

## A Study on Effective Factors on Organizational Excellence Based on Booneh and Johnson Model (case study: Medical Science University of Yasuj)

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**Abstract:** The present paper intends to study the effect of commitment to work and organization on the organizational excellence (case study: Medical Sciences University of Yasuj). The present paper studies the relations among the variables considering the conditions. Therefore, it is a descriptive research study. Since it studies the relations among variables, it is a correlation-based study. Regarding the data collecting, it is a one-sectional study. The statistical population of the present paper includes all of the employees of medical sciences universities located in Yasuj. Therefore, the statistical population includes 961 people.

**Key words:** *Commitment to work; Commitment to organization; Organizational excellence*

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### 1. Introduction

The organizational excellence has a proper position among the organizations of Iran and it is considered as one of the strong and superior standards of management in the world. The commitment to organization and the employees' commitment to their tasks are also the features of the organizational excellence (Sharma, 2007: 54).

The increase of employees' commitment to their tasks directly affects the customers' satisfaction with the products and services and it leads to the increase of market share, the increase of profit, and finally the increase of organizational growth, development, and excellence. The changes of balance of power in the world economics and the increase of competition in the target markets have persuaded the countries that the presence in the regional and global markets would be possible by increasing the competitiveness of the organizations (Steeres, 1989).

The excellence models are strong tools to assess the effectiveness and efficiency of different systems in the organization. One of the variables that help the achievement of organizational goals is the organizational commitment (Mowday, 1998).

The research studies show that the employees who are loyal to the organization have a better performance and productivity and their agreement with the organizational changes is more. Therefore, the organizations could know their employees' organizational commitment and the factors that effectively change the employees' commitment in order to reach their goals and move toward organizational excellence. The present paper investigates the effective factors on the organizational excellence (Mowday et al., 1982).

### 1.1. Organizational excellence

The term of organizational excellence has different meanings that show different aspects of the excellence. The organizational excellence could refer to the growth and progress of an organization in all of the organizational aspects so that it could increase the probability of the organizational long-term success via satisfying the beneficiaries and making a balance among them (Loutans et al., 2000). The organizational excellence refers to the rational introduction, creation, and enhancement of change in order to improve the organizational effectiveness. The organizational excellence is a holistic approach to improve the organizational performance. Therefore, an organization that attempts to reach growth and success without being misled is called a developed organization (Sharma, 2007).

In 1999, the European foundation of the quality management introduced the organizational excellence models as the comprehensive tools that pay attention to all of the organizational aspects in order to help the managers reach a better knowing of the organization (Meryer et al., 2001).

The models are applied to assess and compare the performance of the organizations; moreover, they enable the organization to assess their success in implementing the programs in different times. Moreover, the organizations will be able to compare their performance with the best organizations (Jacobs et al., 2007).

Today, the information and communication technology (ICT) has made changes in the societies. Careers, skills, and cultures are influenced by technology (Miguel, 2006).

Certainly, the excellence of organizations has a considerable role in the development of the technologies. The organizational systems have always searched for the concepts such as the

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organizational excellence. The organizational excellence shows the growth and progress of an organization in all of the related aspects. Therefore, it includes a vast area and it makes the issue more complicated. The customer relationship management (CRM) helps the organization managers to maintain their customers and have a constructive relation with them. The organizational excellence is one of the infrastructural factors needed for establishing the management and technology systems (Merer et al., 2001).

### **1.3. Developed organization**

A developed organization is like a mature human and it has the following characteristics:

#### **1.3.1. Openness and transparency of the system**

A developed organization keeps its communication and information ways open to all of people who are working within it, therefore, it leads to the growth and increase of knowledge and awareness. The information and awareness are not monopolized. The developed organization performs the policy of open doors; moreover, it clearly let the employees, customers or purchasers, and even people observe its operations (Sharma, 2007).

#### **1.3.2. Trusting others**

Trust refers to believing to others' honesty. It is related to the openness of the organization. The more open and clear an organization behaves in its operation will lead to the increase of others' trust in the workplace (Shiuan, 2003).

#### **1.3.3. The internal and external feedback**

The feedback is a tool via which a human, a family, and an organization could gain information in order to reach the considered target. Therefore, feedback is one of the mechanisms of maintenance (Wilcock, 2003: 23).

#### **1.3.4. Participating with others**

Participation is a constructive or useful link between two or more people. Participating with others help the organization to develop the organizational acts based on everybody's physical and mental power and ability. Such people consider the organizational goals as their goals.

#### **1.3.5. Training and giving freedom of act**

Training and making the individuals aware and also giving them the freedom of act without the need for the observation are the other characteristics of the developed organizations.

#### **1.3.6. Low-layered organizational structure**

This characteristic refers to the low layered structure of the organizations. The decrease of organizational layers facilitates the communication, while the increase of organizational layers keeps the employees far from each other; as a result, the sense of organizational integrity is threatened. Therefore, it has been attempted to decrease the organizational layers and also to change the vertical structures into the horizontal layers (Dahlgard, 2007).

The first step for reaching the organizational development is to understand the organizational abilities and the areas of difficulty. At the first step, all of the organizational systems are involved. Therefore, paying attention to the difficulties and abilities of the system gets clarified. At the next step, taking the necessary actions for addressing difficulties and maintaining abilities are planned (Castilla, 2008).

The action step takes advantage of all interventions related to the organizational development in order to correct the difficulties related to personal effectiveness, group effectiveness, inter-group links, and difficulties within the systems. The third step studies the consequences of corrective actions. At this stage, it is clarified whether applying the organizational development actions are desirable or not.

If the response is positive it means that the organization will go toward another difficulty area, however, if the response is negative it means that the organizational members will try to take a new action in order to address the same difficulty. If the actions did not solve the difficulty, the difficulty should be redefined, and then the corrective steps will be plans as new actions (Baron et al., 1990).

#### **Goals of organizational development**

In order to correct the organizational attitude of the human resources, the organizational managers should correct their performance, and their interaction with others. In order to make harmony between different sections for reaching the organizational goals, the manager should develop and improve the managerial capabilities and control different levels of his life; otherwise, no successful managerial actions would be expected (Buochanan, 2001).

The completion in the business is so important that the organizations pay more attention to the changes around them than the components within the organization in order to survive. In this condition, different evaluation tools constantly evaluate the organizations and it increases the clarity of the business environment. One of the evaluation tools refers to ranking different businesses and it is known as a clarification, competitive, and motivational tool. The evaluation models are provided after being well examined. In fact, the models play the role of a standard such as the ISO9000 standard, however, the difference is that the ISO9000 standard is an executive model while the excellence models pave the way for changing the managers' beliefs, values, and culture. Although the organizational development (OD) is a

fairly new scientific attempt that has emerged after the World War II, its features are not fully clarified; however, its general goals are mentioned as follows:

- increasing the level of support and trust among the organizational members
- increasing the ability to confront organizational difficulties within the groups or among the groups
- creating an environment where the freedom of act is enhanced by taking a formal role or having personal knowledge and skills
- increasing the openness of horizontal and vertical relations
- increasing the level of personal satisfaction in the organization
- finding group-creative solutions for addressing difficulties that occur frequently
- increasing personal and group responsibility for planning and implementing tasks

The managers show his commitment to the improvement of the organization based on a positive and constructive way via well-introducing the organization, supporting the high-ranked management, guaranteeing the future of the organization, taking acts regarding the main organizational values, and keeping commitment to the tasks.

#### **1.4. Well-introducing the organization**

The constant introduction of the organization will provide reputation for it. A successful manager is a person who provides support for the organization and prevents from the destructive expressions against it.

#### **1.5. Supporting high-ranked management**

Since the organizations are obliged to be loyal and honest in order to do their tasks, supporting high-ranked management of the organization is necessary. A successful manager does not reproach the high-ranked management and he takes his responsibilities. A successful manager's behavior enhances the organization's ability to perform decisions and achieve goals.

#### **1.6. Guaranteeing the future of the organization**

Having a clear vision for the future and planning based on scientific analyses will help the manager to keep his commitments to the future of the organization.

#### **1.7. Taking acts based on the main values of the organization**

The manager should act so that his actions could be in harmony with the basic organizational beliefs. A successful manager has the required characteristics and conditions to show his commitment to the organization (Greenberg et al., 2000).

#### **1.8. Commitment to the task**

The successful managers make the individuals' tasks meaningful. They determine the direction for the low-ranked employees and they guarantee the successful performance of the tasks. The mentioned commitment is effective when the manager's responsibilities has the feature of "maintaining the main target", the manager "makes activities simple", and he supports the "achievement in action" and "creating importance for the task".

#### **1.9. The main characteristics of a developed (excellent) organization**

1. The excellent organization has managers with the excellent ideas and notions.
2. The excellent organization recognizes the weaknesses and strengths, recognizes the effective solutions, and effectively performs its solutions.
3. The excellent organization leads the processes and the use of resources in harmony with the beneficiaries' needs and it tries to reach positive outputs resulted from its performance in order to maximize their satisfaction.
4. The excellent organization takes steps in the determined paths in order to reach excellence.
5. The excellent organization pays attention to all of the aspects.
6. The excellent organization constantly meets the customer's needs in order to make him satisfied and loyal to the organization.
7. The excellent organization is equipped with new tools and it makes added-value for its customers.

Certainly, the excellent human is educated within the excellent organization and he also helps the excellence and development of the organization.

#### **2. Research background**

Safari et al., (2011) worked on a research study titled as "the relation between organizational commitment and organizational excellence, case study: the organizations of East Azerbaijan province). In the research, they have studied the organizational commitment and excellence from different perspectives. The research results show that there is a direct and significant relation between the organizational commitment and the organizational excellence. However, no relation was observed between the constant and normal commitment and the organizational excellence. According to the research findings, it was suggested that the managers would take advantage of the organizational excellence models in order to recognize the weaknesses of the organization, and also to consider the variables related to the emotional commitment and factors affecting it such as the variables of the excellent models in order to plan and design quality management systems.

Ozkan et al., (2007) worked on a research study titled as "the relation between organizational

commitment and organizational excellence, case study: the quality award winners in Turkey". They concluded that leadership, participation and resource, strategies, commitment, processes, results, and training employees have a determining role in development of the organizational commitment.

Witte et al., (2002) worked on a research study titled as "the relation among the personality characteristics and job performance, and organizational commitment". They concluded that people who have a higher score in the personal scale show more commitment to the organization. It shows that there is a significant relation among the personal characteristics and the job performance and the organizational commitment.

### 3. Research methodology

The present paper studies the relations among the variables considering the conditions. Therefore, it is a descriptive research study. Since it studies the relations among variables, it is a correlation-based study. Regarding the data collecting, it is a one-sectional study. The statistical population of the present paper includes all of the employees of medical sciences universities located in Yasuj. Therefore, the statistical population includes 961 people. 274 members out of the 961 people have been selected as the sample size of the study. 274 questionnaires were distributed; however, 249 questioners were filled in. Therefore, 91 percent of the questionnaires were investigated. Validity of the research was confirmed by the professors and the professor assistants. The reliability of the research was estimated by Cronbach alpha of 0.77. In this research, the Chi-square test was applied to study the relation between the dependent and the independent variable. In this research, the scores were estimated based on 100. In other words, the scores between 1 and 59 were evaluated weak and the scores between 59 and 100 were evaluated well. Finally, the research data was analyzed by SPSS.

## 4. Findings

### 4.1. Descriptive statistics

Frequency distribution based on sex. According to figure 1, 63.9 percent of the respondents are male and 36 percent of them are female. In other words, 159 respondents are male and 90 respondents are female.

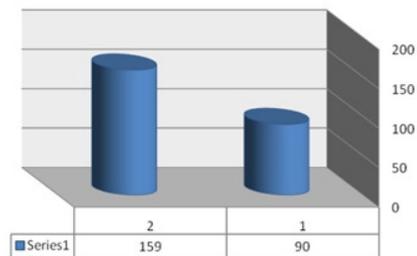


Fig. 1: sex

### 4.2. Frequency distribution based on age

According to figure 2, 49 percent of the respondents are 20 to 30 years old, 27.7 percent of them are 31-40 years old, 12.4 percent of them are 41-50 years old, and 10.8 percent of them are over 50.

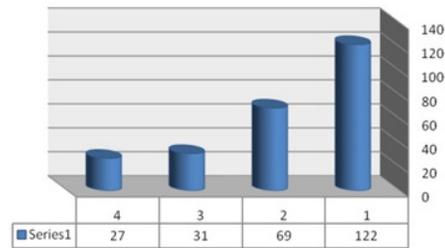


Fig. 2: age

### 4.3. Frequency distribution based on education

According to figure 3, 10.4 percent of the respondents have got diploma, 8.8 percent of them have got the associate degree, 64.7 percent of them have got B.A., and 16.1 percent of them have got M.A.

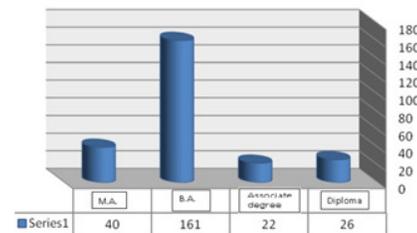


Fig. 3: education

### 4.4. Frequency distribution based on job experience

According to figure 4, 18.9 percent of the respondents have a job experience less than 5 years, 48.6 percent of them have a job experience between 5-10 years, 16.5 percent of them have a job experience between 11-20 years, and 16.1 percent of them have a job experience more than 20 years.

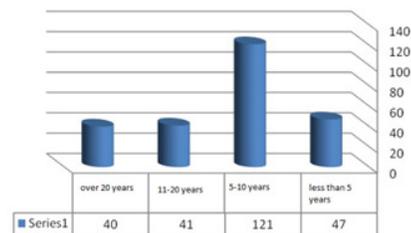


Fig. 4: job experience

### 4.5. Inferential statistics

Table 1: a study on the relation between the commitment to organization and the organizational excellence in Medical Sciences University of Yasuj

In order to study the relation between the commitment to the organization and the organizational excellence in the Medical Sciences University of Yasuj, the following statistical hypothesis is studied:

H<sub>0</sub>: there is not a relation between the commitment to the organization and the

organizational excellence in the Medical Sciences University of Yasuj.

H<sub>1</sub>: there is a relation between the commitment to the organization and the organizational excellence in the Medical Sciences University of Yasuj.

**Table 1:** a study on the relation between the commitment to organization and the organizational excellence in Medical Sciences University of Yasuj

Organizational to organization		Weak	Good	Total	Test
Excellence commitment	Weak	(%86.3) 88	(%13.7) 14	(%100) 102	p=0.000
	Good	(%37.4) 55	(%62.6) 92	(%100) 147	
	Total	(%57.4) 143	(%42.6) 106	(%100) 249	df=1

According to table 1, there is a significant relation between the commitment to the organization and the organizational excellence in the Medical Sciences University of Yasuj (p=0.000) and the level of significance is less than 0.05. Therefore, the research hypothesis is approved and it means that there is a significant relation between the commitment to the organization and the organizational excellence in the Medical Sciences University of Yasuj.

Table 2: a study on the relation between the commitment to the work and the organizational excellence in Medical Sciences University of Yasuj

**Table 2:** a study on the relation between the commitment to the work and the organizational excellence in Medical Sciences University of Yasuj

Organizational to organization		Weak	Good	Total	Test
Excellence work	Weak	(%85) 119	(%15) 21	(%100) 140	p=0.000
	Good	(%22) 24	(%78) 85	(%100) 109	
	Total	(%57.4) 143	(%42.6) 106	(%100) 249	df=1

According to table 2, there is a significant relation between the commitment to the work and the organizational excellence in the Medical Sciences University of Yasuj (p=0.000) and the level of significance is less than 0.05. Therefore, the research hypothesis is approved and it means that there is a significant relation between the commitment to the work and the organizational excellence in the Medical Sciences University of Yasuj.

## 5. Discussion and results

Hypothesis 1: the commitment to the organization affects the organizational excellence

According to the research findings, there is a significant relation between the commitment to the organization and the organizational excellence in the Medical Sciences University of Yasuj (p=0.000) and the level of significance is less than 0.05. Therefore, the research hypothesis is approved and it means that there is a significant relation between the commitment to the organization and the organizational excellence in the Medical Sciences University of Yasuj. The research findings are in

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accordance with the research done by Pour Soltani et al. (2010). Therefore, the researcher concludes that the human factors are one of the most important aspects of the organization. Moreover, the commitment to organization is one of the other characteristics of the organizational excellence. The increase of employees' commitment to their tasks directly affects the customers' satisfaction with the products and services and it leads to the increase of market share, increase of profits, and the increase of organizational growth, development, and excellence.

Hypothesis 2: the commitment to work affects the organizational excellence

According to the research findings, there is a significant relation between the commitment to the work and the organizational excellence in the Medical Sciences University of Yasuj (p=0.000) and the level of significance is less than 0.05. Therefore, the research hypothesis is approved and it means that there is a significant relation between the commitment to the work and the organizational excellence in the Medical Sciences University of Yasuj.

The research findings are in accordance with the research done by Atafar et al., (2013). When the manager has commitment to the employees' tasks (work). He will pay more attention to their work and it will direct to the performance. Therefore, the employees' performance will get excellent and it will lead to the excellence of the organization.

## 6. Conclusion

According to the research findings, the results show that:

- There is a significant relation between the commitment to organization and the organizational excellence at the Medical Sciences University of Yasuj ( $p=0.000$ )
- There is a significant relation between the commitment to work and the organizational excellence at the Medical Sciences University of Yasuj ( $p=0.000$ ).

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