically the performance management process has to be addressed (characteristics 5 and 6, scores: 6.3 and 5.8). This process of improvement should be aimed at making the organization more unique as Thai organizations scoring relatively low on adopting a unique strategy (characteristic 1, score: 6.0) and innovating (characteristics 7 and 8, scores: 5.8 and 6.3). This uniqueness is an important concern to Thai managers as they stated that:

It makes companies stand out from competitors. The external factors are unpredictable such as me-too product tactics and price war which increase pressure for businesses to create distinct identity in products. It gives companies more chances to find a market opportunity and gain sustainable competitive advantages, particularly when there is a greater degree of commoditization in the industries (Wattanasupachoke, 2012, pp. 78).

Boonpattarakan (2012) found, in his study of ways for Thai SMEs to strengthen their organizational capabilities, that one of the success factors for Thai organizations was to look for continuous improvement in all aspects of the organization and consider this a task for everyone in the organization.

A reason for the relatively low scores for process improvement could be because many Thai organizations have implemented performance management, not as an organizational development intervention, i.e. for the purpose of continuous improvement (de Waal, 2013), but rather as an annual performance appraisal tool. Akaraborworn (2005) reviewed the use of performance management in Thai private sectors. She found that performance management was mainly used for deciding individual merit increases (78.5 percent), goal setting (69.1 percent), promotion (65.2 percent), training and development purposes (62.7 percent), and corporate culture development (31.8 percent). Six and seven years later, during reprises of the research, Akaraborworn (2011, 2012) basically obtained the same results.

The workshop attendees suggested that the ISO standards, much in use at Thai organizations, should no longer be seen as the quality standards to be reached but rather as minimum demands, and that the organization should set higher quality standards to be achieved. Also, TQM should no longer be seen and practiced as a top-down approach but more bottom-up in which employees are encouraged to speak out and come up with quality improvement ideas themselves. In addition, the introduction of SOPS (standard operating procedures) should help to simplify and better align processes in the organization. Another suggestion was to give lower management more responsibility for realizing process improvements as they are nearest to the processes and the employees. The workshop attendees also suggested that an initiative called “the best monthly idea” could be introduced in which, during a monthly unit meeting, the most innovative idea was going to be rewarded.

Area of improvement 2: involve employees more

This area of improvement refers to management not engaging employees in dialogue enough (HPO characteristic 9, score 5.8) and only marginally involving them in important processes (characteristic 11, score 6.2) enough. As one attendee commented: “As management we often consider the voice of the workforce as noise, we should start regarding that as the voice again.” In addition, employees do not spend enough time themselves on knowledge sharing and learning (characteristic 10, score 5.6). There are several reasons for the relatively low scores. Many Thai organizations, although considering the strategic management process as a critical management tool for setting the course and improving, do not pay enough attention to the sub-process of strategy communication and translation to lower levels and thus do not plan for formal and informal communication channels. Corporate strategic plans are therefore normally known only to top management and the strategic planning team. Another reason is that the current performance evaluation process in Thai organizations tends to create fear among employees, encourage short-term thinking, stifle teamwork, and is seen as being no better than the outcomes lotteries (Akaraborworn, 2005). Supervisors do not invest their time in giving feedback on the performance evaluation result to subordinates. In addition, managers feel the performance evaluation process is confidential and therefore tend not to encourage communication and dialogue with employees on this.

Boonpattarakan (2012) found, in his study of ways for Thai SMEs to strengthen their organizational capabilities, that the extent of decentralization provided by management to employees – in the sense of providing more information, accountability, and authority so employees can take initiatives and make decisions to solve problems and improve products

or services and performance – was an important success factor. In addition, creating an organizational culture that fosters constant learning and knowledge acquiring so as to respond adequately was also a success factor for Thai organizations. Vanichchinchai (2012) discovered that employee involvement had a significant direct positive impact on the partnership management and supply performance of Thai organizations. Khruasuwan *et al.* (2009) found that, that contrary to expectations, the culture of Thailand - which is often characterized as paternalistic – was actually open to participative management. The latter was defined as:

[...] the process of collaboration between a company's managers and employees as they actively interact to solve problems and improve productivity and competitiveness of their outcomes, work and services. Participative Management is about pooling expertise and creativity of a company's workforce to get synergistic results (Khruasuwan *et al.*, 2009, p. 53).

The workshop attendees suggested that managers of Thai organizations should be trained in and practice with dialoguing and mentoring. This should be done in addition to developing a better and more discipline performance evaluation and feedback process between management and employees, in which there has to be more exchange of opinions. Also, mechanisms to improve communication and knowledge sharing should be introduced, for instance morning talks in which management share the latest news with employees, round-tables at which several functions participate to discuss specific issues, and interactive web pages or an internet portal through which employees can share and discuss with each other and with management. The workshop attendees stressed there should be at least an official weekly dialogue session in each department, with a structured agenda, a facilitator to lead the dialogue, and the results of the dialogue posted on the portal. Employees themselves should be encouraged to generate more ideas, for instance by involving them more in improvement projects, and by emphatically asking for their ideas and opinions. Thai managers are aware that their organizations need to be innovative and therefore constantly need to improve products and come up with new ones. Their idea is to encourage employees to come up with more ideas for innovation and change, as they are the ones who are the source of creativity (Wattanasupachoke, 2012).

Area of improvement 3: become better managers

This area of improvement refers to managers of Thai organizations have to become better leaders by coaching employees emphatically toward extraordinary results (HPO characteristic 20, score 5.9) and also by being more decisive with non-performers (characteristic 25, score 5.5). In this respect, Choonhaklai and Singsuriya (2008) stated that many Thai managers do not play positive, innovative roles and that these managers “should be educated and trained to plan for expanded opportunities for organizational development, stimulate positive change and provide a supportive context for change to occur” (Choonhaklai and Singsuriya, 2008, p. 52). This is supported by Laohavichien *et al.* (2011) who demonstrated that leadership in Thailand was important to the implementation of quality practices, which in turn affected the quality of performances. Akaraborworn (2012) found that employee engagement was one of the top trends in Thailand, ever since the TQA, HA, PMQA, SEPA and TQF criteria had been implemented in private sectors, hospitals, public sectors, state enterprises and academic institutes. This was because conducting an employee engagement survey is one of the requirements in these criteria, in order to foster employee involvement in the organization. But as these criteria were still relatively new and Thai managers do not have much experience with them, knowledge and practical skills in engaging employees were still lacking.

The workshop attendees suggested that a coaching and mentoring culture could be promoted by starting with these activities from the top (lead by example), equipping managers with the knowledge and skills to do these activities, creating moments to practice these skills, recognizing and rewarding managers who develop themselves into good coaches, and certifying managers officially as coaches. The performance review process has to be improved and strengthened by explicitly, during performance reviews with employees, looking for the strengths of the employees and developing those by making sure

that the employees are in the right job according to their strengths. If then, during the next three performance review periods, performance is under par the employee has to be asked to leave. It is however, according to the workshop attendees, important to go from the assumption that even the “dead wood” among the employees does have some life in it, and managers should strive to identify this life and then further develop it, so that employees previously considered “dead wood” can have a valued contribution to the organization after all. Laohavichien *et al.* (2011) stressed that dealing with non-performers is important, as they found in their study of Thai managers that effective Thai managers responded swiftly to poor performance while simultaneously providing a vision of the future to employees and modeling appropriate behaviors for their employees. They suggested that the more involved Thai managers were (i.e. those who model behaviors and stimulate their employees as well as punishing inappropriate behaviors) the more they positively affected organizational performance.

Conclusion, limitations and future research

This article set out to find an answer on the research question “Is the HPO Framework suitable for Thai organizations?” With an affirmative answer the framework could support Thai managers in their efforts to create higher quality organizations which could cope with the challenges and possibilities of the AEC. The answer on this question also should indicate whether the HPO Framework took the Thai context enough into account. The answer was composed of the answers on three sub-questions:

1. Is the HPO framework understandable? Yes, Thai managers and employees understood the HPO questionnaire and were able to fill in this survey, thereby showing that they understood the framework.
2. Is the HPO framework relevant? Yes, the results of the HPO questionnaire yielded relevant areas of improvement for Thai organizations.
3. Is the HPO framework valuable? Yes, the HPO framework was experienced by the participants of the two workshops as being a valuable technique for Thai organizations to improve in a sustainable way.

As one of the workshop participants put it:

I think the HPO framework will help Thai organizations to achieve a high impact and yield good results for the stakeholders. The HPO framework certainly can inspire the employees of my company to perform well.

Thus this exploratory research shows that the HPO framework was positively received by Thai managers and employees and could indeed help Thai organizations improve. The research described in this paper has a theoretical contribution to the existing literature by being the first research into the high performance concept in Thai organizations. It also has a practical contribution as the HPO framework provides Thai managers with a practical way forward to improve their organizations. As governmental agencies were part of the study, the research shows that these also can potentially become high performing and thereby serve Thai society better.

The obvious limitation to the research is that, although there were 72 respondents, this number cannot be in advance seen to be representative for all Thai organizations, only as an indication. Also, although the workshop yielded tangible improvement opportunities, these have not been tested in practice. Thus, further research should focus on getting the views from more Thai organizations, and especially on testing the HPO framework in practice by implementing the recommendations in Thai organizations and then tracking the performance of these organizations in time. In this way, it can be evaluated if the advantages experienced by organizations while applying the HPO framework are also enjoyed by Thai organizations. Future research could also evaluate whether there are differences between Thai public and Thai private organizations in applying the HPO framework. Finally, this research shows the potential of the HPO framework for Thai organizations, but it does not discuss specifically how the HPO framework itself caters for

the Thai context. As the HPO framework is more or less culturally neutral – it points out what should be improved, which is generically valid in many countries, but it does not stipulate how to improve “the what”, something which depends on the culture – future research could look into the degree in which the characteristics of the HPO Framework itself are suited to the Thai context, in comparison to other quality and performance improvement models and frameworks.

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Further reading

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Appendix

This Appendix lists the 35 characteristics of the five HPO factors, with the scores for the Thai organizations participating in the research (the uninterrupted line in Figure 1), compared to the average for the Asian countries in the database of the HPO Center (the interrupted line in Figure 1). The first column in Table A1 shows the factor to which the HPO characteristics belong: ci = continuous improvement and renewal, oao = openness and action orientation, mq = management quality, wq = employee quality, lto = long-term orientation.

Table A1

<i>Factor</i>	<i>No.</i>	<i>HPO characteristic</i>	<i>Thai</i>	<i>Asia</i>
ci	1	Our organization has adopted a strategy that sets it clearly apart from other organizations	6.0	5.8
ci	2	In our organization processes are continuously improved	6.5	6.4
ci	3	In our organization processes are continuously simplified	5.8	5.6
ci	4	In our organization processes are continuously aligned	5.6	5.6
ci	5	In our organization everything that matters to the organization's performance is explicitly reported	6.3	6.2
ci	6	In our organization both financial and non-financial information is reported to organizational members	5.8	5.7
ci	7	Our organization continuously innovates its core competencies	5.8	5.7
ci	8	Our organization continuously innovates its products, processes and services	6.3	6.3
oao	9	The management of our organization frequently engages in a dialogue with employees	5.8	5.8
oao	10	Organizational members spend much time on communication, knowledge exchange and learning	5.6	5.5
oao	11	Organizational members are always involved in important processes	6.2	6.1
oao	12	The management of our organization allows making mistakes	5.7	5.8
oao	13	The management of our organization welcomes change	6.6	6.5
oao	14	Our organization is performance driven	6.9	6.7
mq	15	The management of our organization is trusted by organizational members	6.2	6.2
mq	16	The management of our organization has integrity	6.8	6.8
mq	17	The management of our organization is a role model for organizational members	6.1	6.1
mq	18	The management of our organization applies fast decision making	6.0	6.0
mq	19	The management of our organization applies fast action taking	6.3	6.3
mq	20	The management of our organization coaches organizational members to achieve better results	5.9	5.8

(Continued)

Table A1

<i>Factor</i>	<i>No.</i>	<i>HPO characteristic</i>	<i>Thai</i>	<i>Asia</i>
mq	21	The management of our organization focuses on achieving results	7.5	7.5
mq	22	The management of our organization is very effective	6.3	6.1
mq	23	The management of our organization applies strong leadership	6.5	6.5
mq	24	The management of our organization is confident	7.4	7.3
mq	25	The management of our organization is decisive with regard to non-performers	5.5	5.4
wq	26	The management of our organization always holds organizational members responsible for their results	7.0	6.9
wq	27	The management of our organization inspires organizational members to accomplish extraordinary results	6.4	6.3
wq	28	Organizational members are trained to be resilient and flexible	6.0	5.9
wq	29	Our organization has a diverse and complementary workforce	6.3	6.4
lto	30	Our organization grows through partnerships with suppliers and/or customers	7.6	7.5
lto	31	Our organization maintains good and long-term relationships with all stakeholders	7.8	7.8
lto	32	Our organization is aimed at servicing the customers as best as possible	8.1	8.0
lto	33	The management of our organization has been with the company for a long time	8.2	8.1
lto	34	New management is promoted from within the organization	7.4	7.4
lto	35	Our organization is a secure workplace for organizational members	8.1	8.3
		Average HPO score	6.6	6.5

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