

“Sixas®” Revisited: A new Paradigm for Post-covid19 Implementation for Improving the Efficiency of Employee and Organizational Performance: A Case Study with reference to IT sector

Dr Mruthyanjaya Rao Mangipudi

Adjunct Professor, Malla Reddy University, Hyderabad,
Karvy Stock Broking Limited, Financial District, Gachibowli, Hyderabad
and Founder of IIHRD, Hyderabad - 500057
e-mail: raomangipudi@gmail.com

Dr Kdv Prasad

International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
and Founder of IIHRD, Patancheru 502324, Telangana, India
e-mail: k.d.prasad@cgiar.org

Abstract

We report the results of an empirical implementation of Sixas® a plugin and new-age model for enhancing the performance of employees and the organization. The model’s six components that can influence the outcome of an employee and the organization are – Actualize, Adaptive, Agile, Align, Analytical, and Automate. The Sixas® model was used as a plugin to the existing performance evaluation systems to enhance performance and maximize efficiency. The authors have applied the Sixas® criterion of Sixas® an EXEMPLARY framework -- Explicit, Exciting, Manageable, Periodical, Levelheaded, Adjustable, Resilient, and Yielding for evaluating the important components that suit the IT sector. Based on the importance of the six influential components that suit the IT sector the weights were allocated, and aligned with the eight said EXEMPLARY framework factors the assigning the weights based on their importance for these eight factors. The weights are given based on the importance and their influence on the outcome of employee and organization performance. The weights were multiplied, the importance score and importance of elements tabulated. The high-scoring component was given priority and appropriately addressed. Adaptability has scored high because the IT sector needs to adopt the new normal situations due to pandemic Covid-19, and Agility was scored as the second important factor and so on. Based on the scoring and importance of the six Sixas® elements policies were appropriately aligned in the organization. With this holistic approach, a cost-effective and trouble-free solution was identified. The feedforward method is driven by business, employee, and organizational performance enhancement. The commitment of management, with continuous monitoring in performance management through Sixas® components is essential in successfully implement the model.

Keywords: Sixas®, Adaptive, Agile, EXEMPLARY, Feedforward, methodology

INTRODUCTION

The management of business entities continuously thrives for improvement, to enhance the product value by introducing new policies and procedures. Most of the management of the business entities do this by orchestrating new systems and processes, enhancing the various designs, and align the employee individual objectives with that of organization goals (Ferro et al. 2017). In the last decade, the researchers' main focus was on human resources and employee management and employee engagement has come vital for the success of most of the business entities. Nowadays the business world is interconnected and it has become a new phenomenon that HR interconnects with business units within the organization and to some extent with the collaborators. The stronger and the dynamic the interconnection leads to a high rate of business success. For most of the Human Resource Management, it is common to see the approval of functional/departmental; heads and project leaders for implementing new policies and procedures which speak in business

language. The conventional markets and businesses still use the old and mundane systems which are slow, obsolete with delayed decision making, which is a bottleneck for meeting the challenges posed by adversaries and competitors. The old HR practices are mundane, slow, and even repetitive tasks are not automated (Farah, 2011). Though HR leaders are aware of present organizational outcomes with analytics, however, they still need to prove a lot to gain market and organization's trust and carve out competitive strategies that can fit for at least most of the competitors who are running similar business entities. Many have yet to reach a point and crack the jargon to assess how they could be part of the growth story with continuous enhancement of product designs and policies (Dyer and Reeves, 1995).

The businesses that do possess these great characteristics and DNA should learn how to tackle this. How the management visualizes their firm in near future? Is the DNA structure modifiable? Is there is any way that the organization can sustain itself in the long-term and transform pre-eminence? Therefore, what are the salient features and characteristics that cause an organization to grow from the current stage to the stiff competitive environment in that the business entity can operate? (Visser, 2010).

The authors critically reviewed the Sixas® model and the HR practices that are prevailed to make an impact on the business by their processes, systems, and nurturing the organization culture and HR practices the organizations adapt to make the organization successful in the near future (Laursen and Foss, 2003; Allen et al. 2003; Chen and Huang, 2009; Collins and Smith, 2006).

With this critical analysis and review the authors decided to implement the Sixas® models six components and EXEMPLARY Framework for enhancing the performance of both the organization and employees. Before implementing the importance of HRM and performance management system in the organization reviewed and intricacies the researchers conceptualized, aligned the present performance systems to the six influential components of the Sixas®. The present study with Sixas® Model can be a benchmark to know where an organization stands and pave a way to carfry out more similar studies with larger samples. (Truss et al. 1997).

Research Gap

Objectives

- To implement Sixas® framework components as plugin and identify which framework element is critical out of six framework elements in the present covid-19 pandemic
- To provide the EXEMPLARY framework matrix with values gathered from the staff members of the IT sector

Theoretical Framework

- a) The theoretical framework is based on the Sixas® model developed by Rao and Prasad (2020) presented in Figure 1. The Sixas® architecture amalgamates six elements-
 - Systems that work together procedurally;
 - Mechanisms that operate systematically;
 - Operations for profit maximization;
 - Evaluate to assess the effectiveness of the processes;
 - Deployment of methods and techniques logically
 - Find such other 'ways and means' to enhance the effectiveness.

“Sixas®” Revisited: A new Paradigm for Post-covid19 Implementation for Improving the Efficiency of Employee and Organizational Performance: A Case Study with reference to IT sector

7

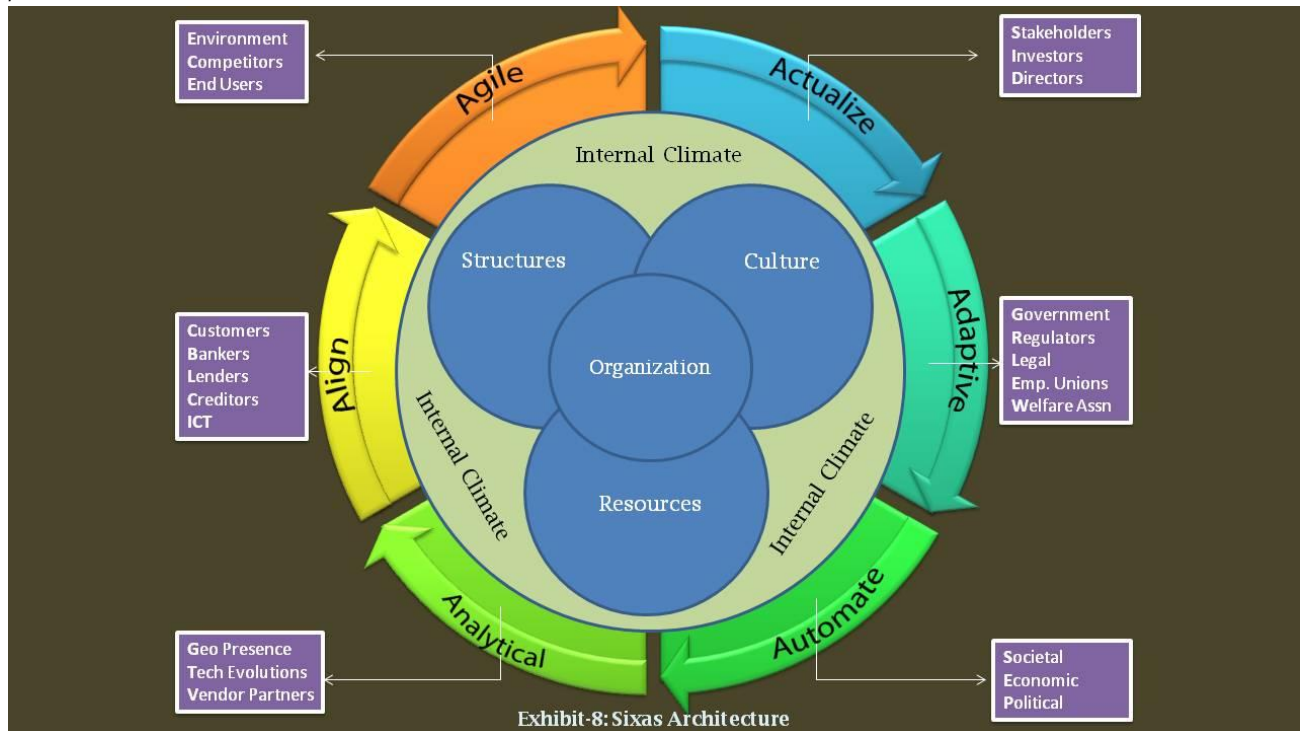


Figure 1: Sixas® Architecture

4. Setting Sixas® Criteria

Integrate the Sixas® with the available performance management system applying EXEMPLARY criteria that suit to the present situations so that all stakeholders work together for the goals and objectives of the organization.

- i) Explicit
- ii) Exciting
- iii) Manageable
- iv) Periodical
- v) Levelheaded
- vi) Adjustable
- vii) Resilient
- viii) Yielding

6.1 Setting Sixas® criteria through EXEMPLARY® framework)

E Explicit	E Exciting	M Manageable	P Periodical
Indicate expected outcome without any ambiguity	Allocate the work in such a way that generates enthusiasm and inquisitiveness	The performance standard can be achieved without any difficulty.	To review the standards and provide feedback, and correct deviations if any.

<p>L Levelheaded Challenging goals which are logical and address emotional scenarios</p>	<p>A Adjustable The procedures can be altered if needed</p>	<p>R Resilient There is a robust environment hat any resource can combat the challenging situations and withstand and recover quickly from adverse situations.</p>	<p>Y Yielding Expressed in terms of outputs, product, produce, service, that could generate revenue/ returns/profits/income.</p>
---	--	---	---

Hypotheses

H₀: The implementation of Sixas® components and EXEMPLARY framework will enhance the employee or organizational performance

H₁: The implementation of Sixas® components and EXEMPLARY framework will not enhance the employee or organizational performance

Data Collection:

Data has been collected in a structured questionnaire on a five-point Likert-type scale ranging from 5 Strongly Agree to 1 Strongly Disagree. The type of questions asked is “Is we need to adapt to the new situation during the Covid-19 pandemic?” and “Is we need to align our objectives and goals suit the present pandemic situation?”, “We must be agile to adjust to the pandemic situation and meet the challenges from the competitors”. The questionnaire was distributed to 200 staff across the Information Technology Sector and the responses were coded in the Excel document. The reliability value of the research instrument as assessed by the Chronbach Alpha (0.93) indicate there is strong internal consistency and reliability of the questionnaire. Further analysis was carried out.

Results

Actualization is was chosen 6 important factors by the employee of the IT industry. Here Actualization is simply thinking or imagination, and the process that goes through the minds of an employee. Have we ever thought of how much thought process was going on in the minds of Write Brothers until it had been launched in 1903? They observed that the birds slanting their wings for balance and control and emulated the same and developed a concept of ‘wing warping’(Jakab, 2014). This is in other words realization.

Adaptive:

Adaptive or addictiveness is the topmost priority of the employees (Table 1). Most of the stops want to adapt to the changes created by the pandemic and the factors like working from home, virtual meetings, lack of supervision, workspace isolation; family disturbances, somatic issues etc. Most of the staff agreed that adopting the new normal at the present situation is the best thing to meet the objectives and goals.

Agile

The Agility scored second by the employee as agility is the need of the hour to adapt and respond to the change and agile organization seeds agility is an opportunity to face the competitors. Agile governance is an “organizational culture and methods of collaboration to achieve a higher level of addictiveness” (Mergel, Gong, & Bertot, 2018:291),

Align:

The align element scored and ranked 3rd by the employees. Employees argued that policies and procedures should be aligned to suit the pandemic situation. Employees want the policies and procedures should be dynamic and need to be changed when required. This will help in creating a congenial work environment and trust between employee and employer. This will enhance the workflow, with accountability and management should be transparent. A study by

“Sixas®” Revisited: A new Paradigm for Post-covid19 Implementation for Improving the Efficiency of Employee and Organizational Performance: A Case Study with reference to IT sector

Tempkin group says that a strong alignment of customer experience with the company’s culture increases the revenue by 70 percent over 36 months (Lucas and Temkin, 2013)

A common goal or shared vision with appropriate alignment would be required to accomplish every goal and it ensures a sense of accountability and ownership amongst all stakeholders. Jonathan Trevor (2017) reported that It is noted that those organizations working in silos experience an absence of alignment and this will impact every task and a bottleneck for achieving organizational goals.

Analytical

The employees scored Analytical as the fourth important factor and employees should substantiate their findings with appropriate and corroborative evidence (W Edwards Deming (2020). The management also come out the mundane decision making and the centralized decision making where the decision is concentrated at one person which can be explained as HIPPO algorithm that stands for Highest Paid Person’s Opinion (Appelgren and Nygren, 2019)

Automate

Automation is needed only for repetitive tasks with efficient operations. Routine tasks like employee engagement, recruitment, transportation, workplace facilities, salary processes can be automated. This has scored and ranked as 5. One of the best examples is the deployment of About 200,000 robots by Amazon at its warehouse for delivery fulfillment with fast delivery. . However, it is painful to note that the workers' health, safety, and morale are being jeopardized when the organization sets the highest productivity standards (PYMNTS, 2019).

Introspection and Feedforward Methodology:

Table 5: Results of the employee survey on the implementation of Sixas® and EXEMPLARY framework in Information Technology Sector (n=200). The weighted average values are presented in the table and importance factor is based on the weighted average of 200 employees based on their frequencies.

Grading value with (5 point-Likert-type Scale)					1	2	3	4	5		
Sixas Framework Factors	E	XE	M	P	I	A	R	Y	Total	Importance score	Importance Ranking
Sixas Elements											
Importance Factor	8	7	6	5	4	3	2	1			
Actualize	16	7	12	6	8	9	6	1	65	138	Adaptive
Adaptive	40	21	18	15	20	9	10	5	138	128	Agile
Agile	32	21	12	20	20	12	8	3	128	124	Align
Align	24	28	30	20	8	12	1	1	124	114	Analytical
Analytical	40	7	24	10	10	9	9	5	114	86	Automate
Automate	24	21	6	10	8	6	7	4	86	65	Actualize

Notes

**E: Explicit; XE: Exciting; M: Manageable; P: Periodic; I: Level headed; A: Adjustable; R: Resilient
Y: Yielding**

1. Grade between a Likert-type scale of 1 to 5 against each factor based on survey results. This was done by the No. of frequencies for each element
 2. Values multiplied each grade by each importance factor. This give the weighted grade for each factor
 3. Finally, Weighted grade added up to arrive at the aggregate grade
- Report: An organization with the above matrix shows it gives primary importance to Adaptive secondly to Agility, Alignment, Analytical, Automation and Actualization follow respectively

From the above table it can be observed employees ranked Adaptiveness as important factor considering the pandemic situation. They have well adapted with the environment working home with minimum distractions. This was possible only due to the Agile management. The Agile management Aligned the policies and procedures to suit the need of the staff for addressing issues of the pandemic situation. The management and staff were analytical and calculated the merits and demerits of working from home but concluded with their analysis NOTHING IS BIGGER THAN LIFE. The virtual meetings with the supervisors are automated and employees are actualized to a smooth online working.

CONCLUSIONS

Sixas® ensures a feedforward mechanism that is thinking about what would happen if a decision is taken rather than analyzing feedback in hindsight. It helps in a much better way to plan the entire strategies with greater optimization concerning organization re-design, creating improvement in productivity, breakthrough business strategies, technological innovation, new product launches, or service (solution) offerings, supply chain (logistics) optimization, and especially business processes, senior leadership alignment, and knowledge management. The authors found that this model and framework also assist the business to transform into a more agile and adaptive firm and at the same time to achieve desired business results during a transition.

The authors think and confident that if implemented strategically and systematically, this model comes in handy and increases the capabilities of the organizations to manage projects of any size. Any organization needs to exhibit excellence in whatever they do, and the best way is to consolidate the best practices that are being followed by various organizations and adapt them to the organization's convenience without losing their inherited potential. Every participant in the survey working in the organizations showcased leadership, making decisions and acting upon opportunities so that they can drive the business towards success. Above all, this model ensures that every team member in the organizations surveyed has a clear picture of what they are trying to create together, and they are excited about the very purpose for which they exist and each of the team members in the organization, most importantly, shared the common set of values.

All these constructs can be tested against each element of the framework. For example, let us test one Sixas® attribute with that of the framework element. Is actualization explicit? From the employee perspective, it means whether the organization has explicitly made it clear to all resources about its vision and mission, and goals? So also, from the organization's perspective, it means whether the employee can articulate his/her opinion or address the business needs? So on and so forth. It is like actualization is too explicit, actualization is too exciting; actualization is manageable, etc., The authors attempt is not to fit this into any size but to simplify as much as it is supposed to be to avoid any ambiguity in measuring or understanding the performance of both the individual and the organization. As stated earlier, it is very flexible, and one can adopt the way it suits the organization without any hesitation.

Upon implementation, the major change that is visible is the fact that this process clarifies the values, focusing on a mission and stretching the perspective with a vision. The framework envisaged in this Sixas challenges the status quo, and challenges the comfortable state of position in the organization thereby making every resource realized for what purpose they have been taken on board including the senior management. Thus, the authors publish a detailed report upon implementation of this Sixas® at various organizations/institutions normalizing the various processes involved at various levels making it more appealing and implementable in a rational manner. The authors recommend that every organization has to implement Sixas as they go through cycles as part of their growth and development, and it is necessary to identify where they stand. This helps to identify inner identity and to revisit their priorities.

REFERENCES

1. Adobe, T. (2020, August 8). Artificial Intelligence Unlocks The True Power Of Analytics. Retrieved from [cmo.adobe.com: https://cmo.adobe.com/articles/2018/8/ai-unlocks-the-true-power-of-analytics.html#gs.cbl4bv](https://cmo.adobe.com/articles/2018/8/ai-unlocks-the-true-power-of-analytics.html#gs.cbl4bv)
2. Adobe. (2020, July 30). Managing without performance reviews – and transforming the employee experience. Retrieved from Adobe Check-in: <https://www.adobe.com/check-in/discover.html>
3. Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of management*, 29(1), 99-118.
4. Appelgren, E., & Nygren, G. (2019). HiPPOs (Highest Paid Person’s Opinion) in the Swedish media industry on innovation: A study of news media leaders’ attitudes towards innovation. *The Journal of Media Innovations*, 5(1), 45-60.
5. Bansal, S. (2015, 8 25). Project Management Professional (PMP)® Exam FAQs : Estimate At Completion (EAC) |iZenBridge. Hyderabad, Telangana, India.
6. Chen, C. J., & Huang, J. W. (2009). Strategic human resource practices and innovation performance—The mediating role of knowledge management capacity. *Journal of business research*, 62(1), 104-114.
7. Collins, C. J., & Smith, K. G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of management journal*, 49(3), 544-560.
8. Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: what do we know and where do we need to go?. *International Journal of human resource management*, 6(3), 656-670.
9. EDWARDS, D. (2020, January 21). amazon-now-has-200000-robots-working-in-its-warehouses. Retrieved July 24, 2020, from <https://roboticsandautomationnews.com: https://roboticsandautomationnews.com/2020/01/21/amazon-now-has-200000-robots-working-in-its-warehouses/28840/#:~:text=Online%20retail%20giant%20Amazon%20now,report%20published%20by%20Associated%20Press.&text=At%20the%20time%2C%20Kiva%20Systems,companies%20>
10. Farah, A. (2011). *The Role of Human, Social and Organizational Capital in the Interconnections Between Knowledge Workers' Perception in HR Practices and Their Organizational Commitment and Job Satisfaction* (Doctoral dissertation, University of Bath).
11. Ferro, C., Padin, C., Svensson, G., Varela, J. C. S., Wagner, B., & Høgevoid, N. M. (2017). Validating a framework of stakeholders in connection to business sustainability efforts in supply chains. *Journal of Business & Industrial Marketing*.
12. Jakab, P. L. (2014). *Visions of a flying machine: The Wright brothers and the process of invention*. Smithsonian Institution.
13. Jonathan Trevor, B. V. (2017, February 7). How Aligned Is Your Organization? Retrieved from [hbr.org: https://hbr.org/2017/02/how-aligned-is-your-organization](https://hbr.org/2017/02/how-aligned-is-your-organization)
14. Laursen, K., & Foss, N. J. (2003). New human resource management practices, complementarities and the impact on innovation performance. *Cambridge Journal of economics*, 27(2), 243-263.
15. Lucas, A., & Temkin, B. (2013). Employee Engagement Benchmark Study, 2013 - Study of more than 2400 US employees. Tempkin Group.
16. Mergel, I., Gong, Y., & Bertot, J. (2018). Agile government: Systematic literature review and future research.
17. Peter Cappelli, Anna Tavis. (2016, October). The Performance Management Revolution. Harvard Business Publishing, p. 23.
18. PYMNTS. 2019. Amazon Has Used Over 200,000 Robotic Drives Around The World.
19. Truss, C., Gratton, L., Hope-Hailey, V., McGovern, P., & Stiles, P. (1997). Soft and hard models of human resource management: a reappraisal. *Journal of management studies*, 34(1), 53-73.
20. Visser, W. (2010). The age of responsibility: CSR 2.0 and the new DNA of business. *Journal of business systems, governance and ethics*, 5(3), 7.