
Creative Thinking and Organizational Excellence of Foods and Beverages Manufacturing Firms in Nigeria

Florence E. Wisdom and N. Gladson Nwokah
Department of Marketing, Rivers State University
Nwokah.gladson@ust.edu.ng

Abstract

The purpose of this study was to determine the effect of creative thinking on organizational excellence of foods and beverages manufacturing firms in Nigeria. The design of the study was survey design, and the population of the study was 47 foods and beverages manufacturing firms registered with the manufacturer association of Nigeria directory, Nigeria. Data was gathered using structured copies of questionnaire instrument. The tests for the hypotheses comprised of the used of the regression correlation statistical wherein it was observed that creative thinking has a strong significant effect on the measures of organizational excellence. The results from the analysis indicate that creative thinking is a significant antecedent of organizational excellence in the foods and beverages manufacturing firms in Nigeria. This study concluded that creative thinking significantly affects organizational excellence of foods and beverages manufacturing firms in Nigeria. Therefore, the study recommends that workers within the Foods and Beverages firms in Nigeria should be afforded platforms and mediums through which they can contribute their levels of creativity and ideas to harness the organization to build and enhance its levels of inventiveness and innovativeness through the integration of various groups and parties within the organization.

Introduction

Organizations in today's ever-changing and global business environment need to focus on creating new approaches to develop their businesses. Such approaches should provide confidence in the organization's ability to achieve long-term goals and sustained success. Organizational excellence represents one of the most recognized concepts which can assure such ability has been achieved in the organization (Jackson, 2009). Furthermore, organizational excellence has become the main concern of all business organizations during the era of globalization and has become the focus of many researchers, because the age of knowledge and information no longer recognizes the typical work governed by the functional and traditional specifications that prevailed in the old bureaucratic pyramid. Excellence and diversity of knowledge, diversity and subordinates, as the organization's achievement of outstanding performance requires its employees to move away from everything that is routine in the performance and behaviour of most organizations and the adoption of vital systems and strategic practices. Luftman (2004) defines organizational excellence as a quality process of the practices include self-evaluation to improve the effectiveness of the organization, its competitive position, the flexibility to work in it, the participation of all the users in each organization to work together in all sections through the understanding of all activities, work to remove the error, and to improve the process towards achieving excellence. The study of Harrington (2005) posits that excellent organizations are those that meet the conditions that set them apart from other traditional organizations in terms of: leadership, restructuring educational, and allow workers to participate, move flexibly and effectively, adopt a participation strategy, providing opportunities for the exchange of knowledge, information, strategy, and culture adapted. Porter and Tanner (2004) defines organizational excellence as the superiority of the organization to their counterparts, where this concept refers to an integrated system because of work

of the organization, in light of its interaction with elements of its internal and external environment, which led it to the uniqueness and superiority of positive impact on other organizations to reach their goals.

Jackson (2009) sees that the aim of organizational excellence is to develop a strong and capable workforce that have the capacity to produce goods and services which exceed the internal and external consumer's expectations, and meet consumer desires and to recognize the maker of the service or good in order to increase his awareness in an attempt to achieve the goal of the organization, which can be realized by launching the energies of creativity and innovation it has, without restricting it by the non-flexible policies and procedures, and providing a skilled leadership to guide workers, encourage the workers and communicate with them, as the strong workforce is considered a professional and skillful force that has huge capacities of creativity and innovation and that is able to adjust its practices in line with the accepted standards and improving them. Apparently, foods and beverage firms are more concern about their excellence than ever, given that their survival not only depends on what they are currently offering but also on their willingness to think strategically and improve on their current product and services (Ansari & Riasi, 2016). However, the study of creativity has a long track record (Hartley, 2005; Pratt, 2004). Most definitions of creativity agree that something new is at the core of creativity. A seminal work by May (1959) defined creativity as the process of bringing something new into birth. Contemporary definitions state that creativity is purposeful or useful. DeGraff and Lawrence (2002) defined creativity as a purposeful activity (or set of activities) that produces valuable products, services, processes, or ideas that are better or new. Similarly, creativity is defined as the production of original and useful ideas concerning products, services, processes, and procedures. Studies of individual creativity in a variety of settings (Nobel Prize winners, engineers, managers, and students) indicate that creative people share a particular group of personality traits. These people are generally self-confident, attracted to complexity, tolerant of ambiguity and intuitive. As a result, a variety of tools have emerged for measuring these characteristics. One of the most widely used and acknowledged scale among many other tools is including architects, mathematicians, research scientists, students in psychology and engineering, air force officers. Existing studies underline a variety of conditions necessary for nurturing individual creativity in general (Amabile, 1988; Woodman, Sawyer, Griffin, 1993, Shalley, 2000); particularly they suggest three major factors for individual creativity of members within organizations: expertise, creative thinking skill, and intrinsic task motivation (Amabile, 1997). Expertise refers to knowledge, proficiencies, and abilities of employees to make creative contributions to their fields.

However, a lot of corporate ventures and foods and beverage companies fail because the owners fail to think strategically, and this often leads to frustration and loss of time and resources to the owners (Ansari & Riasi, 2016; Riasi & Pourmiri, 2015). Also intending entrepreneurs are afraid to venture into corporate businesses because they cannot think creative and lack strategic orientation to survive during strong competition (Ansari & Riasi, 2016; Riasi & Pourmiri, 2015). From the above discussion, there have been studies in organizational excellence and creative thinking (Ansari & Riasi, 2016; Riasi & Pourmiri, 2015) Riasi & Pourmiri, 2016), and strategic financial decision making (Riasi, 2015) and also on organizational excellence. In spite of all these studies, no literature materials exist

on the influence of creative thinking on organizational excellence and its effects on manufacturing industry particularly those in Nigeria. This as such has substantial implications for the generalizability of results and hence specifies a gap in knowledge with regards to the availability of evidence on organizational excellence as expressed or manifested within the context of Nigeria. Furthermore, as earlier noted, most studies on organizational excellence addressed the variable as a single construct with little identifying its operational features – thus an evident gap in studies which have offered an empirical assessment of the variable within the context of Nigeria as well. This study therefore contributes through its specific anchoring of its investigation on the effect of creative thinking on organizational excellence within the context of Nigeria; thus, offering a unique perspective and position with regards to the study and knowledge of organizational excellence. The gap created by this information necessitates a further research study that determine the effects of creative thinking on organizational excellence in the foods and beverage sector of manufacturing firms in Nigeria.

- (i) How does creative thinking affect production excellence in the foods and Beverages manufacturing firms in Nigeria?
- (ii) How does creative thinking affect customer results in the foods and Beverages manufacturing firms in Nigeria?

Literature Review

Concept of Creative Thinking

Creative thinking in the context of experiential marketing, its influence is apparent. Schmitt (1999) distinguishes in various experiential models, whereby one model is described as creative cognitive experience. According to Adeosun and Ganiyu (2012) a creative cognitive experience can be described as an experience that is processed in a creative way by the act of thinking about this experience. The area of creative cognitive experience connects creative thinking with experiential marketing by designing experiences that address the customers in an intellectual way (Kazançoglu, 2014). A considerable amount of research has studied the antecedents of creativity of the individual members (Grewal, 2009). Hence, individual creativity refers to the implementation of creative ideas in an organizational context (Lumpkin and Dess, 2001). Creativity is basically describing as the development of ideas about practices, procedures, products, and/or services that are (a) novel and (b) potentially useful to an organization (Shalley, 2004). According to Proctor (1999) every form of strategic thinking requires creative thinking. Creative thinking can be regarded as a requirement for the creation of creative marketing measures (Yadin, 2001). Moreover, the skill to think creatively is a crucial ability of marketers and therefore it can be stated that marketing practitioners put their creative thinking skills into practice when designing marketing concepts (Fillis, 2000). This is also supported by Titus (2000) who even claims that marketing itself is a creative process. Therefore, any form of marketing benefits from creative thinking (Titus, 2000). Creativity is defined as the production of original and useful ideas concerning products, services, processes and procedures (Zhou and Shalley, 2003). Ideas are considered novel if they are unique relative to other ideas currently available in the organization. Ideas are considered useful if they have the potential for direct or indirect value to the organization, in either the short- or long-term. Given this definition, creativity could range from suggestions for incremental adaptations in procedures to radical, major breakthroughs in the development of new products (Shalley, Zhou and Oldham, 2004). Similarly, Sternberg and Lubart

(1999) state that creativity is the ability to produce work that is both novel and appropriate. Amabile (1998) claim that in business originality is not enough; to be creative and idea must also be appropriate; useful and actionable. However, creativity as the prerequisite for innovation is an important factor in contemporary organizations and part of business processes in various creative industries (entertainment, games development) but also in industries that first can be characterized as non-creative but that rely on creativity in processes such as marketing or product development (Allenbaugh, 2014). According to Kazançoglu (2014) preferably problem-solving experiences are utilized. The fact that both the design of problem-solving experiences and the solving of problems predominantly demand creativity, demonstrates the benefit that experimental learning derives from creative thinking (Runco, 1994). When not only observing creative cognitive experiential learning as a segment of experiential marketing, but the marketing form as a whole concept, the influence of creative thinking is also recognizable (Schmitt, 1999).

Organizational Excellence

Shawqi and Al-kharsha (2008) defines organizational excellence as quality process of the practices including self-evaluation to improve the effectiveness of the organization, its competitive position, the flexibility to work in, the participation of all the users in each sections of the organization to work together through the understanding of all activities and work on removing the error and improve the process towards achieving excellence. 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. Excellence in organizations requires effective managements, as managers need to change the traditional roles and to follow methods and behaviours that encourage the enhancement of the subordinates capacities to think on their own, to encourage them to put forward new and creative ideas and to encourage workers to respond to sources of knowledge in order to use that knowledge to make decisions or to influence others in a way that qualify them to play a more effective role in the knowledge innovation process (Elkhaldi, 2012). Also, this management must have the vision that can create an environment of participation, in addition to the creation of conditions that help in achieving excellence (Elkhaldi, 2012). Additionally, it requires a clear institutional strategy, an organizational structure that enhances the sense of responsibility, the development of skills, keeping the channels of communication open and directing and training workers, as workers are considered as the essential building block for improvement.

Vora (2013) argues that the implementation of business excellence requires proper change management, whereas the prerequisites identified by Bolboli and Reiche (2013) are organisational integration, suitable strategy, availability of external resources and knowledge, human factors and organizational adaptability. Sharma and Kodali (2008) stated that organisations, which targeted at customer satisfaction where all tasks, actions and procedures, are driven towards achieving customer happiness, which is unlike classical companies where cost and efficiency are dominant. It is essential to maximize the quality of the products and services offered, so firms must be obsessed with quality. This can be ensured by planning well for quality and by knowing the customers' needs. Customer loyalty

and customer value are mediated by customer satisfaction (Flint et al., 2011). Therefore, to achieve high performance and excellence, organisations must pay attention to their customers' satisfaction first and identify what needs to be done internally, such as investigating and measuring customer satisfaction, enhancing a customer responsive culture, implementing a reliable feed-back loop and continuous evaluation to ensure its success (Flint *et al.*, 2011).

Measures of Organizational Excellence

Production Excellence

Assen (2011) defines operational excellence as the design and management to maximize operating profits through continuous operation of an excellent production and delivery system that offering product and services to customers at right value. Dungan (2011) explained that operational excellence is a term that the operation is at the top level of performance and the organization has reached the highest operation can be. Operational excellence is not only about operation performance such as cost, time, quality, and flexibility metrics but also about how operation side of the business support the business growth. It also not just only includes of cost reduction and quality improvement but also need to be handle people and resources efficiently. Russell & Koch (2009) stated that operational excellence is about reaching the height of operational efficiency through doing things better, faster, and cheaper. Traditionally, operational excellence means optimizing business processes, production and manufacturing that aim to satisfy customer demand, improve quality and increase productivity and efficiency.

Miller (2014) posits that operational excellence is the continuously pursuit of better performance and effectiveness in all dimension of the organization. Operational excellence not only concern about production process, consistency and reducing waste but also concern in creating value through interaction performance of employees, customers and supply chain. Hence, operational excellence is not for perfection but to achieve the superior performance and profits by using a systematic approach which is focusing on people and implement the changes by involving customers, constantly innovating, operation continuous improvement and moving at optimal speed.

Customer Results

Harrington (2005) said that customer results such as satisfaction are a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance (or outcome) to expectations. However, it is in contrast with the research of Heras *et al.* (2012) which indicated that customer satisfaction is viewed as influencing repurchasing intentions and behaviour, which, in turn, leads to an organization's future revenue and profits. In the excellence culture, organization without the knowledge of perception and customer reviews is inefficient and incomplete (Mamaghani, 2010). In the excellence organization, customer defines the amount of excellence. In these organizations, understanding and impression of the customers about organizations have been recognized and organizations by

using some of indicators are trying to ensure their satisfaction. Customer satisfaction is a customer feedback in the form of evaluation after purchasing some goods or services compared with customer expectations. Customer satisfaction is measured by using the customer expectations with the performance of the goods or services that can meet the needs and desires of the customers (Luftman, 2004). A satisfied customer means that there are similarities between the performance of the goods and services with the hope of the customers, where it will encourage them to re-purchase the products. At the same time, a disappointed customer would persuade the other customers to not re-purchase and as a result, they will move to another brand competitor. Flint et al (2011) defined that customer result such as satisfaction is the extent to which a product's perceived performance matches a buyer's expectations. Customer satisfaction consists of several indicators, namely loyalty, satisfaction; repurchase interest, small desire to make a complaint, the willingness to recommend the product, and the reputation of the company (Harrington, 2005).

Empirical Review

McAdam and Keogh (2004) investigated the relationship between firms' performance and its familiarity with creativity/innovation and research. They found out that the firms' inclination to creativity/innovations was of vital importance in the competitive environments in order to obtain higher competitive advantage. Geroski (2005) examined the effects of the major creativity/innovations and patents to various corporate performance measures such as accounting profitability, stock market rates of return and corporate growth. The observed direct effects of creativity/innovations on firm performance are relatively small, and the benefits from creativity/innovations are more likely indirect. However, creativity/innovative firms seem to be less susceptible to cyclical sectoral and environmental pressures than non-innovative firms.

Again, Rosli and Evan (2013) analyzed relation between creativity and the level of small business revenue in America. The results show that there is a strong influence of creativity in the level of performance of Small and Medium-Size Enterprises. Despite the weak link they found, associated creativity with increased firm sales; and they argued that organizational creativity rather than technological creativity appeared to be the most vital factor for total sales (Lin, 2007). On the other hand, creativity/innovations increase sales by increasing product consumption and yield additional profit to firms (Johne, 2000). Moreover, in a recent empirical study on British firms showed that different types of creativity/innovations were found to be related to innovative performance (Oke, 2015). Joensuu-Salo, Sorama, and Kettunen (2015) and that of Langerak, Hultink and Robben (2004); posits that an innovative and creative thinking strategy has a direct positive significant influence on new product success. According to Subin, John and Workman (2004) the ability to generate and market creative ideas in new products success and related marketing programs in response to changing market needs is key to production process success of a firm. Kaliappen, Hilman and Abubakar (2017) on *the effects of innovative thinking, service quality and star rating system on Malaysian Hotel performance/excellence; that innovative thinking has a strong positive influence on service quality and effectiveness/excellence relationship*.

Gamage, Suwanabroma, Ueyama, Hada, and Sekikawa (2008), Samat, Ramayah, and Mat-Saad (2006) and Reeves and Bednar (1994) highlighted the importance of innovative thinking to better serve their customers by adopting the concept of strategic thinking to fulfill customers' needs and to absorb competitors' strengths to gain competitive advantage in the marketplace for better marketing and financial performance. Similarly, Zeithaml and Bitner (2003) in a developing stream of empirical research has found a strong relationship between innovativeness components and several measures of effectiveness, including profitability, employee retention, customer retention, productivity, satisfaction, innovation, sales growth, and new product success. Moreover, in a recent empirical study on British firms showed that different types of firm creativity were found to be related to innovative performance (Oke, 2015). This study, in line with the literature review, hypothesizes as follows:

H₀₁ Creative thinking does not significantly affect production excellence in the foods and beverages sector of the manufacturing industry in Nigeria.

H₀₂ Creative thinking does not significantly affect customer results in the foods and beverages sector of the manufacturing industry in Nigeria.

Research Methodology

The study employed cross-sectional survey design; the choice of the design also aligns with the choice of the quantitative methodology in the assessment of the variables given the social nature of the constructs involved in the study and their operations within non-contrived settings, it is in line with Punch's (2013) position that cross-sectional survey's support data collection and analysis formats that reflect correlational approaches to investigations. The population of this study was comprising of all the registered 47 Foods and Beverages firms in the Manufacturing Association of Nigeria directory fact book which has operational based Nigeria. The study employed the census approach. Four respondents were given copies of questionnaire and these making one hundred and eighty-eight (188) respondents in the study. Structured copies of questionnaire were used to generate primary data from the target population of the study. Content and face validity were utilized in validating the research instruments while the Cronbach alpha coefficients were used to test the consistency of items on the variable. The 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 Reliability Results

	Measures	Alpha Coefficients.
Variables	Creativity Thinking	0.981
	Production Excellent	0.976
	Customer Results	0.984

Source: Research survey, 2020

From the reliability results above showed that all the variables was affirmed to be substantially reliable The regression analysis formed the statistical tools for testing the research hypotheses of the study.

Results and Findings

There were 188 copies of questionnaire were distributed to respective respondents as explained in methodology. Out of which 175 were retrieved indicating 93.09% of the total distributed questionnaire. 6 copies of the retrieved copies of questionnaire were discarded while 169 copies of questionnaire represent 96.57% were accepted as useful in the presentation and were used for data analysis.

Test of Hypotheses

The correlation coefficient, the p-value, the t-value as well as the F-value are presented and analyzed to test the stated hypotheses of the study. Thus, hypotheses were stated taking creative thinking on a single measure of organizational excellence. The Decision rule in the test of hypotheses is to accept the null hypothesis where the t-calculated is less than (<) the t-tabulated 0.05 significance level. Thus, where t-calculated is greater (>) t-tabulated, then the null hypothesis is rejected, and the research hypothesis accepted.

H₀₁: Creative Thinking has no significant effect on production excellence as an aspect of Organizational Excellence of Foods and Beverages manufacturing firms in Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.980 ^a	.861	.960	1.11682

a. Predictors: (Constant), Creative Thinking

The (R-value =0.980) showed that the creative thinking has a strong effect on production excellence. The coefficient of determination (R²-value 0.861) showed that creative thinking explains 86.1% variance on production excellence while remaining 13.9% could be due to the effect of extraneous variables.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.028	.395		10.199	.000
	Creative Thinking	.872	.014	.980	63.859	.000

a. Dependent Variable: Production Excellence

Table 2 showed that creative thinking has a calculated t-value of 63.859 and a corresponding sig. value/probability value (PV) of 0.000. From the decision rule, since t-calculated = 63.859 > t-tabulated _(0.05, 167) = 1.96; then the null hypothesis is rejected; and therefore, there is a significant effect of creative thinking on production excellence and that creative thinking has a positive significant effect on production excellence as an aspect of organizational excellence of Foods and Beverages manufacturing firms in Nigeria.

H02: Creative Thinking has no significant effect on customers’ results as an aspect of Organizational Excellence of Foods and Beverages manufacturing firms in Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.758	.958	1.22704

a. Predictors: (Constant), Creative Thinking

The (R-value =0.979) showed that the creative thinking has a strong effect on customer results. The coefficient of determination (R²-value 0.758) showed that creative thinking explains 75.8% variance on customer results while remaining 24.2% could be due to the effect of extraneous variables.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.284	.434		5.263	.000
Creative Thinking	.925	.015	.979	61.710	.000

a. Dependent Variable: Customer Results

Table 3 shows that creative thinking has a calculated t-value of 61.710 and a corresponding sig. value/probability value (PV) of 0.000. From the decision rule, since $t_{\text{calculated}} = 61.710 > t_{\text{tabulated}} (0.05, 167) = 1.96$; then the null hypothesis is rejected; and therefore, there is a significant effect of creative thinking on customers’ results and that creative thinking has a positive significant effect on customers’ results as an aspect of organizational excellence of Foods and Beverages manufacturing firms in South-South, Nigeria.

Discussion of the Findings

The results of first hypothesis showed that creative thinking has a significant positive effect on production excellence of Foods and Beverages manufacturing firms in Nigeria. The findings agreed with the findings of Kanovska and Tomaskova (2012), Joensuu-Salo, Sorama, and Kettunen (2015) and also that of Langerak, Hultink and Robben (2004); that an innovative and creative thinking strategy has a direct positive significant influence on new product success. According to Subin, John and Workman (2004) the ability to generate and market creative ideas in new products success and related marketing programs in response to changing market needs is key to production process success of a firm. On the second hypothesis, the result showed that creative thinking has a significant positive effect on customers’ results of Foods and Beverages manufacturing firms in Nigeria. This agreed with the study of Kaliappen, Hilman and Abubakar (2017) on the effects of innovative thinking, service quality and star rating system on Malaysian Hotel performance/excellence; that innovative thinking has a strong positive influence on service quality and effectiveness/excellence relationship.

Gamage, Suwanabroma, Ueyama, Hada, and Sekikawa (2008), Samat, Ramayah, and Mat-Saad (2006) and Reeves and Bednar (1994) highlighted the importance of innovative thinking to better serve their customers by adopting the concept of strategic thinking to fulfill customers’ needs and to absorb competitors’ strengths to gain competitive advantage in the marketplace for better marketing and financial performance. Similarly, Zeithaml and Bitner (2003) in a developing stream of empirical research has found a strong relationship between innovativeness components and several measures of effectiveness, including profitability, employee retention, customer

retention, productivity, satisfaction, innovation, sales growth, and new product success. The evidence from the analysis showed that creative thinking significantly impacts and contributes towards the outcome of organizational excellence. The positive correlation between creative thinking and the measures of organizational excellence demonstrate the importance of creativity, from all levels and the organizations capacity for harnessing such for its own advantage and benefit. Palus and Horth (2002) noted that a shared space is important for encouraging creativity in groups. Many organizations today hardly address issues related to creativity and its processes within the workplace; thus, delimiting the extent of their own capacities and inventiveness. For example, most organizations are becoming aware of the need to tap into the creative content of their human resource and have over the years devised severally means and platforms for such, one of which includes the creation of space as a place for socializing and leisure, as they provide an important medium for communication and interaction. Such space affords workers and groups the opportunity to engage in co-creation and stimulate peer-to-peer communication (Kent, 2007). Gundry, Kickul and Prather (cited in Kent, 2007) conclude that in different contexts researchers have identified creative thinking as important for the innovativeness of the organization and the development of outcomes that meet both service and operational standards.

Conclusion and Recommendations

It concluded that creative thinking has a strong influence towards organizational excellence thereby enhancing outcomes such as production excellence and customer results. The findings suggest that through creative thinking, workers turn out to be more innovative, vision oriented and open to changes and policies prone. It further showed that leaders stand to benefit more through their engagement and involvement in creative thinking as most corporate strategies improve the level of creativity and innovative capability of leaders and business partners in the corporate world. Based on the conclusion of this study, it recommends that workers within the Foods and Beverages firms in Nigeria should be afforded platforms and mediums through which they can contribute their levels of creativity and ideas to harness the organization to build and enhance its levels of inventiveness and innovativeness through the integration of various groups and parties within the organization.

References

- Adebanjo, D. (2001), TQM and business excellence: Is there really a conflict? *Measuring Business Excellence*, 5(1), 37-40.
- Ahiauza, A. I., & Asawo, S. P. (2016). *Advanced Social Research Methods*. Port Harcourt: CIMRAT Publications.
- Al-Hilali, E. & Ghabor, A. (2013). Excellence and the entrance requirements management application in Mansoura University, *Journal of the future of Arab education*, 20(83), 23-40.

- 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.
- 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.
- Dahlgaard-Park, S.M. (2011). Quality management: Where are you going? *Total Quality Management and Business Excellence*, 22, 493-516.
- 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
- Gelderen, M. V., Frese, M., & Thurik, R. (2000). Strategies, uncertainty and performance of small business start-ups. *Small Business Economics* 15(3): 165-181
- Gilgeous, V. (1997). *Operations and Management of Change*. London: Pitman, 34.
- Glesne, C. (2011). *Becoming qualitative researchers: An introduction* (4th ed.). New York, NY: Longman.
- Goldsmith, M. (2003). Try feedforward instead of feedback. *The Journal for Quality and Participation*, 26(3), 38-67
- 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.
- Kramer, R. M. (1999). Trust and distrust in organisations: Emerging perspectives, enduring questions. *Annual Review of Psychology*, 50, 569–598.
- Landau, D., Drori, I., & Porras, J. (2006). Vision change in a government R&D organization. *The Journal of Applied Behavioral Science*, 42(2), 145-171.
- Latham, GP & Pinder, CC (2005). Work motivation theory and research at the dawn of the twenty-first century, *Annual Review of Psychology*, 56, 485-516
- 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.
- Martz, W. (2013). Evaluating organizational performance: Rational, natural, and open system models. *American Journal of Evaluation*, 34(3), 385-401
- Mizik, N., & Jacobson, R. (2003). Trading off between value creation and value appropriation: The financial implications of shifts in strategic emphasis. *Journal of Marketing* 67(Jan): 63-76
- Naser, S (2007). Exploring Organizational Commitment and Leadership Frames within Indian and Iranian Higher Education Institutions. *Bulletin of Education and Research*. 29(1), 17 – 32.
- Oshry, B. (2007). *Seeing systems: Unlocking the mysteries of organisational life*. San Francisco, CA: Berrett-Koehler.

- Palus, C. J., & Horth, D. M. (2002). *The leader's edge: Six creative competencies for navigating complex challenges*. Jossey-Bass
- Piggot-Irvine, E. (2013). *Leading the organisation into change*. Unpublished manuscript. Victoria, BC, Canada: Royal Roads University.
- Porter, L., & Tanner, S. (2004). *Assessing business excellence*, 2nd ed., Elsevier Butterworth-Heinemann.
- Punch, K. F. (2013). *Introduction to social research: Quantitative and qualitative approaches*. SAGE Publications.
- 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.
- Schiuma, 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.
- 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). TQM implementation elements for manufacturing excellence. *The TQM Journal*, 20(6), 599-621.
- Wang, L.C., & Ahmed, K.P. (2011). Energizing the organization: A new agenda for business excellence. *Measuring Business Excellence*, 5, 22-77
- Zairi, M. (1999). Managing excellence: Policy and strategy. *TQM Magazine*, 11(2), 74–79.