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**BUSINESS EXCELLENCE MODEL AND ITS IMPACT ON  
ORGANIZATIONAL PERFORMANCE**

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**Business Excellence Model and Its Impact on  
Organizational Performance**

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## ABSTRACT

Business Excellence Model (BEM) was first introduced in Malaysia in the 90s by the Malaysia Productivity Corporation (MPC) through the Quality Management Excellence Award (QMEA) and Prime Minister Quality Award (PMQA) whereby the model is used as a criterion for the assessment of organization's excellence. Criteria contained in the model are referred to as the principles of Total Quality Management practices and also the criteria for the Malcolm Baldrige Excellence Award. The objective of this study is to examine the impact of Business Excellence program implementation with the practices of Business Excellence Model (BEM) on the organizational performance. Specifically, the study aims to analyze the relationship between the six dimensions of the BEM namely leadership, planning, information, customer, people and process with organizational performance. The samples in this study comprised of organizations that have been involved in the Business Excellence program and has been recognized as "Malaysia Productivity Innovation Class (MPIC)" by the Malaysia Productivity Corporation (MPC). Through statistical analysis conducted in this study, it was found that five dimensions in the Business Excellence Model have a positive and significant influence on the organizational performance. Discussions elaborated on the importance of Business Excellence Model in predicting organizational performance. Theoretical and practical implications, limitations, recommendations and conclusion are also brought to fore.

**Keywords:** *Business Excellence Model, Organizational Performance, Total Quality Management, MPIC Organizations*

## ABSTRAK

Model Kecemerlangan Organisasi mula diperkenalkan di Malaysia sekitar tahun 90an oleh Perbadanan Produktiviti Malaysia (MPC) melalui program Anugerah Kecemerlangan Pengurusan Kualiti (AKPK) dan Anugerah Kualiti Perdana Menteri (AKPM) di mana model ini digunakan sebagai kriteria bagi penilaian kecemerlangan sesebuah organisasi. Kriteria yang terdapat di dalam model ini adalah dirujuk kepada prinsip-prinsip amalan Pengurusan Kualiti Menyeluruh dan juga kriteria Anugerah Kecemerlangan Malcolm Baldrige. Objektif kajian ini adalah bertujuan untuk mengkaji impak pelaksanaan program Kecemerlangan Perniagaan yang menggunakan Model Kecemerlangan Perniagaan, ke atas prestasi organisasi, dan secara khususnya untuk menjalankan penganalisaan ke atas hubungan di antara enam dimensi model kecemerlangan tersebut iaitu kepimpinan, perancangan, maklumat, pelanggan, manusia dan proses dengan prestasi organisasi. Unit sampel yang digunakan dalam kajian ini adalah terdiri dari organisasi yang pernah terlibat di dalam program Kecemerlangan Perniagaan dan telah diiktiraf sebagai “Malaysia Productivity Innovation Class (MPIC)” oleh Perbadanan Produktiviti Malaysia (MPC). Analisis statistik menunjukkan bahawa lima dimensi dalam Model Kecemerlangan Perniagaan mempunyai pengaruh yang positif dan signifikan kepada prestasi organisasi. Perbincangan kajian menjelaskan kepentingan Model Kecemerlangan Perniagaan dalam menentukan prestasi organisasi. Implikasi teoretikal dan praktikal kajian ini serta limitasi kajian, cadangan dan penutup juga dinyatakan.

**Kata kunci:** *Model Kecemerlangan Perniagaan, Prestasi Organisasi, Pengurusan Kualiti Menyeluruh, Organisasi MPIC*

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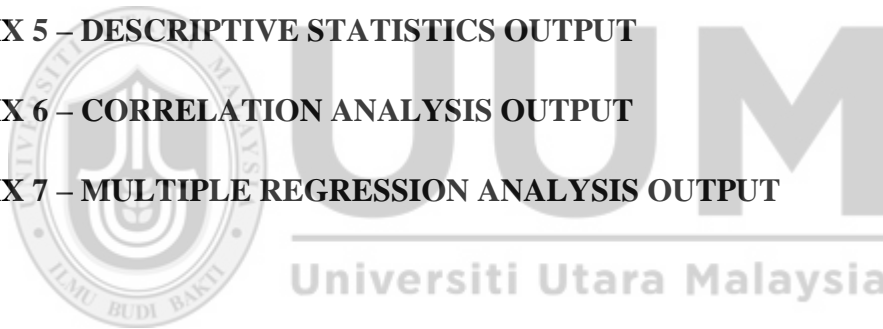
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## LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
BEM	Business Excellence Model
TQM	Total Quality Management
MPC	Malaysia Productivity Corporation
MPIC	Malaysia Productivity Innovation Class
SPSS	Statistical Package of Social Science
KMO	Kaiser-Mayer Olkin



# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter provides a brief description of background of the study, an overview of the Business Excellence, problem statement, research questions, research objectives, the framework of this study, the significant of the study, scope of the study and the definitions of key terms used in this study.

### **1.2 Background of the Study**

Nowadays, in the world of business globalization, the business environment scenario is becoming increasingly competitive, innovative and dynamic. This situation directly creates various challenges that must be faced and overcome by the business organizations in order to remain competitive. In a competitive market, quality is a major demand and critical factor for companies to survive in the growing global market place. Therefore the concept of quality management has been developed due to the extension of intense global competition (Zakuan, Yusof, & Shamsudin, 2007). Due to this situation, organizations need to find and practice any improvement program that can assure and provide them with any aspect of innovation and quality improvement, increase productivity levels of resource utilization, improve customer satisfaction, and enhance profitability. Thus, organizations will be able to remain competitive in terms of their organizational performance. Reed, Lemak and Mero (2000), stated that it is a growing number of companies have applied quality management practices for their strategic foundation in order to generate a competitive advantage and improving performance.



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