

# ENHANCING CORPORATE CULTURE THROUGH INTEGRATION OF SIX SIGMA: A MANTRA FOR ORGANIZATIONS SUSTAINABILITY

## Abstract

The influence of HRM to build and maintain Corporate Culture in tuning with Six Sigma starts with incorporating Six Sigma methods in its own processes. There are proven records of influence of Six Sigma that has enhanced employee's performance, Systems and Process and improved the bottom line of many organizations. Thus by implementing Six Sigma in HR processes, the department can produce efficiency in its own functions and also support the implementation of Six Sigma in other functional areas of an organization. All Systems, Processes, input resources contributes to achieve Six Sigma targets. Human Resource with appropriate Combination of hard skills and soft skills can contribute to achieve Six Sigma strategic and tactic targets thus upskilling, maintaining and Balancing Corporate Culture.

The Six Sigma is the best strategy for quality management. Six Sigma has the potential to transform employees and organizations. It makes to see work as a process flow and not just departments and functions.

The Paper discusses the implementation of Six Sigma tools to enhance Corporate Culture and Promote implementation for the organizational effectiveness thus bringing transformation thereby creating sustainability.

The Paper highlights the role of HR, Six sigma in Quality Control. It also highlights the success factor in six sigma implementation, Strategy enhancing

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Corporate Culture tuning up with Six Sigma process.

The paper also focuses on DMAIC a systematic process to enable the organization to tune up the culture with the Six Sigma. Six Sigma Deployment focuses on People, Process, Environment, Product and Infrastructure. It emphasizes on the professional roles of the Black and Green Belt Holders.

The paper will help the organizations to keep the water warm.

**Keywords:** HR, Six sigma, hard skills and soft skills, organization, culture.

## I. INTRODUCTION

Corporate Culture is the Backbone of any organization. If the Organizations culture is minded the outcome will sure be the Excellent Results. Organizations are dynamic only with the liked minded people and process. The management should strive on the mantra of let get and understood than be understood. But exactly there is absence of Understanding culture and thus is the reason for friction between Management and Employees. *i.e.* Poor industrial relations.

The Ultimate answer to this friction is Healthy corporate culture. Culture aims in developing the organizations to the best but adding to it is, Organizations has to move towards excellency and this can be geared with Six Sigma. Enhancing corporate Culture with Six Sigma will be a perfect solution to an organization for Sustainability.

The changing scenario has an impact on the structure and culture in business organizations. Organizations need to innovate, adapt, shift and transform themselves for sustainability.

Organizations are functioned excellently only through Correct Corporate Culture integrated with Six Sigma.

Six Sigma techniques is a quality control technique. It seeks to reduce defects to less than 3.4 per million of products produced. Processes and Systems are modified to avoid the defects.

Six Sigma is defined as the statistical unit of measurement, a sigma that measures the capability of the process to achieve a defect free Performance. It has been described as a high performance data driven approach in analyzing the root causes of business problems and solving them.

HR Professionals started thinking of implementing Six Sigma through HRM and also to challenge and change the Present HRM functions to move on to the Six Sigma platform.

**1. Rationale and Scope of the Study:** Recently many leading organizations have integrated Six Sigma tools with corporate culture since they believe that quality initiatives have to be felt as a way of life in their corporate environment. Converting the functional activities of HR with Six Sigma is a new touch and a right attempt. Human Resource with appropriate hard skills like job skills, knowledge, talent and competency and soft skills like motivation, right perception, personality, leadership, mindset and aptitude can contribute to achieve Six Sigma strategic and tactic targets. Role of HRM is very vital in inculcating corporate culture through Six Sigma thus bringing sustainability to the organizations.

**2. Objectives of the Study:** The Objectives of the present study are as follows :

- To understand and study the HR role and Six Sigma role.
- To Study the Success factors in implementation of corporate culture with Six Sigma for Sustainable and inclusive development.

- To study the Strategy enhancing Corporate Culture tuning up with Six Sigma process.

## II. METHODOLOGY

The Present research is descriptive, qualitative and exploratory in nature. It is both Conceptual and empirical as well. The arguments have been discussed in the light of inclusive and sustainable development and then with the help of secondary data, an attempt has been made to prove the arguments. The data were collected from various sources such as various websites and reference books Weekly Prabandhan: Indian Journal of management. The tools and techniques used for the interpretation of the information include expert opinion method, Comprehensive evaluation, and observation method. The Present study focuses on the role of HRM in enhancing corporate culture through Six Sigma.

- 1. Six Sigma Role:** Six Sigma is a Quality Control technique, and its applications call upon many professional roles and responsibilities such as Sponsor, Leader, Champion, Black Belt, Master Black Belt, Green Belt, Team member, Process Owner. Training an employee to achieve Black Belt gains the technical skills also would add training on how to lead an initiative and the principles, skills of Administration and Management, Process and Systems would gain to add soft skills, with the right combination of above both the Black Belt holder gain the competitive advantage in implementing corporate culture through Six Sigma.
- 2. The Role of Human Resource Management (HRM) In Six Sigma implementation:** Human Resource is considered as an instrument to implement any quality movement in the organization HRM plays a vital role in shaping and implementing the corporate culture. HR department interacts and influences every employee in the organization. HR performs the function of planning, organizing, Direction, coordination, motivation and Control. The same functions can be implemented to tune up with Six Sigma Such as motivating and training the right people to attain the level of “Black Belt” that have been committed to the quality movement. The High level committed Performance oriented employees get selected as Black Belts to implement Six Sigma in Corporate Culture, as these are the candidates with a right mix of technical and soft skills. HRM acts as a catalyst for Six Sigma implementation. It develops the subsystems that technically support the implementation process.
- 3. Six Sigma and HR Interface:** Many leading organizations have integrated Six Sigma with corporate culture since they believe that quality initiatives have to be felt as a way of life in their corporate environment. Converting the functional activities of HR with Six Sigma is a new touch and a right attempt. HR professionals started thinking of implementing Six Sigma through HRM and also to challenge and change the present HRM functions to move on to the Six Sigma Platform. In the direction of achieving the selected objectives, HRM with the help of corporates need to develop strategies that will bring in benefits in terms of growth, development and Profit.

## III. SUCCESS FACTORS IN SIX SIGMA IMPLEMENTATION

The following factors are to be considered by HR professionals in Six Sigma Implementation:

- Management Commitment and involvement
- Understanding of Six Sigma methodology, tools and techniques.
- Linking Six Sigma Strategy with Corporate Culture and Business Strategy
- Organizational infrastructure
- Cultural Change
- Training and Retraining
- Learning, Unlearning and Relearning
- Linking Six Sigma techniques/ Principles to Employees.

The other important niches in HR for facilitating the implementation moves of Six Sigma include:

- Understanding the current organization structure and culture and creating a vision for futuristic desired organization structure and culture.
- Reorganizing the working climate of the employees to ensure it provides complete freedom and autonomy.
- Providing a sense of Job security
- Redesigning the system so as to ensure Performance.
- Employee Empowerment to be imbibed in the system that brings in growth potential and culture of excellence.
- Redesigning the strategies of employee retention to take into account the special retention formulae to retain the 'Black Belts'.

#### IV. STRATEGY ENHANCING CORPORATE CULTURE TUNING UP WITH SIX SIGMA PROCESS

Alignment of the corporate culture with Six Sigma needs a correct, Clear and efficient strategy. The following Strategy is to be followed step by step:

- **Training the personnel for Black Belt:** Members are to selected from varied cadre, positions, job levels, and departments. The management with the help of HR should take this initiative.
- **Understanding the Organizations:** its history and current scenario and having the vision for Benchmarking where the organizations need to be after five years or ten years down the line.
- **Reorientation of Culture:** A positive work climate and contributing culture can reverse the effect. Six Sigma implementation requires a cultural assessment to create organization wide resonance, reduce the effects of hindrance to cultural elements.
- Creating suitable Six Sigma change plans with culture as a tool to reduce resistance to change over
- Merging Six Sigma goals with the organizational culture and gain cultural advantage for the implementation of Six Sigma Project.
- **Communication System:** Six Sigma is a major change effort that would result in ripple effects of pros and cons in the major domains of an organization. Any sort of change, if not communicated effectively would result in an array of resistive forces from within and outside the organization. A suitable communication system

addressing the underlying issue, well selected approaches, phrases, tones of medium, equipment along with the suitable person in the role may help a lot to reduce the level of conflict and uncertainties. The objectives of Six Sigma is well evolved and well communicated. A forum for reviews and feedbacks sharing the thoughts is to be well designed therefore a well planned Communication system is to be designed, structured and to be executed clearly and transparently.

- **Rewards and Recognition Strategies:** Six Sigma brings wonders at the workplace, therefore rewards and recognition is to be articulated and designed so as to encourage the employees to take initiative in Six Sigma Process.
- **Team Effectiveness:** Effective team design and team performance is highly important for implementation of Six Sigma. HR Professionals help in designing teams with composition of 'Black Belt' and 'Green Belt' professionals and team members. In addition, HR conducts training in team skills, team leadership skills, understanding team members, interpersonal relations including social and psychological. In addition, HR people help in designing job rotation, models for team members.
- **Creating Six Sigma Culture:** HR plays a vital role in creating Six Sigma culture including data processing, analysis, proactive, decisive and employee empowerment and customer specification and orientation.

**V. DMAIC PROCESS:** The DMAIC is a closed -loop process and that eliminates unproductive steps, often focuses on new measurements and applies technology for continuous improvement.

DMAIC Process in enhancing corporate culture:

1. **D: Define:** Define the expectations of the employees and customers and define the process by mapping the organization structure and Culture.
2. **M: Measure:** Measure the process and Systems. Develop a data collection plan. Collect and Compare data to determine issues and shortfalls.
3. **A: Analyze:** Analyze the causes of defects, shortcomings, Deficiency in the existing process and systems.
4. **I: Improve:** Improve the process, Systems to eliminate variations observed in process and systems. Develop a creative alternatives and implement enhanced plan.

DMAIC is a systematic process to enable the organization to tune up the culture with the Six Sigma. Six Sigma Deployment focuses on People, Process, Environment, Product and Infrastructure. It emphasizes on the professional roles of the Black and Green Belt Holders.

5. **C: Control:** Develop a Strategy to monitor and control the improved process. Implement the improvements of systems and structures.

## **VI. TRANSFORMING CORPORATE CULTURE THROUGH SIX SIGMA**

The transformation of corporate culture through Six Sigma gives the following results

FROM TO  
Process oriented-----Results oriented  
Job oriented -----Employee oriented  
Narrow system ----- Transparency  
Pragmatic -----Normative

Thus enhancing the power of human Sigma.

## VII. CONCLUSION

In a nutshell, the influence of HRM to build and maintain Corporate Culture in tuning with Six Sigma starts with incorporating Six Sigma methods in its own processes. There are proven records of influence of Six Sigma that has enhanced employee's performance, Systems and Process and improved the bottom line of many organizations. Thus by implementing Six Sigma in HR processes, the department can produce efficiency in its own functions and also support the implementation of Six Sigma in other functional areas of an organization. All Systems, Processes, input resources contributes to achieve Six Sigma targets. Human Resource with appropriate Combination of hard skills and soft skills can contribute to achieve Six Sigma strategic and tactic targets thus up skilling, maintaining and Balancing Corporate Culture.

Thus Six Sigma is the best strategy for quality management. Six Sigma has the potential to transform employees and organizations. It makes to see work as a process flow and not just departments and functions.

This Paper discusses the implementation of Six Sigma tools to enhance Corporate Culture and Promote implementation for the organizational effectiveness thus bringing transformation thereby creating sustainability.

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