

Systematic Thinking and Organizational Excellence of Foods and Beverages Manufacturing Firms in South-South, Nigeria

Florence Ebitimi Wilson and Gabriel A. Okwandu

Department of Marketing, Rivers State University

Abstract

This study examined the effect of systematic thinking on organizational excellence of foods and beverages manufacturing firms in South-South, Nigeria. The objectives of the study were to address the influence of systematic thinking on measures of organizational excellence which is measured using leadership excellence and partnership excellence. The study adopts cross-sectional survey design while the population was 47 foods and beverages manufacturing firms operational within south-south, Nigeria. Data was generated using the structured questionnaire instrument. The tests for the hypotheses comprised of the use of the regression correlation statistical tools wherein it was observed that systematic thinking has a strong significant effect on the measures of organizational excellence. The results from the analysis indicate that systematic thinking is a significant antecedent of organizational excellence in the foods and beverages manufacturing firms in the south-south Nigeria. This study concluded that systematic thinking significantly affects organizational excellence of foods and beverages manufacturing firms in south-south Nigeria. Thereafter it was recommended that the organization's leadership should advance more flexible and interactive frameworks that effectively drive systemic thinking, and cooperation within the organization to improve organizational excellence in the study area.

Introduction

The increasingly competitive business environment has made imperative for organizations to put in place systems and processes that will guarantee appreciable organizational excellence in the interest of its stakeholders (Amiri-Aghdaie, & Faghani, 2012). This has increased the level of manufacturing firms to develop several solutions to ensure that desired organizational outcomes are achieved despite the dynamics of competition in the business environment. Apparently, the literature offers a lot of opinions and definitions related to organizational excellence. Kasmi (2011) stated that organizational excellence refers to delivering and sustaining the outstanding value to all key stakeholders (Kasmi, 2011; Robbins, 2001). This is as Sharma and Kodali (2008) posits that organizational excellence is an ongoing effort to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations. However, systematic thinking constitutes a requisite element in the corporate strategic thinking process in an organization given that it enables them to apply more productive processes in servicing rendering and maintain its positive reputation in customers' perception as a result gain sustainable competitive advantage (Ansari & Riasi, 2016; Riasi & Pourmiri, 2015). Systematic thinking takes a longer-term view of solving problems, recognizing that lasting change is best achieved through an on-going process not a knee-jerk reaction that produces a one-off fix. To be successful and achieve superior excellence, organizations must continually anticipate, determine, and deliver customer satisfaction to their target markets, keep abreast to emerging market trends, monitor competitor activities and proactively adjust their products and service offering, reconfigure their internal partnership and resources and operating routines more effectively and efficiently than their competitors (Kirca, Jayachandran & Bearden, 2005). Firms can achieve this by adopting the systemic strategic thinking concept which suggests that the long-term purpose of a firm is to satisfy customers' needs while maximizing firm profits (Kohli & Jaworski, 1990).

The study of Ighomireghian (2010) pointed out that the challenges facing the Nigerian manufacturing sector is poorly developed distribution channels as a result of brokers interference, poor public perception, unwillingness to pay claims as at when due, lack of requisite skill to participate in highly specialized transactions especially in high value risk segments such as marine, aviation, oil and gas; inability to attract and retain skilled talent, inability to adjust to new information and communication technology, low investment and asset management capabilities, and poor regulatory oversight. Hooley (2005) stated that what translates into performance is the ability of the organization to exhibit excellent practices to achieve competitive advantage, which must be seen by their customers as benefits by delivering superior value, which enhances repeat patronage and sales growth. Furthermore, there have been several studies on organizational excellence like the studies of Pinar and Girard (2008) studied organizational excellence and leadership on achieving business performance: An exploratory study of Turkish Firms. Based on a survey of managers of 157 Turkish firms, the results showed a significant relationship between organizational excellence and business performance, and between leadership strategies and business performance. Findings revealed more detailed insights than the original framework Darling and Nurmi (1995) and Darling and Box (1999) developed. Darling and Nurmi's (1995) model identified three key areas for organizational excellence and four leadership strategies that would lead to organizational excellence and high business performance. However, they only developed a conceptual framework.

Some studies have been carried out within Nigeria as well as other African countries on the need for business organizations to adopt and practices strategic marketing thinking. Ugdegbe and Udegbe (2013) carried out a study on the relationship between strategic marketing thinking, innovativeness, and business performance of organizations in Nigeria with specific focus on the following measures of strategic marketing thinking: long-term orientation, a systemic-integrative approach toward problem solving, and creativity and vision driving capabilities. Their unit scope is at the organizations level of analysis. De-Bono, (1982) in his study, concluded that, thinking is the ultimate human resource that involves moving from one state of knowledge to a better one. Baker and El-Haddad (1982) examined the extent of the acceptability of strategic marketing thinking by business organizations in Egypt. They used long-term orientation, profitability of marketing operations and organizational excellence of the chief marketing officers as bases to evaluate the degree of the implementation and operationalization of strategic marketing thinking. They found that the practices of Egyptian organizations were at variance with the philosophies of strategic marketing thinking. Mitchell and Agenmonmen (1984) carried out a study on the attitude of some Nigerian marketers toward the adoption of the strategic marketing thinking. They found that most managers only paid lip service to strategic marketing thinking in their organizations. Previous studies have also indicated the important role of strategic marketing thinking in influencing organizational excellence/performance (Hosmer, 2001; Kotler, 2002, 2003; Reichheld, 1996; 1993; Wiley, 1991; Zacharias, 2001; Zeithaml & Bitner, 2000). Furthermore, strategic marketing thinking has been regarded as a source of competitive advantage (Day, 1994; Slater & Narver, 1994). However, despite the evidence and claim, most of the studies have been concentrated on developed countries, particularly the United States and European Countries. There is limited research that has been conducted in

developing countries like Nigeria. Therefore, the purpose of the study was to examine the effect of systematic thinking on organizational excellence in Foods and Beverages manufacturing firms in the South-South, Nigeria. The research questions were formulated to guide the study.

1. What is the effect of Systematic thinking on leadership excellence in the foods and Beverages manufacturing firms in the South-South region, Nigeria?
2. What is the effect of systematic thinking on partnership excellence in the foods and Beverages manufacturing firms in the South-South region, Nigeria?

Literature Review

Complexity theory

The theoretical foundation adopted in this study is the complexity theory. The complexity theory as applied to organizations portrays an organization as a dynamic system of adaptation and evolution that contains multiple, interacting parts (Atherton, 2003; Atuahene-Gima & Ko, 2001). The complexity in organizational systems is often conceptualized in terms of how differentiated their structures are or how numerous their tasks are (Fried & Slowik, 2004). Of particular interest to complexity researchers who study organizations is the relationship between organizational outcomes such as organizational excellence as in the case of the current study, and the complexity of distinct activities and subsystems within organizations (Ashmos, Duchon, & McDaniel, 2000). The rationale behind organizational complexity theory is that the more complex an organization is, the more potential options the organization has and thus the more flexible it is. Thus, much of complexity theory focuses on explaining complex adaptive systems – i.e., how systems composed of unique, yet partially connected agents cope with environmental change through moderate connection and simple schemata. Its position on systematic thinking emphasizes on the need for planning and the harnessing of various functions and units in the coordinated pursuit of organizational excellence.

Systematic Thinking

Systematic thinking can be equated or likened to a ‘broken mirror’ which illustrates how better one can bind the shattered pieces of it (Chapman, 2002). The new image in the mirror would be a better explanation of the reality but one should admit it is not yet the whole truth. Therefore, systematic thinking, as the name implies is not an intellectual discipline, it is not defined by the subjects to which its rules can be applied but as Chapman (2002) believes systems thinking is more like history or philosophy. It is an attentive process of thinking that can apply to a wide range of human activities and behaviour. One way to understand systems thinking is to contrast it with the reductionist approach to tackling complexity (Chapman, 2002). The start points of systems thinking is not dividing and sub-dividing the problems into separate parts and solve each part one by one. There are intrinsic and essential properties in the connections between

the parts that would be denied in the process of dividing and systems thinkers are particularly interested in the properties that connections produce in a system. Systems thinkers however, depending on the type of the problem situation to be addressed, take either of two main positions existing in the systems school. In systems language problem situations might be either difficult or messy. The distinction between mess and difficulty depends on basic understanding of the people involved in the problem situations. When Weinberg (1975) stated that a system is a way of looking at the world, he attempted to open people's minds. He expected or wanted people to realize that individuals view things differently according to each one's own experience and point of view. Weinberg (1975) further states that it is the purpose of the system that gives it its right of existence. For our purpose, it is interesting to note that, prior to the referred one.

Churchman (cited in Green & Bowser, 2006) developed a systems approach to address problem situations holistically. His work influenced many systems thinkers, such as Checkland and Jackson (cited in Dawidowicz, 2012). The work of Churchman (cited in Green and Bowser, 2006) is used as a structure for the discussion of the framework for the use of specific systems methodologies in several studies and research. Systematic thinking allows us to examine complexities, test our mental models (how we think about or see a problem), and recognize leverage points (the point at which modifications will be most meaningful) more effectively. With this approach the root cause of issues is uncovered so that the accurate leverage point can be identified, addressed, and improved, creating positive impacts that reverberate throughout the entire system. The critical aspect to ensuring accuracy in defining the problem and identifying the appropriate leverage point is to involve the entire system and all stakeholders in the process (Kaspary, 2014; Kotter, 2007). Thinking through assumptions together, challenging them and creating a shared understanding are key principals. Meaningful change is not top-down or even bottom-up; it is participative at all levels and aligned through a common understanding of the system. Systems thinking involves both a mindset that focuses on how the parts of a whole are interrelated and a set of tools that help organizations examine complexity (Schiuma et al, 2012; Gilgeous, 1997). Systematic thinking takes a longer-term view of solving problems, recognizing that lasting change is best achieved through an on-going process not a knee-jerk reaction that produces a one-off fix. Apparently, issues from this mindset, the approach it takes to address problems proactively rather than reactively relying on multi-level, multi-disciplinary teams to work together to generate solutions and create lasting improvements. It strives to develop people's sensitivity to the interdependency of the entire system and the consequences (intended and unintended) of actions. In addition to this mindset, systematic thinking relies on a variety of specialized tools to graphically depict a particular system's structure and behaviour, achieve a collective understanding of the issues, and create a collaborative problem-solving approach so that high impact interventions can be developed (Shaked & Schechter, 2013).

Organizational Excellence

Elkhaldi (2012) has defined excellence as any act or activity done by someone that reinforces and strengthens the achievements of the organization. It includes many of the workforces that make up the organization structure. Zairi (1999) has defined the excellence as a

high quality of products, an increase in productivity and a decrease in the cost of performance that is not less than the investment in the prevention and correction costs and those costs resulting from errors, defects, wasting and repeating work. Robbins (2001) has defined it as the achievement of goals that are valuable in human life. The personal excellence needs internal motivation. Organizational excellence is defined as the seeking of organizations to exploit critical opportunities preceded by effective strategic planning and commitment to realize a common vision dominated by the clarity of purpose, adequacy of resources and keenness of performance. Gilgeous (1997) has defined outstanding organizations as the organizations that consistently outperform the global best practices in the performance of its functions, and that are connected to their customers and clients in supportive and interactive relations. It also realizes the performance capacities of its competitors and the strengths and weaknesses of the external and surrounding environment. Al-Hilali and Ghabor (2013) confirmed that those activities that make a distinct institution in the performance through the employment of capacity, available resources in an effective and distinct to make them superior and unique from the rest of the competitors and that is reflect on how to deal with customers, how to perform their activities, operations, the preparation of its policies, administrative and regulatory strategies. Excellence is every act or activity for each person that reinforces and strengthens the achievement within the organization and includes many of the labour force that makes up the structure of the organization (Nohria, et al, 2003). Jackson (2009) and Chapman (2002) have both focused on several determinants to achieve organizational excellence, which are represented by: the presence of a leadership who has a clear vision in the considered organizations. These organizations must always focus on the future. The role of knowledge must be activated, and the organizational and individual learning must be promoted. Murray (2007) has mentioned that the organizational excellence depends mainly on the competitive strategy of the organization, technology and relationship between the organization and consumers.

Measures of Organizational Excellence

Leadership Excellence

Leadership is a process by which an executive can direct, guide, and influence the behavior and work of others toward the accomplishment of specific goals in a given situation. Leadership is an ability of a manager to induce the subordinates to work with confidence and zeal. Leadership can be defined as the capacity to influence a group realization of the goal (Mamaghani, 2010). Excellence is in leadership of the most important pillars that are based on modern management, where contemporary management requires superior capabilities of the leader; to be able to keep up with developments and changes imposed by the knowledge age. There is no doubt that the leaders who have high sensitivity to recognize the shortcomings and problems in all situations, have chances in increasing their competition in the research and writing in them, so the probability will advance them towards excellence (Jackson, 2009).

The importance of leadership for organizations comes from the nature of the environment in which organizations operates in. In this overly complex, vague, and changing business environment, it becomes a need for the leadership of a new type that has a strategic vision and skills to draw its future in an integrated manner, considering the expected developments in the environment on an equal basis with the internal situation trends (Jackson, 2009). Leadership is the lead and the ability to have imagination, perception of future, building flexibility, and supporting of others towards creating a strategic change which is necessary and desired in the organization (Jackson, 2009). An employee in a work group sees power clearly as a differentiating between the organization and himself. Sherwin (2007) points out that subordinates resent power and when the organization is unresponsive in the use of power, frustration etc escalated the resentment to hostility. Resentful employee consciously or unconsciously may do the organization harm in a large or small way. The employee never questions that power is inherently a right of the organization or doubts that it is indispensable to organizational task, for plainly, it must have power to deal with him. Baridam (1993), in his study stated that the power of the leader in respect to the group is high that is, he could reward and punish and had organizational backings. Leaders are found in both managerial hierarchy and informal work group leaders who rose from the ranks, those appointed or selected are called formal leaders is exerted by persons who emerge as influential over others because of special skills or resources which they have to meet the needs of a unite or its member.

Partnership Excellence

The definition of a partnership based on the opinions of Cravens (2013), is an effort to cooperate with stakeholders that include a vertical relationship that consists of relationships with suppliers and customers, as well as horizontal consisting of lateral and internal partnerships. Jackson (2009) proposed the concept of cooperative strategies that are used to create an excellent services and products in an industry by working with other companies. One stream of research suggests that the level of similarity between partners' characteristics, such as their mission, vision, the routines, or technologies, is positively associated with collaborative relationship performance. Furthermore, when partners share complementary resources, the collaboration effort is associated with positive payoffs (Jackson, 2009; Chapman, 2002). Another stream of research highlights the value of relationship management capabilities (Kangi, 2002; Robbins, 2001). When partners efficiently and effectively communicate, share information, or coordinate within a partnership, the satisfaction of partnership performance is higher (Robbins, 2001). Organizational excellence is depending on right and win-win relationship with suppliers, partners, and contractors. Excellence organizations know all suppliers and partners as rings of own excellence chain. These criteria consist of 5 sub criteria includes: Management of inter-organizational partnerships, management of organization financial resource, management of buildings, equipment and materials, management of technology, management of information and knowledge in the organization.

Empirical Review

Pinar and Girard (2008) in their study of 157 Turkish manufacturing firms, that there is a significant relationship between organizational excellence and leadership effectiveness, and between leadership strategies. Again, Darling and Nurmi (2014) model identified three key areas for organizational excellence and four leadership strategies that lead to organizational excellence and high business performance. The study of Paluku (2016) on systemic thinking and relationship marketing of Retails Enterprises in Wobulenzi-Luweero City, Uganda; that systemic thinking and relationship marketing were extremely high in the selected retailing enterprises. Following also is the work of Akuh (2015) on systemic orientation for academic excellence and a productive educational system in Nigeria. The result of the study showed that promoting visionary and disciplined leadership within our educational system is a key to a conducive environment for learning devoid of corrupt practices and indiscipline. Mojaye and Dedekuma (2015) conducted a study on the influence of systemic thinking on productivity in the telecom industry in Kenya. The study showed that while systemic thinking may not necessarily lead to good productivity, it may engender customer focus and sales growth. Okon, Asu, Patrick and Antigh (2012) carried out a study to determine the impact of systematic orientation and creativity on operational quality in foods and beverages industry Iran. The study established that there was significant influence of workers systematic orientation and creativity on operational quality in the study case. Agoi (2015) examined the effect of system thinking orientation on workers harmony in Kenya Public Sector. Findings of the study indicated a negative significant effect of involvement and system thinking orientation. Kaspary (2014) systematic thinking is appropriate when traditional optimization tactics become irrelevant and inappropriate. Martz, (2013) suggested that systematic thinking is instrumental for problem resolution because system thinking enables problem solvers to develop a more holistic, and clearer, picture of the problem at hand. The study of Njeru and Kibera (2014) was to assess the relative importance of customer outcome, customer retention, effectiveness, efficiency; and that the result of the study revealed that the direct effects of the three components of organizational excellence were all statistically significant.

H₀₁ Systematic thinking does not significantly affect leadership excellence in the foods and beverages sector of the manufacturing industry in the south-south region of Nigeria.

H₀₂ Systematic thinking does not significantly affect partnership excellence in the foods and beverages sector of the manufacturing industry in the south-south region of Nigeria.

Methodology

The cross-sectional survey design was adopted in this study. This is based on the framework it offers to social and management-based research, especially that which assesses several cases within a specified time. Williams (2007) opined that the survey design is also a

very convenient approach towards the investigation of relationships given its capacity for engaging or assessing several cases within a short period of time. However, as at the first quarter of 2020 financial year, there are 47 registered Foods and Beverages manufacturing firms listed in the Manufacturing Association of Nigeria, directory fact book South-South directory, Nigeria. Therefore, all the forty-seven listed Food and Beverages Manufacturing firms constitute the population of this study. The census approach was used in the study. The sample of this study consists of all the elements in the study population. The study chooses four representatives from each of the regional offices of the 47 foods and beverage firms which make up the sample elements. This making one hundred and eighty-eight (188), top management staff in the listed foods and beverages firms that has operational based in the South-South region in Nigeria. The primary data for the study was generated through the administration of structured questionnaire instruments to the target participants of the study. The content validity, the study instrument was based on the theoretical and operational domains of each concept (systematic thinking, organizational excellence). The Cronbach alpha assesses the consistency of data distribution in line with related items on the same construct or variable (Sullivan, 2001; Bryman & Bell, 2003). In this study, the Nunally, 1980 as cited by (Sekaran, 2003) reliability criterion of 0.70 was adopted in assessing the evidence of data consistency (where $\alpha > 0.70$) and inconsistency (where $\alpha < 0.70$).

Table 1 Result for the Reliability for the Study Instruments

Variables	Measures	Alpha Coefficients.	Items
Organizational Excellent	Systematic Thinking	0.984	7
	Leadership Excellent	0.980	7
	Partnership Excellent	0.985	7

Source: Research survey, 2020

Table 1 above illustrates the results for the tests on the reliability analysis of the study. From the results it is evident that all instruments adapted in the assessment of the variables of the study was affirmed to be substantially reliable with the least coefficient observed for leadership excellent (0.980), and the highest observed at partnership excellent, with coefficients value (0.985) in the study. The Pearson product moment correlation analysis formed the inferential statistical tools for testing the research hypotheses.

Results and Findings

It is necessary to clean the data as to guarantee the data valuable for analysis. There were 188 copies of the questionnaire distributed to respective respondents as explained in methodology. However, 188 copies of the questionnaire were distributed of which 175 were retrieved indicating 93.09% of the total distributed questionnaire. However, 6 copies of the retrieved copies of questionnaire were discarded as not useable because of errors in the responses and in some respondents not in the required categories for meaningful

information to be used in the data analysis. Thus, 169 copies of the questionnaire which represents 96.57% were accepted as useful in the presentation and analysis of data.

Test of Hypotheses

Each test was based on the criterion of 0.05% for level of analysis given the adopted confidence interval of 95%. The Statistical package for the social sciences (SPSS v.25) was utilized in the analysis of the study. The level of relationship between systematic thinking with each of the measures of organizational excellence is to examine the extent systematic thinking can affect the outcome of leadership excellence, partnership excellence, respectively.

Systematic Thinking and Leadership Excellence

Table 2: Correlation Analysis showing the direction and magnitude of Relationship between Systematic Thinking and Leadership Excellence of Foods and Beverages Manufacturing Firms

Correlations				
Variables 1	Statistics	Systematic Thinking	Leadership Excellence	
Systematic Thinking	Correlation Coefficient	1.000	0.977	
	Sig. (2-tailed)	.	.000	
	N	169	169	
Leadership Excellence	Correlation Coefficient	0.977	1.000	
	Sig. (2-tailed)	.000	.	
	N	169	169	

** Correlation is significant at the 0.05 level (2-tailed).

H₀₁: Systematic thinking has no significant effect on Leadership Excellence as an aspect of Organizational Excellence of Foods and Beverages manufacturing firms in South-South, Nigeria

Table 2 showed a correlation co-efficient (r) = 0.977 in the relationship between systematic marketing thinking and leadership excellence aspect of organizational excellence. This indicates a strong positive relationship between systematic marketing thinking and leadership

excellence. The p-value = 0.00 less than 0.05 acceptable level of significance; which assert that systematic marketing thinking has a strong influence on leadership excellence aspect of organizational excellence; then the null hypothesis is rejected; and therefore there is a significant effect of systematic thinking on leadership excellence and that systematic thinking has a positive significant effect on Leadership Excellence as an aspect of Organizational Excellence of Foods and Beverages manufacturing firms in South-South, Nigeria.

Systematic Thinking and Partnership Excellence

Table 3: Correlation Analysis showing the direction and magnitude of Relationship between Systematic Thinking and Partnership Excellence of Foods and Beverages Manufacturing Firms

Correlations				
Variables 1	Statistics	Systematic Thinking	Partnership Excellence	
Systematic Thinking	Correlation Coefficient	1.000	0.990	
	Sig. (2-tailed)	.	.000	
	N	169	169	
Partnership Excellence	Correlation Coefficient	0.990	1.000	
	Sig. (2-tailed)	.000	.	
	N	169	169	

** Correlation is significant at the 0.05 level (2-tailed).

H02: Systematic Marketing thinking has no significant effect on Partnership Excellence as an aspect of Organizational Excellence of Foods and Beverages manufacturing firms in South-South, Nigeria

Table 3 showed a correlation co-efficient (r) = 0.990 in the relationship between strategic marketing thinking and partnership excellence aspect of organizational excellence. This indicates a strong positive relationship between systematic thinking and partnership excellence. The p-value = 0.000 less than 0.05 acceptable level of significance; which assert that systematic thinking has a strong influence on partnership excellence aspect of organizational excellence; then the null hypothesis is rejected; and therefore there is a significant effect of systematic thinking on partnership excellence and that systematic thinking has a positive significant effect on Partnership Excellence as an aspect of Organizational Excellence of Foods and Beverages manufacturing firms in South-South, Nigeria.

Discussion of the Findings

Systematic Thinking and Organizational Excellence

The finding on the effect of systematic thinking on organizational excellence is observed to be significant; where systematic thinking is observed to significantly effect on all two (leader excellence, partnership excellence) measures of organizational excellence. The result of the first hypothesis affirmed that systematic thinking has a significant positive effect on leadership excellence of Foods and Beverages manufacturing firms in South-South, Nigeria. The findings of the study corroborate with the conclusion of Pinar and Girard (2008) in their study of 157 Turkish manufacturing firms, that there is a significant relationship between organizational excellence and leadership effectiveness, and between leadership strategies. Again, Darling and Nurmi (2014) model identified three key areas for organizational excellence and four leadership strategies that lead to organizational excellence and high business performance. The result of the second hypothesis is that systematic thinking has a significant positive effect partnership excellence of Foods and Beverages manufacturing firms in South-South, Nigeria. The findings agreed with the study of Paluku (2016) on systemic thinking and relationship marketing of Retails Enterprises in Wobulenzi-Luweero City, Uganda; that systemic thinking and relationship marketing were exceedingly high in the selected retailing enterprises. Following also is the work of Akuh (2015) on systemic orientation for academic excellence and a productive educational system in Nigeria. The result of the study showed that promoting visionary and disciplined leadership within our educational system is a key to a conducive environment for learning devoid of corrupt practices and indiscipline. The study contradicts the findings of Agoi (2015) who examined the effect of system thinking orientation on workers harmony in Kenya Public Sector. Findings of the study indicated a negative significant effect of involvement and system thinking orientation. Martz, (2013) suggested that systematic thinking is instrumental for problem resolution because system thinking enables problem solvers to develop a more holistic, and clearer, picture of the problem at hand. The study of Njeru and Kibera (2014) was to assess the relative importance of customer outcome, customer retention, effectiveness, efficiency; and that the result of the study revealed that the direct effects of the three components of organizational excellence were all statistically significant. Furthermore, the study corroborates the findings of Prayitno, Wahyudi and Farida (2017) that systemic thinking has positive effect on customer satisfaction.

Conclusion

The findings of this study present a position on the effect between the variables which validate and empirically verify previous theoretical assertions (Al-Shobaki, Amuna and Naser 2016) and (Amiran 2014); (Al-Dahshan 2007) which emphasize on the effect of systematic thinking in the actualization of organizational excellence. The evidence implies that systematic thinking improves innovation and creative idea within the organization and provide for a more improved, and objective oriented workplace. Based on the findings of this study it concludes that systematic thinking significantly affect organizational excellence; The results indicate that systematic thinking have a strong influence on the outcome of organizational excellence such as leadership excellence, partnership excellence. Based on the

empirical findings and conclusion of this study, management of Foods and Beverages firms in Nigeria can benefit from the following recommendations.

1. it recommends that systematic thinking need to be consider in terms of mapping workflows to determine how information & material cut across an organization to create value. Also, there is optimal combination and arrangement of resources needed to achieve a desired outcome.

REFERENCES

- Ackoff, R.L. (1981). *Creating the Corporate Future*. New York, N.Y.: Wiley
- Adebanjo, D. (2001), TQM and business excellence: Is there really a conflict? *Measuring Business Excellence*, 5(1), 37-40.
- Al-Rashaida, N. S. (2007). Institutional outstanding performance concept of the educational leaders in the southern region and building an evaluation model, unpublished PhD thesis, University of Jordan, Jordan.
- Amiri-Aghdaie, S. F., & Faghani, F. (2012). Mobile banking service quality and customer satisfaction (application of SERVQUAL model). *International Journal of Management and Business Research*, 2(4), 351-361.
- Ansari, A., & Riasi, A. (2016). Modelling and evaluating customer loyalty using neural networks: Evidence from startup insurance companies. *Future Business Journal*, 2(1), 15-30.
- Ashmos, D. P., Duchon, D., & McDaniel, R. R. Jr. (2000). Organizational responses to complexity: The effect on organizational performance'. *Journal of Organizational Change Management* 13(6), 577-594.
- Atherton, A. (2003). The uncertainty of knowing: An analysis of the nature of knowledge in a small business context. *Human Relations* 56(1), 1379-1398
- Atuahene-Gima, K., & Ko, A. (2001). An empirical investigation of the effect of market orientation and entrepreneurship orientation alignment on product innovation. *Organization Science* 12(1): 54-74.
- Berson, Y., Shamir, B., & Avolio, B. (2001). The relationship between vision strength, leadership style, and context. *The Leadership Quarterly*, 12, 53-73.

- Bertalanffy, L. V. (1971). *General system theory: foundations, development, applications*. London: Allen Lane The Penguin Press
- Blazey, M.L, (2011). Insights to performance excellence 2011-2012: Understanding the integrated management system and the Baldrige criteria. Milwaukee: American Society for Quality.
- Bolboli, S.A., & Reiche, M. (2013). A model for sustainable business excellence: Implementations and the road map. *The TQM Journal*, 25, 331-346.
- Boulter, L., Bendell, T., & Dahlgaard, J. (2013). Total quality beyond North America: A comparative analysis of the performance of European excellence award winners. *International Journal of Operations and Production Management*, 33(2), 197-215.
- Chapman, J. (2002). *System failure, why governments must learn to think differently*. London: Demos, [online] Available at: [Accessed 30 October 2009]
- Dahlgaard-Park, S.M. (2011). Quality management: Where are you going? *Total Quality Management and Business Excellence*, 22, 493-516.
- Dawidowicz, P. (2012). The person on the street's understanding of systems thinking. *Systems Research and Behavioural Science*, 29, 2-13
- Elkhaldi, S. (2012). *The role of quality of service and the abilities of organizational learning in developing the excellence culture; A field study in industrial companies listed in Kuwait Financial Stock Market*, 126. Master's Degree Theses, Business Faculty, Middle East University
- Flint, D.J., Blocker, C.P., & Boutin, P.J. Jr., (2011), Customer value anticipation, customer satisfaction and loyalty: An empirical examination. *Industrial Marketing Management*, 40, 219-230.
- Fried, Y., & Slowik, L. H. (2004). Enriching goal – setting theory with time: An integrated approach. *Academy of Management Review* 29(3): 404-422
- Goleman, D., Boyatzis, R., & McKee, A. (2002). *Primal leadership: Realizing the power of emotional intelligence*. Boston, MA: Harvard Business School Press.
- Grant, H. M., & Crutchfield, L. R. (2007). Creating high impact non-profits. *Stanford Social Innovation Review*, 5(3), 32–41.

- Green, R., & Bowser, M. (2006). Observations from the field: Sharing a literature review rubric. *Journal of Library Administration*, 45(2), 185-202
- Haffer, R., & Kristensen, K. (2008). Developing versus developed companies in business excellence initiatives. *Total Quality Management and Business Excellence*, 19, 763-775
- Hammond D. (2002) Exploring the genealogy of systems thinking. *Systems Research and Behavioral Science. Sep-Oct; 19(5):429-439.*
- Harrington, H. (2005), The five pillars of organizational excellence. *Handbook of Business Strategy*, 6(1), 107-114.
- He, Z., Hill, J., Wang, P., & Yue, G. (2011), Validation of the theoretical model underlying the Baldrige criteria: Evidence from China. *Total Quality Management*, 22(2), 243-263.
- Hendricks, K.B., & Singhal, V.R. (2001). Firm characteristics, total quality management, and financial performance. *Journal of Operations Management*, 19(3), 269-285.
- Higgs, M. J. (2003). Developments in leadership thinking. *Journal of Organizational Development and Leadership*, 24(5), 273–284.
- Howe, N., & Strauss, W. (2000). *Millennials rising: The next great generation*. New York, NY: Vintage Books.
- Howlett, S. (2010). Developing volunteer management as a profession. *Voluntary Sector Review*, 1, 355–360.
- Jackson, M. C. (2009). Fifty years of systems thinking for management. *The Journal of the Operational Research Society*, 60(1), 24-32.
- Jantz, R. (2016). *Managing creativity: The Innovative Research Library*. Chicago, IL: Association of College and Research Libraries.
- Jaskyte, K. (2004). Transformational leadership, organisational culture, and innovativeness in non-profit organisations. *Non-profit Management and Leadership*, 15(2), 153–168.
- Jimmieson, N. L., Armenakis, A. A., & Rafferty, A. E. (2013). Change readiness: A multilevel review. *Journal of Management*, 39(1), 110–135.
- Kangi, G. K. (2002). Measuring business excellence: Routledge *Advances in management and business studies*, 36–68. Taylor and Francis Group.

- Kasmi, Z. (2011). Talent a critical driver for corporate performance and competitive advantage. *International Journal of Multidisciplinary Management Studies*, 1(2), 151–161.
- Kaspary, M. (2014). Complex thought and systems thinking connecting group process and team management: New lenses for social transformation in the workplace. *Systems Research and Behavioural Science*, 31(5), 655-665
- Kent, T. (2007). Creative space: design and the retail environment. *International Journal of Retail & Distribution Management*, 35 (9), 734-745. Emerald Group Publishing Limited.
- Kopaneva, I., & Sias, P. (2015). Lost in translation: Employee and organizational constructions of mission and vision. *Management Communication Quarterly*, 29(3), 358-384.
- Korunka, C., Frank, H., Lueger, M., & Mugler, J. (2003). The entrepreneurial personality in the context of resources, environment, and the start-up process – a configurational approach. *Entrepreneurship Theory and Practice* 28(1): 23-42
- Kotter, J.P. (2007). *Leading change: Why transformation efforts fail*. Harvard Business Review.
- Kouzes, J., & Posner, B. (2012). *The leadership challenge* (5th ed.). San Francisco, CA: JosseyBass.
- Kramer, N.J.T.A. & De Smit, J. (1977). *Systems thinking: Concepts and notions*. Leiden: Martinus Nijhoff.
- Luftman, J.N. (2004). *Managing the information technology resource: Leadership in the information age*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Martin, C., & Tulgan, B. (2006). *Managing the generation mix: From urgency to opportunity* (2nd ed.). Amherst, MA: HRD Press.
- Miller, D. & Lee, J. (2001). The People make the Process: Commitment to Employees, Decision-Making and Performance, *Journal of Management*, 27: 163–189
- Mills, C (2002). Performance management under the microscope, Singapore Human Resources Institute, Singapore
- Negin, M, Omid.M & Ahmad, B.M (2013). The Impact of Organizational Commitment on Employees job performance. A study of Meli Bank. *International Journal of Contemporary Research in Business*. 5(5), 164-171.

- Nohria, J., Joyce, W., Roberson, B., (2003). What really works, *Harvard Business Review*, 81, 42-53.
- Piggot-Irvine, E. (2013). *Leading the organisation into change*. Unpublished manuscript. Victoria, BC, Canada: Royal Roads University.
- Rummler, G. a., Ramias, A. J., & Rummler, R. a. (2009). Potential pitfalls on the road to a process-managed organization (PMO), part 2: A road too much travelled. *Performance Improvement*, 48(5), 5–15.
- Schiama, G. (2009). The managerial foundations of knowledge asset dynamics. *Knowledge Management Research & Practice*, 7, 290-299.
- Schiama, G., Carlucci, D. & Sole, F. (2012). Applying a system thinking framework to assess knowledge assets dynamics for business performance improvement. *Expert Systems with Applications*, 39(9), 8044-8050.
- Sekhon, H., Al-Eisawi, D., Roy, S., & Pritchard, A. (2015). Service excellence in UK retail banking: Customers' perspectives of the important antecedents. *International Journal of Bank Marketing*, 33(7), 904-921.
- Senge, P. (2006). *The fifth discipline: The art and practice of the learning organisation*. New York, NY: Doubleday
- Shaked, H. & Schechter, C. (2013). Seeing wholes: The concept of systems thinking and its implementation in school leadership. *International Review of Education*, 59(6), 771-791.
- Sharma, M., & Kodali, R. (2008). Development of a framework for manufacturing excellence. *Measuring Business Excellence*, 12(4), 50–66.
- Sharma, M., Kodali, R. (2008). TQM implementation elements for manufacturing excellence. *The TQM Journal*, 20(6), 599-621.
- Shawqi, J., & Al-kharsha, Y. (2008). Leadership skills and role in the adoption of excellence strategy: analytical study in Jordanian banks, the paper scientific introduction to the first Arab conference perpetuate excellence and competitiveness in the public and private sector institutions, Amman: Arab Organization for Administrative Development.
- Spring Singapore. (2010). *Insights to business excellence*. Singapore: Bukit Merah Central.
- Sterman J. (2001) System dynamics modeling: tools for learning in a complex world. *California Management Review*; 43(4):8-25.

- Talwar, B. (2011). Business excellence models and the path ahead. *The TQM Journal*, 23(1), 21-35.
- Wang, L.C., & Ahmed, K.P. (2011). Energizing the organization: A new agenda for business excellence. *Measuring Business Excellence*, 5, 22-77
- Weinberg, G.M. (1975). *An introduction to general systems thinking*. New York, N.Y.: Wiley.
- Williams, C. (2007). Research Methods. *Journal of Business & Economic Research*, 5(3), 65–71.
- Zairi, M. (2005). TQM sustainability: How to maintain its gains through transformational change. *School of Management*, University of Bradford