

Influence of Organisational Factors on Quality Performance: Critical Review on Moderating Role of Organisational Culture

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Abstract

Purpose: The aim of this study is to provide a conceptual model that links several key variables including employee empowerment & involvement, communication, and teamwork of organisational factors (OF) and organisational culture (OC) to enhance quality performance (QP) of Hong Kong watchmaking industry.

Design/methodology/approach: Literature review was conducted extensively, and the approach employed was conceptualized into a proposed conceptual framework.

Findings: A conceptual framework was suggested in this paper to enhance QP of Hong Kong watchmaking industry through employee empowerment & involvement, communication, and teamwork of OF, and a moderator OC. The literature review was performed extensively to provide two hypotheses including 1) the OF-QP relationship, and 2) the OF-QP relationship through the moderator OC.

Research limitations/implications: More opportunities were provided in this study for researchers to expand further the research in QP of Hong Kong watchmaking industry on the basis of the theories from Hofstede's cultural dimensions in the organisations.

Practical implications: The study attempted to explore good employee empowerment & involvement, communication, and teamwork together with strategic OC to enhance QP of Hong Kong watchmaking industry.

Originality/value: According to this study, the moderator OC for the OF-QP relationship can be expected to enhance QP of Hong Kong watchmaking industry since OC moderates the OF-QP relationship. In this connection, the study is significant with both theoretical perspective and practical perspective. A research gap is existed to find out a moderating role of OC in the OF-QP relationship.

Keywords: Quality Performance, Organisational Factors, Organisational Culture

1 INTRODUCTION

Hong Kong watchmaking industry is mainly in the middle segment and focuses on the original equipment manufacturers (OEM) production, although some have expanded into the original design manufacturer (ODM) and even the original brand manufacturer (OBM). OEM customers usually buy Hong Kong watches because of their quality and reasonable price, as well as value-added services including but not limited to after-sales service, which Hong Kong watch companies can always offer. Consumers' pressure on high watch prices and low costs in mainland China have forced Hong Kong watchmaking industry to relocate the labour demanding production facilities to mainland China for reducing production costs. Furthermore, it is becoming increasingly difficult to attract younger workers working in Hong Kong manufacturing sector. As for the most expensive watches, some watchmakers still have manufacturing facilities in Hong Kong. Recently, production costs in mainland China have increased, and the status of Hong Kong watches should be further enhanced.

New changes in the market environment require quick reactions to rapidly changing needs and global competitiveness. A sustainable business development of Hong Kong watchmaking industry launched several proposals to improve manufacturers' overall performance, including strengthening QP. Hong Kong watch business is highly relied on the OEM and ODM businesses, hence the company's core competency is based on good QP (HKPC, 2019). In this regard, Hong Kong watch manufacturers obtained ISO 9000 certification to strengthen its quality management system (QMS) and improve its QP. Quality practices range from the adoption of ISO 9000 international quality standard, quality control circle, statistical process control (SPC), Kaizen, total quality management (TQM), 5S, re-engineering and other quality improvement strategies that have been rapidly developed and implemented in recent years. Many watch companies improve their QP. Regarding these issues, Hong Kong watchmaking industry strengthens QP of watches and watchmaking products via SPC, 5S, TQM, Kaizen, and ISO 9000 etc.

There are many factors within an organisation that affect QP. The impact of management initiatives on QP results indirectly from the improvement of organisational processes. TQM with different components differs from company to company. However, most companies implement TQM with a culture-based quality management approach to improve QP (Bouranta et al., 2017). Desirable goals and human values differ in importance (Ferdowsian, 2016). A culture of quality means sharing motivations, values, and beliefs from shared experiences (Wu, 2015). Most organisations focus on QP managed by QMS and TQM, but OC should also be considered as a key factor influencing QP. Researchers have found positive associations between QP and internal quality practices (Lee et al., 2003; Kaynak, 2003; Goldstein et al., 2012; Jayaram et al., 2013; Parvadavardini et al. 2016). TQM focuses on continuous customer satisfaction or total customer satisfaction. Organizations execute TQM to add competitive advantage on customer satisfaction, profitability, productivity, and quality. Academics have conducted several research on the TQM-QP relationship (Abdullateef et al., 2013; Wickramasinghe et al., 2014; Parvadavardini et al., 2016; Bouranta et al., 2017). Their literature implied that TQM positively influences QP, but TQM alone cannot create higher QP organisation. The impact of a particular OF on the desired organisational outcomes affects the effectiveness of the organisational processes in delivering QP outcomes. QP is enhanced in conjunction with employee empowerment & involvement, communication, and teamwork of

OF (Chaudhry et al., 2016; Rahman et al., 2018). In order to focus on customer satisfaction, the QMS quality policy should be defined to make the organizations more customer focused. OC encompasses all the institutionalized ways, beliefs, norms, and values that govern an organisational behaviour. This study aims to examine, through a critical review, the moderating role of OC in the OF-QP relationship. Although QP plays an increasingly important metric, few research can be searched to find correlations with QP, OF, and OC, it motivates the use of perception of the reality of the object in quality management. Empirical studies examine the OF-QP relationship with existence of the moderator OC. Although most behavioural theories have been developed, relatively few research has been done to examine the validity of these theories in other cultural studies contexts (Hue 2007). However, it is considered essential as most behavioural theories are rooted in psychology and closely related to cultural values (Bjørnstad et al., 2017; Kubicek et al., 2017).

2 LITERATURE REVIEW

2.1 Quality Performance

Liu and Xu (2006) pointed out that QP reflects customer service, reliable products, consistency, completeness, compliance with standards, and avoidance of waste. QP also refers to how manufacturers meet specifications (Kristal et al., 2010). Following Juran and Godfrey (1998), QP refers to product features that meet customer needs. Researchers are interested in the relationship between quality outcomes, including financial performance, and internal quality practices (Kaynak, 2003; Goldstein and Iossifova, 2012; Jayaram et al., 2013). A company's quality objectives affect QMS, or the quality practices it employs. These quality practices extend to the adoption of ISO 9000 international quality standard, SPC, 5S, TQM, Kaizen, re-engineering, and other quality improvement approaches to improve QP (Lee et al., 2003; Parvadavardini et al., 2016). Quality is conceptually very attractive (Wilkinson and Willmott, 1996) but difficult to state (Garvin, 1991). The QP measurement is widely recognized as an important element (Parthiban et al., 2011; Psomas et al., 2014; Elkanayati et al., 2019; Alkhaldi et al., 2021).

QP influences production and marketing performance (Sousa et al., 2002; Parvadavardini et al., 2016). In manufacturing, improving QP leads to increased effectiveness, efficiency, reliability, and flexibility, as well as decreased scrap, rework, and waste (Kaynak, 2003; Zu et al., 2008). The suitability of products and services is an effective and important aspect to measure quality (Wu, 2015). In order to facilitate customer needs assessment, we may identify customer requirements to improve the quality of our products and services. (Zu et al., 2008; Adem et al., 2020).

Parvadavardini et al. (2016) stated that QP of an organisation consists mainly of customer satisfaction, percentage of item defective and quality cost. It was composed of *cycle time*, *customer complaint*, *defect rate*, *delivery time*, *rework*, *productivity*, *annual inventory turnover* and *capacity utilisation*.

2.2 Organisational Factors

Hamilton and Chervany (1981) supported to examine the effect of QP. They thought that the management initiatives impacting on QP is indirect via the organizational improvement processes. Thus, the effectiveness of organizational processes influences the impact of specific OF on the desired outcomes (Hamilton and Chervany, 1981).

2.2.1 Employee Empowerment and Involvement

Employees are given not much authority and responsibility for making decision in the past. In order to improve the product quality, procedure, and service etc., they are welcome to participate and contribute to the management. Employee empowerment implies information sharing process, problem-solving power, and decision-making with employees to achieve quality improvement. Participatory empowerment and self-management are two basic strategies for helping management (Dimitriadis, 2000). With participatory empowerment, the management eventually decides if employee advice is valuable to a company. It is to facilitate to develop and implement schemes for receiving employee advice and setting up of quality control circles. Accountability, responsibility, and authority are given to the employees in order to recommend quality improvement solutions as well as implement confirmed decision. The self-managed teams are their well-known application (Dimitriadis, 2000). The effectiveness of QP influences the employee empowerment of OF on desired organisational outcomes (Mellat-Parast, 2013; Ballangrud et al., 2019; Adem et al., 2020).

Employee involvement is an academic exploration and a broad study. It is conceived as a process of fostering a sense of mental belonging within members of an organization via employee taking part in handling information, making decision, and/or solving problem. Employee involvement can be performed as workplace engagement consists of ongoing programs that employees play a formal role to make decisions about workplace matters; participate in consultations, such as quality control circles and employee advice groups, where management consults employees when they are involved in making decision; representation that workers elect members of staff council or board of directors representing their own benefits and profit sharing (Lawler, 1995). Employee empowerment and involvement means improving QP and sharing information in management, making decision, and solving problem with employees in improvement of quality and promoting psychological ownership among members in an organisation. It is understood as a process of developing sensitivity. (Mellat-Parast, 2013). Employee involvement of OF to the desired outcomes is affected by the process effectiveness of organisations, particularly QP (Mellat-Parast, 2013; Ballangrud et al., 2019; Adem et al., 2020).

2.2.2 Communication

It is well known that communication influences crucial decisions for the best teams (DeWine, 2000). Communicators view the role in leadership that are important than executives and are overwhelmed by a lack of recognition from upper management, job details and performance metrics that often lead to complaints (Tench et al., 2017). Communicators rarely document how departments contribute to the organisation via strategic thinking and alignment (Brønn, 2014; Zerfass et al., 2018). Scholars focus on making decision and solving problem in management teams, but communication is treated as a variable by which these teams are formed (Gibbs et al., 2008).

Communication is the process of creating the social world, not just passing information (Pearce, 2007). When it is integrated into process management, a culture of open two-way communication leads to the propagation of relevant benefits. These benefits include improved employee attitudes towards organisational life, increased employee accountability, teamwork, motivation, and training. (Chang, 2006). It is important in quality management, and it is one of

the management issues of quality management between manufacturing industry and service industry, and its role is evaluated through empirical research. Communication of OF on desired organisational results influences the effectiveness of organisational processes, especially QP (Mellat-Parast, 2013; Ballangrud et al., 2019; Lee, 2021; Koo et al., 2022).

2.2.3 Teamwork

High-performance teams are not automatically converted. They are born, fed, and led. It takes much hard work to combine with different personalities and skills to become a visionary leader. Differential behaviour seems to indicate teamwork, as shown by several studies on organizational goals, unity, roles and rules, communication, and trust. The relative importance of each activity depends on the nature and circumstances of the relationship. Dependence refers to the problem of how individual events are determined. At least in part because of the behaviour of other team members, effective interpersonal communication is essential to the effective functioning of team engagement. Every team needs an effective communication network. Code for communication is developed for such purpose. Discipline and concrete goals express common happiness. In role-based teams, this concept can be broken down into two sub-concepts: social cohesion and role cohesion. Social cohesion refers to the institutional relationships that unite members. But interpersonal attraction is the most important form in groups. Organizational collaboration refers to how team members' skills and abilities are combined to achieve results. It is important that all team members understand the goals of the team, listen carefully, and receive feedback.

Organizations are more complex than ever before, and it's not uncommon for someone to work across multiple regions and multiple organizations. Teamwork is one of the most important tools for achieving goals in any field, genre, or activity. It is also one of the most important elements of a continuous improvement system, such as information sharing, problem solving, and employee development (Cooney & Sohal, 2004). Adebajo and Kehoe (2001) found that the failure of many companies to succeed or to work is a major obstacle to long-term business success. There are authors who encourage the adoption of TQM. A major cause of failure is the inability to know what to implement and how to implement these changes. Without leadership, many organizations face greater challenges in achieving the optimal balance between teamwork and customer focus. To strengthen the connection and involvement of the activity, the leaders address each team in their competence, so that the statements of the missions, vision and values of each person associated with the company are returned. New dynamic ideas have emerged through this larger study that explain shifts in institutional thinking and behaviour and offer hope. The challenge of a senior leader is to proactively create an environment that fosters care and mission. Employees in the industrial or public sector generally see themselves as dependent on organizational change (Kanfer et al., 2001).

2.3 Organisational Culture

Culture includes plans, rules, and instructions (Geertz, 1973) or patterns of thought, emotion, and reaction used to direct behaviour (Kluckhohn, 1954, 1962). Culture encompasses past functions, beliefs sharing, frames of mind, rules, roles, and values found from speakers with different languages who lived in a particular geographic region during the same history (Triandis, 1994). Values are enduring beliefs of a particular type to guide people's living (Rokeach, 1973). Shared beliefs are supportable and preferable (Neal et al., 2006). A broader tendency of individuals to prefer certain situations over the others (Hofstede, 1980). A belief is a representation of the information a person has about objects. Schwartz (1994) describes

human values as goals of varying importance that guide people's living, as defined by Rokeach (1973). There are a large number of values that differ between cultures and several taxonomies have been developed (Hofstede, 1980; Rokeach, 1973; Schwartz, 1994). Culture is part of organizational studies. Although there are various definitions of OC, there is concurrence in literatures that OC mirrors and are formed by organizational members' values, viewpoints, and expectancies (Goffee and Jones, 1996; Lahiry, 1994; Schein, 2004). The underlying assumptions of unconsciousness within an organisation is approached as a model (Schein, 2004) and observed through shared behaviours and artefacts (Rousseau, 1988). OC affects both the organisational level and the employee level. It has been described in many ways as an essential force in an organization being successful or failed (Goffee and Jones, 1996).

Hofstede's taxonomy is based on his works. He derived four factors from his study that become the taxonomy's dimensions. Hofstede (1991, 2001) added 5th dimensional indicator in culture on the basis of Confucianism. This is what is said to be a long list versus a short list of work ethical and social culture factors involved in a large-scale job. Finally, research by Hofstede and Minkov (2010) produced 6th dimensional index in culture entitled indulgence versus restraint index. The 6th dimension of the model is indulgence versus restraint (Hofstede, 2010). Indulgent societies are tolerant and free to meet human needs, while restrictive societies have more restrictive norms, regulations, and controls. It inhibits the gratification of desire (Hofstede, 2010). Different dimensions can affect processing knowledge in an organisation. For example, individualistic culture values individual achievement, while collectivistic cultures value collective achievement more. One possible implication is that knowledge sharing may be more difficult in individualistic cultures. In fact, knowledge is a source of power and is often viewed as a tool for personal success. Conversely, in a collective culture, knowledge sharing can be facilitated if it is interpreted as beneficial to the group. Individuals act to maintain group harmony. Similarly, even in higher masculine (i.e. competitive) cultures, knowledge sharing can be more difficult when competition is between individuals within an organisations (Kumar, 2018; Jajja, 2019; Arghode, 2021; Adeshola, 2022).

Zeqiri & Alija (2016) built on the works of Hofstede (1998) and examine the cultural role in organisations as a behavioural enabler. They followed the six dimensions suggested by Hofstede (1998). More consultants begin touting the importance of leaders developing their own organisational culture.

3 UNDERLYING THEORY AND PROPOSED CONCEPTUAL FRAMEWORK

3.1 Hofstede's Cultural Dimensions Theory

OC is described as part of the organisational environment. Culture is the set of ideas that distinguish members of one group of people from members of another (Hofstede, 1980). Team planning is based on values that is representatives of cultures around the world having the same taste (Hofstede, 1980). Hofstede (2001) describes culture as a set of mental programs that separate one group or class of people from members of another group or class. Previous studies have used multiple frameworks to analyse cultural factors (Hofstede, 2011). Hofstede's attitude speaks for his clarity and frugality when it comes to culture. Hofstede compares and contrasts with other forms of culture as well as the degree of similarity between them. This theory preserves the properties of Hofstede's dimension and optimizes its use (Hofstede 2006, 2010).

Hofstede (1998) surveyed 20 organisational units in 10 different companies. Hofstede (1998), after extensive interviewed and a detailed survey of 1295 workers, suggested that

oversizing can be explained in six dimensions. 1st dimension is named “process-oriented versus results-oriented”. Employees (process-oriented) are risk-averse and view their work life the same, as well as put little effort into their work. In contrast, employees (result-oriented) are fully involved in the work and enjoy every day as a new challenge even in the unknown. 2nd dimension is named “job-oriented versus employee-oriented”. Features like benefits and considering the thoughts of others are important in an employee-oriented organisation, but in a job-oriented, success is hindered even when benefits have to be offering. Regarding 3rd dimension, “professional versus parochial”, employees recognize that their behaviour at work and in their leisure is determined by the organisational norms of their ecclesiastical culture. Social and family background are considered to be as important as professional skills when recruiting talent. Professionally, hiring decisions are based solely on job performance. 4th dimension is named “open systems versus closed systems”. With open culture, organisations and their staff are unbarred to foreigners and strangers, allowing most to integrate. 5th dimension is named “tight versus loose control”. In a relaxed culture, meeting without limits and staff are allowed to joke about the company and costs are not considered. Employees in tightly controlled departments think their department that is cost conscious, adheres to strict meeting schedules, etc. The last dimension is called “pragmatic versus normative”. A prescriptive culture is one that emphasises organisational procedures, high standards of business ethics, and integrity. Practical units emphasise meeting customer needs and outcomes through a pragmatic approach to business procedures and ethics (Murphy, 2020; Tetteh, 2021; Adeshola, 2022; Seno, 2022; Sun, 2022).

3.2 Proposed Conceptual Framework

The literature review related to the conceptual model is a solid foundation for the development of conceptual framework. A review of the literatures identifies variables such as OF and OC to determine QP for Hong Kong watchmaking industry, as determined in previous findings. This, along with connections that is conceptualised, formed the conceptual framework. The conceptual framework describes the extent of relationships between variables, explains the theory behind those relationships, and explains the extent of relationships. The conceptual framework also provides a logical basis for developing testable hypotheses.

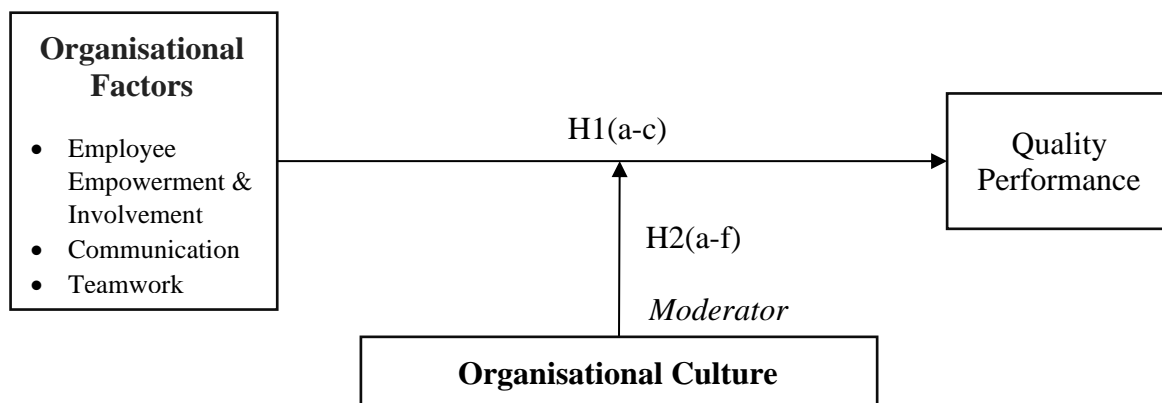


Figure 1. Proposed Conceptual Framework

This study attempts to conceive a QP model for Hong Kong watchmaking industry that can be influenced by OF and OC. OC is suggested for connecting OF and QP of Hong Kong

watchmaking industry. To study and discuss the properties and the purpose of this study is to better understand the relationship between the variables that are shown in Figure 1.

3.3 Hypotheses Development - The Relationship between OF and QP

Employee empowerment and involvement of OF enhances QP. In particular, the knowledge and professional participation of the information management process, the competence of employees, the ability to make decisions, the ability to solve problems with employees in the process of continuous quality improvement, and the psychological aspects of organizational members (Mellat-Parast, 2013). It is expected that employee empowerment and involvement of OF enhances QP by providing individuals and groups within the organization with the knowledge they need to fulfil their roles.

Communication of OF within an organisation enhances QP. Communication is necessary for efficient and effective performance. Two-way communication in an open environment has mutual benefits depending on the communication embedded in the management process. These benefits include better employee attitude towards business, improved employee empowerment, employee self-esteem and teamwork. Communication of OF enhances QP. Communication is essential for the effective and efficient performance of tasks. An open communication environment generally combines advantages when communication is integrated into the management process. These benefits include a better attitude towards normal employee life, employee empowerment, self-esteem, motivation and teamwork (Ballangrud et al., 2019). Communication of OF is expected to improve QP by providing individuals and groups within the organizations with the knowledge they need to fulfil their roles.

Teamwork of OF is necessary to promote organisational learning, common goals, and help achieve those goals. Effective cross-functional partnerships provide organizations with the synergies needed to enhance and sustain government benefits. Effective cross-functional teams provide organizations with important synergies to improve and maintain competitiveness (Ballangrud et al., 2019). Teamwork of OF is expected to improve QP by providing individuals and groups within the organizations with the knowledge they need to fulfil their roles. Based on the above ideas and discussions, here are the hypotheses relating to the OF-QP relationship.

H1(a-c): OF (Employee Empowerment & Involvement, Communication, Teamwork) will positively influence QP (cycle time, customer complaint, defect rate, delivery time, rework, productivity, annual inventory turnover and capacity utilization)

3.4 Hypotheses Development - The Relationship between OF and QP through OC as Moderator

OC is developed through active dissemination of knowledge, leading to good QP. Since knowledge is innate in humans, it is very inspired by the idea of OC doing that. Particular emphasis is placed on the theory of knowledge storage and transfer, especially OC. Cognitive manipulation is an inherently human process and cannot be separated from culture-based interpretations and thoughts.

Bollinger and Smith (2001) identified human behaviour as essential to the success of knowledge activities because it works with OC, which shares lessons, skills and experience. (Currie and Kerrin, 2003; Cabrera and Cabrera, 2005; Chen and Huang, 2009). Individual sacrifice is necessary to meet the needs of the community. It helps to train employees who

emphasize group interests, unity, and harmony in conflict. The organization, in turn, contributes to the maintenance of interpersonal harmony that is maintained through authority, reciprocity, friendship, and reciprocity (Bond et al., 2013). Employee empowerment & involvement, communication, and teamwork of OF with a moderating role of OC enable companies to enhance QP and satisfy future customer needs around quality. Based on the above information and discussion, the hypothesis relates to the OF-QP relationship through the moderator OC are proposed as follows.

H2(a-f): OC (Process-oriented vs Results-oriented, Job-oriented vs Employee-oriented, Professional vs Parochial, Open Systems vs Closed Systems, Tight vs Loose Control, Pragmatic vs Normative) will moderate the relationship between OF (Employee Empowerment & Involvement, Communication, Teamwork) and QP (cycle time, customer complaint, defect rate, delivery time, rework, productivity, annual inventory turnover and capacity utilization)

4 METHODOLOGY

This is an empirical study. On the basis of using data collected in natural situations, it is not on laboratory or simulation studies. Researchers have no control over what happens at the Hong Kong watch companies they study, as all the data comes from the natural environment. In addition, this research is quantitative research to develop the components of the questionnaire to test the hypothesis. Here quantitative studies are used to measure OF, OC and QP. However, by collecting more specific data about organisational practices and their QP and applying multivariate statistical techniques, more in-depth measurement and analysis tools can be developed. Quantitative research methods are used to test hypotheses and develop models. Statistical methodology is applied to the construction and testing of theories.

Regarding the questionnaire, the respondents are asked on a 5-point Likert scale ranging from (1) strongly disagree/ very low to (5) strongly agree/ very high, whether they agree or disagree with the statements for each item. Not all questions are positively presented. The survey also contains negative questions. At one end of the scale, the respondent's tendency to automatically reduce cycle points. The authors provide an example of a set of eight questions to the variable QP, which has the same scale as above (i.e., 5-point Likert scale), where (1) means "very low" and (5) means "very high". Because positive and negative questions are scattered throughout the survey, respondents who most are interested in the questions are more likely to be interested and pay more attention when they are answered. For example, if a respondent circle (5) on an affirmative question they do so, QP of a company should be focused on. There is no need to surround the number (5) with negative questions. A customer is dissatisfied and, in such case, QP of a company can be questioned. Respondents no longer have to pay for trends. At one end of the scale, it responds instantly wherever they go. However, the authors have to substantiate this study (Appendix 1).

5 FINDINGS AND DISCUSSION

This paper proposes a conceptual framework to understand QP of Hong Kong watchmaking industry through employee empowerment & involvement, communication, and teamwork of OF and OC. The extensive literature review was performed to develop two hypotheses which include 1) the OF-QP relationship, and 2) the OF-QP relationship through the moderator OC.

According to the literature and empirical studies, OC has become important in correcting QP because of their increasing resource importance and increasing recognition. Employee empowerment & involvement, communication, and teamwork of OF are factors that influence the desired organizational outcomes of QP, so organizational processes, especially QP involving the whole team, have many reasons to choose these factors (Nasim, 2018). Organisations tend to improve OC over time as they adapt and respond to environmental disturbances and changes. Trade-offs between standards are also expected (Yu & Wu, 2009). Academics have spent a lot of time and effort investigating how OC can improve organizational QP (Hofstede, 2005; Kubicek et al., 2017; Ferdousi et al., 2019). It is difficult to set up a knowledge organization on your own, so the focus is on OC. To improve the QP of Hong Kong watchmaking industry, the moderating role is the OC itself that is important. While these factors do not represent the overall state of OF, many studies have been suggested or found relationships with QP, and they are highly correlated with QP in their association with competitive advantage.

From this perspective, QP will be positively influenced when the employee empowerment & involvement, communication, and teamwork of OF through the moderator OC are introduced that this interaction will be reciprocated with some benefits in the future. Based on the literatures including the empirical studies, OC has become important to enhance QP because of growing awareness of the importance of OC for the organisation's prosperity and survival. To further enhance on the effect of QP of Hong Kong watchmaking industry, Hofstede's cultural dimensions theory explicitly focused upon managerial and strategic aspects of knowledge within the organisation. The employee empowerment & involvement, communication, and teamwork of OF through the moderator OC will be adopted and adapted to develop the constructs for the coming questionnaire survey to test the hypotheses of the QP-OF-OC relationship.

The practical perspective attempts to assist Hong Kong watchmaking industry to identify the employee empowerment & involvement, communication, and teamwork of OF through the moderator OC that require the effect of Hofstede's cultural dimensions to provide the companies with solutions and strategies for further improvement on QP, leading to a higher level of customer satisfaction and market share. This is a first attempt to employ such technique in the watchmaking industry in Hong Kong. It is expected that the research enables more similar studies in the future.

6 CONCLUSION

Hong Kong watchmaking industry can enhance its QP to become a leading exporter of watches and clocks in the world. The effect of OF on desired outcomes will influence the organisational performance to cause the outcome of QP. To enhance QP of Hong Kong watchmaking industry, the moderating role of OC is important. QP is enhanced in the association of employee empowerment & involvement, communication, and teamwork of OF through the moderator OC. The organisations focus on QP governed by QMS as well as OC is considered as a crucial factor to influence QP (Chaudhry et al., 2016; Rahman et al., 2018).

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Appendix 1

Constructs and measurement items (indicators)	Adopted from
<p>(1) <i>Organisational Factors - Employee Empowerment and Involvement (EEI)</i> Extent to which the top company executive assumes responsibility for quality performance (EEI1) Acceptance of responsibility for quality by major department heads within the company (EEI2) Extent to which employee are held responsible for the output of their process (EEI3) Effectiveness of employee-involvement programme in the company/ division (EEI4) Extent to which hourly/ non-supervisory employees participate in quality decisions (EEI5) Extent to which quality-awareness building among employee is ongoing (EEI6) Extent to which the company/ division measures employee morale (EEI7)</p>	Mellat-Parast (2013)
<p>(2) <i>Organisational Factors - Communication (C)</i> Teams that do not communicate effectively significantly increase their risk of committing errors (C1) Poor communication is the most common cause of reported errors (C2) People in the organisation prefer to work with team members who ask questions about information (C3) It is important to have a standardized method for sharing information when handing work in progress (C4) It is nearly impossible to train individuals how to be better communicators (C5)</p>	Ballangrud et al. (2019)
<p>(3) <i>Organisational Factors - Teamwork (T)</i> It is important for leaders to share information with team members (T1) Leaders should create informal opportunities for team members to share information (T2) Effective leaders view honest mistakes as meaningful learning opportunities (T3) It is a leader's responsibility to model appropriate team behaviour (T4) It is important for leaders to take time to discuss with their team members plans for the customers (T5) Team leaders should ensure that team members help each other out when necessary (T6)</p>	Ballangrud et al. (2019)
<p>(4) <i>Organisational Culture</i></p> <p><u>Process-oriented versus Results-oriented (PR)</u> The staff always gives the maximum in their duties (PR1) We often face new challenges at work (PR2)</p> <p><u>Job-oriented versus Employee-oriented (JE)</u> The organisation cares only for the work that the staff performs (JE1) The organisation cares very little about the personal problems of the staff (JE2) A very little attention is paid to the working environment (JE3) The management pays more attention to operational issues and less on managerial issues (JE4)</p> <p><u>Professional versus Parochial (PP)</u> Cooperation and confidence between departments is at an appropriate level (PP1) Changes are implemented in coordination with the staff requirements (PP2) Our management attempts to support staff in further promotion (PP3) We always get feedback from supervisors for our performance (PP4) Supervisors are mostly interested on the undertaken initiatives than the results (PP5)</p> <p><u>Open systems versus Closed systems (OC)</u> We are open for the new staff and for the jobseekers (OC1) New staff quickly finds support to adapt at work and within the team (OC2) New staff needs only a few days to adjust to the working environment (OC3)</p> <p><u>Tight versus Loose control (TL)</u> We always come late at the during the appointed time of the meetings (TL1) We very rarely bring to mind the work costs (materials, equipment, etc.) (TL2)</p> <p><u>Pragmatic versus Normative (PN)</u> The organisation does not give very significant contribution to the society (PN1) We are more pragmatic than dogmatic (PN2)</p>	Zeqiri, J., & Alija, S. (2016)

(5) *Quality Performance (QP)*

Cycle time (QP1)

Customer complaint (QP2)

Defect rate (QP3)

Delivery time (QP4)

Rework (QP5)

Productivity (QP6)

Annual inventory turnover (QP7)

Capacity utilisation (QP8)

Parvadavardini et
al. (2016)