

FACTORS THAT LEAD ORGANIZATIONS TO ACHIEVE BUSINESS EXCELLENCE

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Abstract

This research paper is an attempt to identify the main organizational practices which if adopted and implemented in the true spirit could be proved extremely effective in driving the organizations to achieve business excellence. Further, the impact of appraisal mechanism, role of quality assurance department, quality of infrastructure, managerial traits, and the profit orientation of organization on the organizational culture, organizational excellence, employees' motivation, and business health of organization is studied. This study is focused on banking sector of Pakistan. A sample of 110 bank managers was taken from the city Lahore with a response rate of 73%. A structured questionnaire is developed comprised of twenty five organizational practices and five performance measure outcomes. Chi-Square test is used to measure association between organizational practices and performance measures. It is concluded that an organization can achieve business excellence, motivated employees, and satisfied customers by developing an effective appraisal mechanism, incorporating quality initiatives, and imbedding the managerial traits throughout the organization.

Key Words: *Appraisal mechanism, managerial traits, Organizational culture, business excellence, motivation, customer's satisfaction*

Introduction

An organization is a kind of social arrangement which possesses and strives for the collectively common goals. Organization is an internally bound structure which monitors, controls, and appraises its performance itself. Organizational culture is the mix of attitudes, values, beliefs, and typical patterns of relationships, behavior, and performance that characterize the organization. An individual who provides services for compensation to an employer and whose duties are under the control of the employer is an employee of an organization. An employee should always be motivated to work, but if the environment conditions do not support him then his capabilities can be debilitated. Organization culture has been identified as a critical contextual factor in the process of bringing a change towards the organizational improvement and further defining the organizational strategies, by transformation of responsibility of improvement at all organizational levels (McMaulle *et al.*, 2001; Hofstede, 1991; Lakhe and Mohany, 1994). Organizational culture is "the deeper level of

basic values, assumptions, and beliefs that are shared by members of an organization” (Johnson and Scholes, 1999). Irani *et al.* (2004) summarized the organizational measures, proposed by Lakhe and Mohanty (1994), to bring changes to organizational culture to align with requirements of successful implementation of change (Page and Curry, 2000). Organizational excellence has been defined as a set of eight organizational properties that organization must observe to have a successful business. Achievement of business excellence is not only linked with quality of infrastructure but also the human resource, work environment, managerial traits etc. that organization possesses.

Banking sector of Pakistan is experiencing negative growth rate which is evident from declining share prices of almost all banks in Pakistan. This is due to current global credit crises, shrinking industries in Pakistan, political turmoil and instability, and trade cycle. Profits of the banks are constantly shrinking (some reporting losses as well) due to which the previous expansionary trend, both in number of branches and in employee recruitment, is on a decline. It is hard for banks to find new business and is thus striving to hold on to the existing business. In order to hold on to the current business and customer retention, one of the most important factors is excellent customer service, which in turn originates from a culture of excellence and results in customer satisfaction, both internal as well as external.

Literature Review

A number of research studies have been conducted to explore the more effective organizational factors which potentially contribute towards the success of organization both in financial and reputation matters. Organizational research studies mainly highlighted following organizational factors: Peters and Waterman Jr. (1982) explore the concept of organizational excellence which was mainly focused on the features organization must possess to achieve better business results. The issue of employees’ motivation has been a dominating factor in the organizational studies like (Maslow, 1943, 1954; Herzberg, 1959). The concept of healthy business organization has been emerged as more human resource oriented approach towards achieving the organizational business goals successfully (Peter and Water man Jr., 1982). The ever increasing awareness among customers has raised the level of customers’ demands and hence the way of ensuring customer satisfaction has got great popularity among the researchers (Michael, 1985).

Organizational Excellence

Peter and Waterman (1982) described that an organizational excellence can be achieved by the organization by incorporating eight organizational characteristics. Although, organizational excellence is always desired by all the stakeholders of business, however employees and management are more interested because of their personal involvement with organization. On the other

side, top management and employees have to play more constructive role in establishing organizational norms and values for driving the organization on path leading to business excellence.

Employees' Motivation

A number of research studies have been conducted to identify the linkage between employees' motivation and employees' performance (Civingston, 1998; Mitchell and porter, 1985). An organizational strategic approach, in which customers' quality requirements are prioritized and incorporated in product development, and ultimate organizational goal is to achieve customer satisfaction, is characterized as customer focused.

Healthy Business Organization

The concept of healthy business organization has been derived from the famous model of Peter and Waterman (1982) comprised of his views about excellent organizations. This philosophy encompasses that concept of employees' involvement, employees' empowerment, and people oriented work environment, where employees' interests are considered important. Employee empowerment is an essential counterpart of job responsibility assigned to employee by the organization, inadequacy of balance between empowerment and responsibility could create inactive and inefficient employees with lack of ability to make decision regarding their jobs (Hussain *et al.*, 2009). Empowerment induces more confidence and provides more independence to employees in delivering their job responsibility with appropriate level of authority, which cause to minimize the dependency on long hierarchal chain in organization, and improves the work efficiency.

Customer Satisfaction

Just like previous evidence customer satisfaction is not only advocated by Peters (1982) but also there is enough evidence that shows that an organizational culture that promotes customer satisfaction ultimately results in employee satisfaction. Profit centered based companies emphasized on customer satisfaction approach. They take it as a part of their strategy because they know it is a key towards the success. Customers are considered most important stakeholder in theoretical aspects of quality management programs and the customer satisfaction is presumed an ultimate goal, to be established by organization (Cynthia, 1996). Customer orientation strategy could be identified by the level of relationship with customers, importance given to customer feedback, exploring customer needs, and the development of mechanism to strengthen the relations with customers by organization.

Healthy Work Environment

Employee safety and healthy work environment is another factor that when incorporated in organizational culture increases employee satisfaction. The

relationship between healthy work environment and employee satisfaction is very logical and almost every country in the world has laws that ensure minimum health and safety standards.

From the literature review it is observed that cultural factors are strong contributors in defining the effectiveness of organizational factors adopted and implemented by the management at workplace. Therefore, it is vital to understand the impact that organization factors have on performance measures in the banking sector of Pakistan, a sector with different cultural infrastructure and work environment.

Methodology

A survey method is used to gain insight of organizational practices adopted by the banking sectors and their impact on critical performance measures. A sample of one hundred and ten bank executives is taken and the response is collected against a well structured survey questionnaire on a 5-point Likert scale. The survey was conducted in the Banking sector of Lahore, Pakistan. The data were collected from various branches of different banks, which were selected using random sampling. Such a procedure was adopted to include different bank branches at random to gain a rational representation. Only those banks were included which were located within 25 km from the center of Lahore. The questionnaires were self administered, which substantially increased the response rate as out of 110 questionnaires that were administered 80 were returned and included in the study, so the response rate is 73%, which is considerably higher. The questionnaire was designed to assess the association of different practices, which literature has shown to have significant relationship with organizational culture and employee satisfaction, and their influence on employee performance. The questions regarding these factors are mixed to obtain the unbiased data regarding employees' perception about organizational culture. One of the limitations of this study is that the data is collected from the banks situated in the city of Lahore only. So results cannot be generalized. Further, sample size is relatively small.

Table 1: Sample's Demographic Statistics

Sample Distribution	Age (years)		Employees' experience (years)	
	< 30	>30	< 5	> 5
Female	12	21	25	8
Male	35	12	41	6
Total	47	33	66	14

Table 1 provides the demographic Statistics of research participants comprised of age and job experience in banking sector. The coding of the Likert scale was made as: 1 = strongly disagree, 2 = Disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree.

Statistical Analysis

Chi-square test is used to measure the association between the organizational factors and the organizational performance measures. Further, Contingency coefficients are reported for each hypothesized association to determine the strength of association.

Results and Discussions

Hypothesis 1: Association between maintenance of appraisal mechanism and organizational culture

H_{O1}: There is no association between MAM vs. OE

H_{A1}: There is an association between MAM vs. OE

Table 2: Chi-Square Test Results for MAM OE*

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.935 ^a	16	.003
Likelihood Ratio	34.298	16	.005
Linear-by-Linear Association	19.518	1	.000
N of Valid Cases	80		

Table 2 provides the test-statistic values for Chi-square test to assess whether appraisal mechanism prevailed in the banking sector has an effect on reshaping the organizational culture and work-environment where employees could feel more comfort. The chi-square test provided the value of the Contingency coefficient as (0.507) which shows that the maintenance of appraisal mechanism and organizational excellence was associated 51% positively to each other. Therefore, it can be concluded that the organizations which are maintaining the appraisal mechanism will be in better position to develop a better culture at workplace. A smaller p-value (p=.003) proved the significance of association between appraisal mechanism and organizational culture.

Hypothesis 2: Association between role of organization and organizational excellence

H_{O2}: There is no association between ARO vs. OE

H_{A2}: There is an association between ARO vs. OE

Table 3: Chi-Square Test Value for ARO*OE

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	38.551 ^a	16	.001
Likelihood Ratio	38.898	16	.001
Linear-by-Linear Association	17.022	1	.000
N of Valid Cases	80		

Table 3 provides the test- statistic values for Chi-square test to assess whether organization’s management role prevailed in the banking sector has positive affect on reshaping the organizational culture and hence helps organization to realize the business excellence. The chi-square test provided the value of the Contingency coefficient as (0.484) which shows that the maintenance of appraisal mechanism and organizational excellence were associated 48% positively to each other. Therefore, it can be concluded that the organizations where top management plays its pivotal role are in a better position to realize the business excellence. A smaller p-value (p=.0001) proved the significance of association between management role and business excellence.

Hypothesis 3: Association between role of quality department and organizational excellence

H_{O3}: There is no association between RQD vs. OE

H_{A3}: There is an association between RQD vs. OE

Table 4: Chi-Square Test Value for RQD*OE

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	63.833 ^a	16	.000
Likelihood Ratio	45.846	16	.000
Linear-by-Linear Association	15.717	1	.000
N of Valid Cases	80		

Table 4 provides the test- statistic value for Chi-square test to assess whether organization’s quality assurance department’s role prevailed in the banking sector has positive impact on organizational achievements and realizing the business excellence. The chi-square test provided the value of the Contingency coefficient as (0.474) which shows that the role of quality assurance department and organizational excellence were associated 47% positively to each other. Therefore, it can be concluded that the organizations where quality assurance

department plays its demanding role are in a better position to realize the business excellence. A smaller p-value ($p=.0000$) proved the significance of association quality department's role in organization between and business excellence.

Hypothesis 4: Association between quality of infrastructure and organizational excellence

H_{O4} : There is no association between AQI vs. OE

H_{A4} : There is an association between AQI vs. OE

Table 5: Chi-Square Test Value for AQI*OE

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.404 ^a	16	.000
Likelihood Ratio	30.906	16	.014
Linear-by-Linear Association	15.834	1	.000
N of Valid Cases	80		

Table 5 provides the test- statistic value for Chi-square test to assess whether organization's quality infrastructure prevailed in the banking sector has positive impact on organizational achievements and realizing the business excellence. The chi-square test provided the value of the Contingency coefficient as (0.423) which shows that the role of quality infrastructure developed by the organization and the organizational excellence was associated 43% positively to each other. Therefore, it can be concluded that the organizations where high quality infrastructure has been developed is more likely to achieve business excellence. A smaller p-value ($p=.0002$) proved the significance of association between quality of infrastructure and business excellence.

Hypothesis 5: Association between profit making approach and organizational excellence

H_{O5} : There is no association between PM vs. OE

H_{A5} : There is an association between PM vs. OE

Table 6: Chi-Square Test Value for PM*OE

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.349 ^a	16	.002
Likelihood Ratio	21.417	16	.163
Linear-by-Linear Association	.006	1	.937
N of Valid Cases	80		

Table 6 provides the test- statistic value for Chi-square test to assess whether organization’s approach of profit making has positive impact on organizational achievements and realizing the business excellence. The chi-square test provided the value of the Contingency coefficient as (-0.008) which shows that the profit making approach of organization has a very week negative association with organizational business excellence Therefore, it can be concluded that the organizations where management only focuses on profit making the goal of business excellence will be suffered. A smaller p-value ($p=.002$) proved the significance of association between profit making approach of organization and business excellence.

Hypothesis 6: Association between managerial traits and employee motivation

H_{O6}: There is no association between MT vs. EM

H_{A6}: There is an association between MT vs. EM

*Table 7: Chi-Square Test Value for MT*EM*

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51.438 ^a	16	.000
Likelihood Ratio	49.590	16	.000
Linear-by-Linear Association	24.873	1	.000
N of Valid Cases	80		

Table 7 provides the test- statistic value for Chi-square test to assess whether managerial traits adopted by the organization are effective drivers in enhancing the motivation level of employees. The chi-square test provided the value of the Contingency coefficient as (0.568) which shows that the managerial traits are highly effective, 57 percent, in promoting the morale and motivation level of employees. Therefore, it can be concluded that the organizations where managerial traits are observed are more likely the workplaces where employees are more motivated and productive. A smaller p-value ($p=.0000$) proved the significance of association between managerial traits and employees’ motivation.

Hypothesis 7: Association between quality on infrastructure and employee motivation

H₇: There is no association between AQI vs. EM

H₇: There is an association between AQI vs. EM

**Table 8: Chi Square Test Value for AQI*EM
Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	45.583 ^a	16	.000
Likelihood Ratio	38.819	16	.001
Linear-by-Linear Association	20.193	1	.000
N of Valid Cases	80		

Table 8 provides the test- statistic value for Chi-square test to assess whether the quality of infrastructure that banking sector possesses is an effective driver in motivating the employees. The chi-square test provided the value of the Contingency coefficient as (0.512) which shows that the quality of infrastructure is highly effective, 51 percent, in promoting the morale and motivation of employees. Therefore, it can be concluded that the organizations where quality oriented infrastructure exists are more likely the workplaces where employees are more motivated and productive. A smaller p-value (p=.000) proved the significance of relationship between the studied variables.

Hypothesis 8: Association between role of quality department and employee motivation

H_{O8}: There is no association between RQD vs. EM

H_{A8}: There is an association between RQD vs. EM

**Table 9: Chi Square Test Value for RQD*EM
Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.208 ^a	16	.000
Likelihood Ratio	44.694	16	.000
Linear-by-Linear Association	17.524	1	.000
N of Valid Cases	80		

Table 9 provides the test- statistic value for Chi-square test to assess whether there is any association between the role of quality assurance department and the motivation of employees. The chi-square test provided the value of the Contingency coefficient as (0.499) which shows that the quality department is highly effective (50%) in promoting the morale and motivation of employees as achieving and maintaining the quality throughout the organization could develop a sense of glory and prestige among the employees too. Therefore, it can be concluded that the organizations where quality department functions properly are more likely the workplaces where employees are more motivated and productive.

A smaller p-value ($p=.000$) proved the significance of relationship between the studied variables.

Hypothesis 9: Association between Retention Rate and Employee Motivation

H_{O9} : There is no association between RR vs. EM

H_{A9} : There is an association between RR vs. EM

Table 10: Chi-Square Test Value for RR*EM
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	53.810 ^a	16	.000
Likelihood Ratio	51.620	16	.000
Linear-by-Linear Association	16.524	1	.000
N of Valid Cases	80		

Table 10 provides the test- statistic value for Chi-square test to assess whether there is any association between the retention rate of employees achieved by the organizations in the banking sector and the level of employees’ motivation. The chi-square test provided the value of the Contingency coefficient as (0.488) which shows that the organizations which have high retention rate are the workplaces where employees feel more confidence and security related to their future careers. Therefore, it can be concluded that the organizations which maintained a high retention rate through providing a healthy work environment to their employees are the organizations where employees are more motivated, loyal and strongly affiliated with organization. A smaller p-value ($p=.000$) proved the significance of relationship between the studied variables.

Hypothesis 10: Association between Profit Making and Employee Motivation

H_{O10} : There is no association between PM vs. EM

H_{A10} : There is an association between PM vs. EM

Table 11: Chi-Square Test Value for PM*EM
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.289 ^a	16	.038
Likelihood Ratio	28.851	16	.025
Linear-by-Linear Association	1.545	1	.214
N of Valid Cases	80		

Table 11 provides the test- statistic value for Chi-square test to assess whether there is any association between the organization’s approach of focusing only on profit making and the motivation level of level of employees. The chi-square test provided the value of the Contingency coefficient as (-0.200) which shows that the organizations which have only profit making orientation provide more tensed and frustrated work environment to the employees by different means. Therefore, it can be concluded that employees are less motivated in organizations which are mainly focused on profit realization because management mostly ignores employees’ interests. A smaller p-value ($p=.038$) proved the significance of relationship between the studied variables.

Hypothesis 11: Association between role of quality department and customer satisfaction

H_{O11} : There is no association between RQD vs. CS

H_{A11} : There is an association between RQD vs. CS

*Table 12: Chi -Square Test Value for RQD*CS*

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.910 ^a	16	.004
Likelihood Ratio	33.865	16	.006
Linear-by-Linear Association	17.716	1	.000
N of Valid Cases	80		

Table 12 provides the test- statistic value for Chi-square test to assess whether there is any association between role of quality assurance department and customer satisfaction in the banking sector. The chi-square test provided the value of the Contingency coefficient as (0.47) which shows that the role of quality assurance department is positively associated with customer satisfaction with banking services. Therefore, it can be concluded that organizations which have an active quality assurance department are in a better position to satisfy their customers, hence are more capable to win customers’ trust and business. A smaller p-value ($p=.004$) proved the significance of relationship between the studied variables.

Hypothesis 12: Association between profit making and customer satisfaction

H_O : There is no association between PM vs. CS

H_A : There is an association between PM vs. CS

Table 13: Chi-Square Test Value for PM*CS

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.830 ^a	16	.685
Likelihood Ratio	13.028	16	.671
Linear-by-Linear Association	.860	1	.354
N of Valid Cases	80		

Table 13 provides the test- statistic value for Chi-square test to assess whether there is any association between organization approach of profit making and the customer satisfaction. The chi-square test provided the value of the Contingency coefficient as (-0.007) which shows that the profit making approach of organization is negatively associated with customer satisfaction. However, this negative correlation is very small (approximately 1%) which may help to infer that profit making approach may not have any strong impact on customers' satisfaction. A larger p-value (p=.685) proved the insignificance of relationship between the studied variables.

Hypothesis13: Association between Managerial Traits and Business Health of Organization

H_{O13}: There is no association between MT vs. HBO

H_{A13}: There is an association between MT vs. HBO

Table 14: Chi-Square Test Value for MT * HBO

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.292 ^a	16	.083
Likelihood Ratio	29.486	16	.021
Linear-by-Linear Association	10.747	1	.001
N of Valid Cases	80		

Table 14 provides the test- statistic value for Chi-square test to assess whether there is any association between managerial traits an organization possesses and its business health. The chi-square test provided the value of the Contingency coefficient as (0.401) which shows that the managerial traits are really effective in defining the business health of the organization and both are positively associated with each other. A large p-value (p=.083) proved that relationship is not significant at level of significance 0.05; however relationship is significant at 0.10 level of significance.

Hypothesis 14: Association between conflicts between management and employees and business health of organization

H_{O14}: There is no association between CME vs. HBO

H_{A14}: There is an association between CME vs. HBO

Table 15: Chi-Square Test Value for CME * HBO

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.025 ^a	16	.113
Likelihood Ratio	22.646	16	.124
Linear-by-Linear Association	1.024	1	.311
N of Valid Cases	80		

Table 15 provides the test- statistic value for Chi-square test to assess whether there is any association between presence of conflicts between management and employees in organizations and business health of organization. The chi-square test provided the value of the Contingency coefficient as (-0.116) which shows that there is a negative association between presence of conflict at workplace and the business health realized by the organization. Therefore, it can be concluded that conflicts between management and employees have negative impact on business health of organization. However, a larger p-value (0.113) shows that the association is not significant.

Hypothesis 15: Association between flexible working hours and working environment

H_{O15}: There is no association between EWH vs. HWE

H_{A15}: There is an association between EWH vs. HWE

Table 16: Chi-Square Test Value for EWH * HWE

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.111 ^a	12	.001
Likelihood Ratio	37.558	12	.000
Linear-by-Linear Association	18.464	1	.000
N of Valid Cases	80		

Table 16 provides the test- statistic value for Chi-square test to assess whether there is any association between the policy of organization to provide the facility of flexible working hours and the work environment of the organizations. The chi-square test provided the value of the Contingency coefficient as (0.542)

which shows that there is a positive association between provision of flexible working hours and the work environment developed by the organization. Therefore, it can be concluded that organization which provides the facility of flexible working hours have been perceived as a better workplace for employees. A smaller p-value (0.001) shows that the relationship between the studied variables is significant.

Hypothesis 16: Association between managerial traits and work environment

H_{O16}: There is no association between MT vs. HWE

H_{A16}: There is an association between MT vs. HWE

*Table 17: Chi-Square Test Value for MT * HWE*

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.300 ^a	12	.013
Likelihood Ratio	25.501	12	.013
Linear-by-Linear Association	15.953	1	.000
N of Valid Cases	80		

Table.17 provides the test- statistic value for Chi-square test to assess whether there is any association between the managerial trait adopted by the management and the organizational work environment. The chi-square test provided the value of the Contingency coefficient as (0.455) which shows that there is a positive association between managerial traits and the work environment attained by organization. Therefore, it can be concluded that better managerial traits can be very effective in developing a healthy work environment in the organization. A smaller p-value (0.013) shows that the relationship between the studied variables is significant.

Conclusion

The statistical analysis of the study reveals that the organizational factors are strongly contributing in promoting the customer satisfaction, organizational excellence, business health of organization, employee motivation, and the business environment. It is concluded that organizational culture directly influences the employee’s performance and a healthy work environment is essential to make employees more motivated and more productive. Maintenance of appraisal mechanism has a vital role to lead the organizations towards the business excellence and molding the organization into a healthy workplace for the employees. The active participation of quality department proved really effective in driving the organization towards business excellence. Standardized policies and procedures, constructive managerial roles and recognition of

employee's job performance proved effective in improving the level of satisfaction and motivation of the employees that ultimately improves their performance. Further, the management role has been proved effective in developing the healthy work environment that is supportive for changing the working conditions efficiently. Finally, the organizations having profit as their only motive proved less healthy workplace for employees.

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Appendix

For the data analysis each question was coded as;

Independent Variable

<i>CRM</i>	<i>Constructive role of management</i>
<i>RPO</i>	<i>Reimbursement policy of the organization</i>
<i>SRE</i>	<i>Strong relationship between employees</i>
<i>AEP</i>	<i>Assessable employee performance</i>
<i>SMR</i>	<i>Strict management rules</i>
<i>EIA</i>	<i>Effects of internal audit</i>
<i>AQI</i>	<i>Affect of quality on infrastructure</i>
<i>RQD</i>	<i>Role of quality department</i>
<i>ARO</i>	<i>Appreciable role of organization</i>
<i>JR</i>	<i>Job recognition</i>
<i>RR</i>	<i>Retention rate</i>
<i>JI</i>	<i>Job importance</i>
<i>MAM</i>	<i>Maintenance of appraisal mechanism</i>
<i>EWB</i>	<i>Enjoyable working hours</i>
<i>AC</i>	<i>Appreciable capabilities</i>
<i>MSD</i>	<i>Managerial self discipline</i>
<i>EPL</i>	<i>Expected performance level</i>
<i>EP</i>	<i>Enthusiastic performance</i>
<i>PM</i>	<i>Profit making</i>
<i>WBE</i>	<i>Working behavior of employees</i>
<i>JS</i>	<i>Job security</i>
<i>MT</i>	<i>Managerial traits</i>
<i>HTM</i>	<i>Helping team members</i>
<i>CME</i>	<i>Conflict between managers and employees</i>

Dependent Variables

<i>OE</i>	<i>Organizational excellence</i>
<i>EM</i>	<i>Employee motivation</i>
<i>CS</i>	<i>Customer satisfaction</i>
<i>HBO</i>	<i>Healthy business organization</i>
<i>HWE</i>	<i>Healthy work environment</i>