

Creating Outcomes, Organizational Excellence, and Cultural Innovation

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This issue of *Performance Improvement Quarterly* contains three scholarly articles that provide a well-rounded view of issues related to the performance improvement field. Samani, Rasid, and Sofian examine how a new model of open-plan office work environment perceptions on the individual level affect creative outcome. Environment satisfaction and social interaction was analyzed through partial least squares of structural equation modeling. A total of 238 programmers and designers were studied using a survey questionnaire. Findings showed that personal control over the work environment had a significant effect on individuals' satisfaction within the work environment, social interaction, and through creative outcome, while environmental distraction showed no effect on creative outcome. The authors conclude with explaining how this information can be used to affect work behavior and outcomes.

Sadegh Amalnick and Abdolhossein Zadeh study both customer relationship management (CRM) and organizational excellence (OE) in three tasks involving the relationship, viewpoint, and performance between the two. The sample was retrieved from two major international airports within Iran. Results were obtained utilizing path analysis, data environment analysis, and t-test from the results of the distributed questionnaire. The authors also discuss utilizing additional cases outside of the two airports, whether service or manufacturing, to further the study research.

Danks, Rao, and Allen's part two of their validation study on an Innovation Quotient instrument seeks to help organizations differentiate themselves in the competitive market. Utilizing Rao's and Weintraub's Innovation Quotient instrument, a two stage split sample design of 19,781 participants completed the 54 item questionnaire to evaluate the validity and reliability of the Innovation Quotient instrument. While this study

did correct for tests utilizing Harman's test, a common method effect, the authors stress that future studies continue to improve by employing both survey design and sampling remedies to evaluate, reduce, and better interpret common method effects:

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Continuous Improvement

If you have any input or suggestions or want to be involved with *PIQ*, please contact:

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