Cultures' Environment "Moments of Truth"

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Abstract: In this work we are going to analyze the data collected from three services environment cultures which in our case are the airlines: United airlines, Hawaiian airlines and Delta airlines. We have selected airlines organizations to conduct participant observation and ethnographic methods to collect "moments of truth" data. The data collected in our team's observations will be used to describe and analyze the cultural values apparent in the organization. However, we have selected three different airlines to be under our observation for several times. Nowadays consumers, employees and investors are more aware than ever of the activities going on in the business sector. Organizations may need to have specific organizational structures. Organizational culture is defined as the field of study that explores the impact that people, groups and structure have on the behaviors inside an organization. The main aim of applying such knowledge is to improve the effectiveness of organization. Therefore, managing organizational culture is indispensable for every modern day organization for it to sustain its dynamic existence and compete effectively with other organizations of its era. An organization's ability to change is often a make-or-break proposition in today's competitive marketplace. The three service environments have their own cultural values prevalent and this report aims at analyzing them to see which service environment got the right combination.

Keywords: analyze the data collected, environment cultures, United airlines, Hawaiian airlines, Delta airlines.

I. INTRODUCTION

1.1. The Need

Organizations must continuously employ innovative measures to meet their objective of managing organizational culture as well as to keep up with technological advances. The management of organizational culture is a prerequisite for success in any business, or organization. It tests the ability of a management to work together across horizontal and vertical boundaries. If managers and senior leadership fail to manage behavioral patterns then desired cultural change within an organization will not be attained.

1.2. Problem Statement

This research work examines the data collected from three services environment cultures which in our case are the airlines: United airlines, Hawaiian airlines and Delta airlines and write a report on the service cultures.

1.3. Who Will Benefit?

The The idea of analyzing the service cultures of these three airlines may benefit the consumer and the respective company's as well as all the loopholes and inefficiencies will be brought to the seen, but its more advantage will be enjoyed by the customer who will get a better organizational culture after the findings of this report are worked upon (Ostrowski et al., 1993).

All these airlines will be able to provide better services to the customer if it know the ways to improve itself and manages to take preeminent initiatives on best time in light of suggestions being made in the Executive Report.

1.4. Method For Investigation And Analysis

We will carry out both participative as well as interactive observations for all the three airlines and carry out a detailed analysis over data collected. This would employ comparing all the three observations, and incorporating various references from journals, and books that will help our discussion and support the argument. The service cultures would be examined in great detail which would help in understanding the organizational culture present in all the three organizations.

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The validity and reliability of the findings can be judged from the facts and figures presented to the client and the authenticity of the sources referred (Sultan et al., 2000). We wish to present and refer from the most reliable resources with a considerable impact factor.

II. LITERATURE REVIEW

2.1. Research Study Literature Related To The Problem

The maintenance of right service culture is needs of every organization and this can be achieved by introducing the organizational change which is a need of every organization. Organizational change can further be elaborated as a continuous process, or a series of processes in which an organization actions to bring about drastic changes in its working and functioning to address the changing needs of time. Making good businesses better and successful businesses superior often demands a shift in existing paradigms which can only be achieved by accomplishing a successful change (Arkwad, 2006).

2.2. Types Of Organizational Change

As Mr. Schuler mentioned that the most organizations categorize organizational change in four basic types which are as follows:

2.2.1. Structural Changes
These types of changes directly influence the working of an organization. They have a major impact on the functioning of an organization from the traditional top-down hierarchy. Some examples of structural changes may be the implementation of a new company wide computer system, or a company wide non-smoking policy, a change in organization's hierarchy of authority or a change in company's administrative procedures. Structural changes are essential for efficient functioning of an organization without inordinate delays and bottlenecks in its working.

2.2.2. Strategic Changes
Organizations undergo strategic changes when they are enforced to adapt to external environmental factors. These changes are categorized by major adjustments in present way of working and thus they are quite transformative. For instance when an organization changes its main approach of doing business from an in-person retail environment to a heavy web presence, it is considered a strategic change. Other strategic changes include changing the target market, quantum of global activity and fostering long-term partnerships. Strategic changes are inherent to an organization's survival and instrumental for its growth.

2.2.3. People Changes
These changes can be large-scale or incremental. Large-scale changes are marked by inducting new employees for the top key executive positions in order to transform the whole culture of an organization whereas small-scale or incremental changes include grooming of management personnel by sending them to team-building workshops and classes. Both the large-scale and small-scale work hand in hand to accomplish people changes in an organization.

2.2.4. Process Changes

Process changes are aimed at improving the overall efficiency and productivity of an organization. They may involve implementation of technological changes or require the marketing teams to document and report activities in a new way. For example, if a super store chain implements self-scanning checkout counters to improve customer processing times it is considered as a process change. These changes enable organizations to move ahead by adapting to the rapid and vigorous changes of time. (Schuler, 2008).

2.3. Case Study Literature Related To The Issue/Problem

We carried out participative observations for all the three organizations and our collected data for each of them is as follows:

2.3.1. United airlines

United is one of the most famous airlines in the world. First of all, we observed 26 spaces to check in including group check in, carry-on bags only, united bag, economy as well as premier executive premier. The check in laptop is offering in 9 different languages such as English, Japanese, Spanish, Chinese, French, and Italian etc.

2.3.2. Hawaiian Airlines

Hawaiian Airlines was established in 1929 under the name Inter-Island Airways Ltd. . First of all, our observation started with boarding check in and luggage. Actually, Hawaiian Airlines provides a flexible check in system for their customers. They have six kiosks and each one has eight check-in devices. The devices offer five different languages, which are English, Korean, Japanese, traditional Chinese and modern Chinese. We observed that all customers are various types of passengers from different backgrounds, such as; families, couples, men, women, elderly people, and young people. (About Hawaiian Airlines)

2.3.3. Delta Airlines

Delta airlines had humble beginnings in 1924 as a crop dusting service in Macon GA., started by B.R. Coad and C. E. Woolman. (Delta website). This observation occurred on Delta Airlines departure ticket counter in lobby 4. There are eighteen kiosks machines that can be used for; flight passenger information, check-in, pay for baggage, print boarding passes, changing flights and scanning passports. The kiosks have twelve languages available English, French, Japanese, Korean, Mandarin Chinese, Spanish, Thai, Cantonese, Italian, German, Russian and Portuguese. There were about eight employees that were very helpful in assisting passengers, including a "red coat" supervisor; Delta has their supervisors wear red coats so they are easily identifiable to help customers. When asked by Delta employees if they needed any help most passengers said no and finished their check-in process without any problems.

2.4. Conceptual And Theoretical Literature Related To The Issue/Problem

We carried out participative observations for all the three airlines in order to get better idea of working environment prevailing in them all.

For United Airlines, it took customers between 5 and 10 minutes to check in and getting the boarding pass. Employees were quite welcoming with customers in that they were offering help if it was necessary. Most of the time, people were check in only one luggage and had an additional backpack. When people got to the airport and to the united terminal, they were checking their luggage to the agriculture security. Afterwards, they were directly going to the check in and for most of them, using their phone with the flight number to get the boarding pass, and then they were going to their gate and wait for their flight.

In case of Hawaiian Airlines each of the customers did not take more that 2 minutes in using boarding check in and luggage check. Hawaiian Airlines have an annual maintenance to checking the machines to make sure that they work well. Likewise, Hawaiian Airlines appreciates how customers feel before their flights. They may feel tired, or do not focus enough due being stressed out. The Hawaiian Airlines staff knows how to deal with these situations.

Similarly in case of Delta Airlines there are many different types of customer check-in counters; economy, sky priority, business elite, first class & business class, diamond & platinum & gold medallion and skyteam elite plus. Ticket agents can assist passengers with purchasing tickets, obtaining a paper ticket, make cash transactions and obtain special services that include but are not limited to animal check-in and assisting with kiosk problems. (Pakdil et al., 2007).

2.5. Options Identified In The Literature For Approaching The Problem

The establishment of right working culture at all the three services can be transformed into reality by carrying out the following steps:

- Keeping stakeholders in touch and informing about company activities by utilizing media including newspapers, pamphlets and company websites.

- Conducting surveys via phones and distributing questioners among the stakeholders.

- Increasing number of stakeholders can lead to better policy initiatives.

- Categorizing stakeholders by doing a better stakeholder analysis.

- Conducting the policy planning meeting in various times and junctures.

- Following the prescribed assumptions while conducting policy meetings.

2.6. Summary of the Literature Review

Every business aims at maximizing its profit base and the best roadmap to it comes through satisfying the potential customers. For that to take place there is a need to develop an ideal service culture which aims at keeping customers

as a matter of highest priority. This paper analyzed the three service culture of three Airlines which have their own working methodologies. Furthermore it compared the approaches of these three Airlines to see the difference in performance of each.

III. CONCLUSIONS AND RECOMMENDATIONS

3.1. Conclusion

There is no doubt about the fact that no civilization was ever destroyed by external enemies. It was their inner decay and lack of order that created downfalls. Similarly, companies and organizations can also suffer from internal stagnation if they fail to adapt to changing needs of time and enforce these changes in order to translate overall vision into bottom-line results. The management of organizational environment or culture is critical. In fact, the contributing factor to the success, or failure of any organization.

Upon close analysis of these three Airlines we come to the conclusion that adaptability and innovation are the key ingredients in this regard. All these three Airlines work out to achieve customer satisfaction which they consider to be most important in order to make a mark in this world of competition. In an arena of global competition, adopting an approach of strategic change for continuous improvement and measurement is the only path towards growth and success.

3.2. Approaches And Options

 In Order To Establish An Ideal Organizational Culture The Management Of These Three Airlines Simply Must Not Rely On Old Traditional Strategies And Improvement Methods. It Must Empower Learning Teams, Build Quality People And Give Them Process Responsibility To Focus Strategically On Continuous Improvement Within Daily Work Processes And It Needs To Manage Those Processes With Project Management Techniques. The Management Of Organizational Behavior Therefore Is A Prerequisite For Success In Any Business Or Organization. It Tests The Ability Of A Management To Work Together Across Horizontal And Vertical Boundaries. If Managers And Senior Leadership Fail To Manage Behavioral Patterns Then Desired Cultural Change Within An Organization Will Not Be Attained. Consistent, Committed Support From Senior Management Is A Crucial Factor For Successful Organizational Change. Thus Organizational Leadership Provides An Excellent Framework For Improving Performance Level Of An Organization And Enables It To Pursue Its Goals And Opportunities In An Efficient Manner.

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