Title: Managerial perceptions of factors contributing to the performance of business organizations

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Date completed: September 2011

Granting Institution: Adventist International Institute of Advanced Studies (AIIAS)

Description: Unpublished Thesis (PhD): 141 pages

Abstract:

The main purpose of this study is to provide an integrated model that could be functional for improving organizational performance in a dynamic and complex business setting. The variables of the study are organizational performance (dependent) transformational leadership, organizational competitive culture, organizational learning, knowledge management, soft TQM, and hard TQM (independents). The study analyzed and interpreted the data using AMOS version 17 and structural equation modeling software package. A questionnaire was employed to collect data. A total of 122 managers/supervisors responded to the questionnaire from the same number of business organizations in the Philippines.

The results of the study indicated that only organizational competitive culture had a direct effect on organizational performance ($\beta = .42$) and explained 17% of its variance. Organizational competitive culture also had a direct effect on knowledge management ($\beta = .63$) and explained 39% of its variance. Further, the study found that organizational competitive culture had a direct effect on soft TQM ($\beta = .38$) and, including knowledge management, explained 63% of its variance. It was also found that knowledge management had a direct effect on soft TQM ($\beta = .50$) and soft TQM had a direct effect on HQ ($\beta = .59$).
The findings of this study may be useful for managers attempting to improve business performance. It is recommended that managers foster a goal achievement philosophy, provide a well-organized workplace and improve their work recognition system. These actions can be combined with the acquisition of new knowledge about customers and the development of plans that meet the needs of their customers.

The study offers suggestions for researchers so that the body of knowledge related to performance improvement may be expanded. The main purpose of these suggestions is to consider the use of customer satisfaction as a moderating variable between soft TQM and hard TQM to affect organizational performance. The second suggestion is the determination of the variable that may connect knowledge management and organizational performance in banks, fast food restaurants, computer stores, car dealerships, and the like.