Analyzing Relationship between Job Satisfaction and Algerian Excellence Model: A Study on Algerian Quality Award Winners

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Abstract

The main purpose of the study was to determine the relationship between job satisfaction and Algerian excellence model criteria. A survey that contains Algerian excellence model criteria and job satisfaction questionnaire are applied to Algerian quality award winners. The study contained 326 questionnaires which were collected from the employees of these companies. 203 questionnaires were returned and included in statistical analyze. The data were analyzed using SPSS in order to evaluate the relationships. The results showed significant relationship between job satisfaction and Algerian excellence model ($p < 0.05$). The relationship between job satisfaction and organizational excellence shows that organizations that are going to implementing organizational excellence model, should be aware of job satisfaction which has a supporting role for the successful implementation. Furthermore, it seems that numerous factors affecting Algerian excellence model criteria can induce significant differences in the organizational excellence scores of these organizations.

Keywords: Job Satisfaction, Algerian excellence model criteria

1. Introduction

Whether an organization is from the public or private sector, manufacturing or services, big or small, it must manage its resources well to achieve superior performance. With changing global economic conditions, it needs to be nimble and adaptable to ensure its sustainability. Over the last years, the business excellence initiative has helped organizations enhance their management systems and processes to achieve sustained growth. Organizations use the business excellence framework as a roadmap for their business excellence journey. It helps them to assess where they are on the journey, identify gaps, and take actions for improved performance. Business Excellence Model is a management tool which is used by managers to assess their organizations and to perform the organizational change to pursue business excellence. Business excellence designed awards to win by the organizations whom applied these models, winning the quality awards and business excellence awards is now becoming a favorite objective.

Excellence model is a systematic framework for evaluating of organizations performance. Recognizing weakness and strength points and also improvable points of organization could be the outcomes of such evaluation model. In the industrial domain organizational excellence and job satisfaction are related together, a lot of studies were done on excellence model and job satisfaction find that there is a relationship between them.

2. Business Excellence Models

Business Excellence Models (BEMs) were first called Total Quality Management models. Today they are usually referred to as Business Excellence Models – this term helps to communicate the importance of “excellence” in all aspects of a business, not only product and process quality. The models are used to assess how well business excellence core values and concepts (the ingredients of success) are embedded in an organization. These models are now used in at least 83 countries as a key mechanism to help businesses to improve¹.

BEMs help organizations to assess their strengths and areas for improvement and guide them on what to do next. BEMs provide senior managers with a holistic method with which to manage their business and get buy-in to key decisions that will lead to sustainable and measurable success. In a sense, the BEMs serve as the organization's own

¹ - Robin Mann and Musli Mohammad, *Understanding Business Excellence: An awareness guidebook An awareness guide book for SMEs for SMEs, Asian Productivity Organizations*, 2012, p 4

internal business consultant – ensuring that business decisions incorporate the needs of all stakeholders, are aligned to the organization's objectives and take into account current thought on international best practices.

The existing BEM have in most cases been developed or been supported by national bodies as a basis for award programs and for the widespread adaption of the principles and methods of TQM and Business Excellence. Today, Majority countries awards base their frameworks upon the Malcolm Baldrige National Quality Award (MBNQA) criteria or the European Foundation for Quality Management (EFQM)/ European Excellence Award criteria, or Deming awards the Japanese excellence model, or create an appropriate model.

3. Basis of Algerian Excellence Model

Like the industrialized countries, Algeria has a recognition system of the efforts of companies in the field. Indeed, the program for Development of a National Standards System, approved by the Government in March 2000, has included the institution of the Algerian Price of Quality. The award was launched in 2003 by the Ministry of Industry, it consists of a competition open to companies and organizations operating in Algeria. It contains eight criteria²:

- Management commitment
- Employees' involvement
- Listening customers or users
- Strategy and objectives quality
- Measuring quality
- Quality improvement
- Quality control
- Results

Figure 1: The Algerian Excellence Model

4. Job Satisfaction

Job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction³.

The job satisfaction is an individual's positive measurable judgment on his or her working conditions. job satisfaction is an internal state, which was an affective evaluation on the job by liking or disliking and the degree⁴.

Job satisfaction defined as a more of an attitude, an internal state. It could for example, be associated with a personal feeling of achievement either quantitative or qualitative. Although most people are satisfied with their jobs overall, they are not necessarily happy with all aspects of their jobs. And it is defined as a pleasurable emotional state

² - Ministry Of Industry SME And Promotion Of Investisement, Algerian Quality Awards, 2012 ; Pp 9-11

³ - Brikend Aziri , Job Satisfaction: A Literature Review, Management Research And Practice Vol. 3 Issue 4 ,2011, P77

⁴ Yanhan Zhu, A Review Of Job Satisfaction, Asian Social Science, Vol 9, No 1, Published By Canadian Center Of Science And Education, 2013; P 294

resulting from the appraisal of one's job; and it is an affective reaction to one's job, and an attitude towards one's job⁵. Job satisfaction is defines as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences⁶.

Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. There are three important dimensions to job satisfaction⁷:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These are: the work itself, pay, promotion opportunities, supervision and coworkers.

5. Research Model

According to the literature, Algerian excellence model has relationship with job satisfaction with eight criteria:

- Management commitment
- Employees' involvement
- Listening customers or users
- Strategy and objectives quality
- Measuring quality
- Quality improvement
- Quality control
- Results

Independent Variable	Dependent Variable
Algerian excellence model	Job satisfaction
Management commitment	
Employees' involvement	
Listening customers or users	
Strategy and objectives quality	
Measuring quality	
Quality improvement	
Quality control	
Results	

These factors are presented in the following research model.

5.1 Management commitment

Management commitment is terms of providing resources and active involvement in process improvement. Active involvement refers to monitoring SPI activities and developing personal interest in process improvement initiative that ultimately brings up energy, passion and excitement among employees⁸. Management commitment must be driven by a

⁵ - Louise Van Scheers Johan Botha, *Analysing Relationship Between Employee Job Satisfaction And Motivation*, *Journal Of Business And Retail Management Research (Jbrmr)* Vol. 9 Issue 1, October 2014 , P 100

⁶ - Me Sempene Hs Rieger G Roodt , *Job Satisfaction In Relation To Organisational Culture* , *Sa Journal Of Industrial Psychology*, 2002, P 23

⁷ Adeyinka Tella, C.O. Ayeni, S. O. Popoola, *Work Motivation, Job Satisfaction, And Organisational Commitment Of Library Personnel In Academic And Research Libraries In Oyo State, Nigeria*, *Library Philosophy And Practice*, 2007, Pp 4-5

⁸ - Ashfaq Ahmad, *Making Management Commitment Happen In Spi*, *Master Thesis In Software Engineering And Management, Department Of Applied Information Technology, It University Of Göteborg. Sweden*, 2007, P 12

strong desire to improve the quality all business of a company⁹. Top management must not only give a lead to the rest of the company but also ensure that the necessary decisions and actions are taken. Only top management has the motivation and the power to effect changes¹⁰. This criteria is measuring in the Algerian model by answering these questions:

- ✓ How does the leadership drive the company's or organization's quality approach?
- ✓ How the leadership does set the example by internal and external actions?
- ✓ How the leadership does values the efforts and successes quality of individuals and teams?

5.2 Strategy and objectives quality

The most significant change is the requirement for quality objectives. ISO 9001:2000 requires that quality objectives be established at each relevant function and level within the organization. The manner in which quality objectives are established and managed will have an enormous impact on the organization's performance. The quality objectives will either drive strategic improvements throughout the organization, significantly elevating the importance of the quality management system, or they'll simply become a meaningless exercise in data collection¹¹. This criteria is measured by answering these questions:

- ✓ How is the quality strategy actually connected to the global strategy of company or organization?
- ✓ How is quality strategy deployed like objective in all functions of the company or organization?
- ✓ How are the strategy and quality objectives known by all staff and what are the incentives for there to take part?

5.3 Quality control

Quality is a universal value and has become a global issue. In order to survive and be able to provide customers with good products, Quality can be defined as fulfilling specification or customer requirement, without any defect. A product is said to be high in quality if it is functioning as expected and reliable. Quality control refers to activities to ensure that produced items are fulfilling the highest possible quality. Most of tools and techniques to control quality are statistical techniques¹². This criteria is measured by answering these questions:

- ✓ How to control the quality of products and services?
- ✓ How to control operational processes and support?
- ✓ How to control the quality of benefits of suppliers and subcontractors?

5.4 Measuring quality

Quality measures can drive improvement in a number of ways, in Algerian excellence model measuring quality is realized by answering to these questions:

- ✓ How does the leadership of the company or organization choose Indicators which enable it to achieve its objective qualities?
- ✓ How the company or organization staff has the appropriate indicators monitoring quality in their work?
- ✓ How to use indicators for improvement?

5.5 Quality improvement

Quality improvement is the combined and unceasing efforts of everyone to make the changes that will lead to better outcomes¹³. This criteria realized by answering these questions:

⁹ - Dominic Cooper, *The Impact Of Management's Commitment On Employee Behavior: A Field Study*, The 7 Professional Development Conference And Exhibition, Kingdom Of Bahrain, March 18-22 2006, P 1

¹⁰ - Nadeem Yousaf, *Top Management Commitment For Tqm -- A Process Model*, Pakistan's 10th International Convention On Quality Improvement, November 27-28 2006, Lahor, Pakistan , P 5

¹¹ - <http://www.qualitydigest.com/Magazine/2000/Nov/Article/Using-Quality-Objectives-Drive-Strategic-Performance-Improvement.html>

¹² - Hairulliza Mohamad Judi, Ruzzakiah Jenal And Devendran Genasan, *Quality Control Implementation In Manufacturing Companies: Motivating Factors And Challenges, Applications And Experiences Of Quality Control*, Ognyan Ivanov Edition, 2011, P 495

¹³ - Bruce Jennings, Mary Ann Baily, Melissa Bottrell And Joanne Lynn, *Health Care Quality Improvement: Ethical And Regulatory Issues*, The Hastings Center Garrison, New York, 2007, P 84

- ✓ How to analyze relative results to the performance of process?
- ✓ How to build the quality improvement actions related with the objectives of the company or organization and results?
- ✓ How are driven the actions of quality improvement?
- ✓ How to ensure the effectiveness of improvement actions?

5.6 Listening customers or users

Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date. This overall satisfaction has a strong positive effect on customer loyalty intentions across a wide range of product and service categories¹⁴. Customer satisfaction realized by: Satisfaction surveys, satisfaction compared to the competition, relationship with consumer associations, market research necessary changes in fashion and taste, Design, respecting the environment, reliability, price, service after sale, gifts...ect, This criteria is measured by answering these questions:

- ✓ How is measured the satisfaction of customers or users the company or organization?
- ✓ How are supported is treated claims Customer and what is the capacity reactivity the company in this area?
- ✓ How are supported in advance, explicit needs and implicit customers or users?
- ✓ How to take include of all the needs of customers or users and, from the conception of products or services?
- ✓ How are identified competitors or entities offering the same products or services?
- ✓ How the company or organization reacts facing the performance of its competitors or entities offering the same products or services?

5.7 Employees' involvement

Employees involvement at all levels is important to gain competitive advantages and business overall success¹⁵. Employee involvement should be considered while decisions making as the employees have to implement the decisions. Managers should create a participative climate by sharing the information and involving the employees in decision making. Encouraging the employees to express their ideas relating to work concerns is the practice of information sharing. Employee involvement results in superior quality decisions which produce encouraging organizational and personal outcomes¹⁶. This criteria realized by answering these questions:

- ✓ How staff can propose actions to improve quality?
- ✓ How to encourage the implication staff in implementation quality?
- ✓ How to measure the adhesion staff on the quality approach?
- ✓ How is staff informed and trained to achieve the quality objectives?
- ✓ How does staff informed of the actions and successes quality of the company or organization?

5.8 Results

The last stage in Algerian excellence model is display the results which are achieved, this criteria incite the company or organization to answer these questions:

- ✓ What the results of the company or organization are in concerns the satisfaction of its customers or users?
- ✓ What are the results of actions concerning satisfaction and engagement staff?
- ✓ What are the results of the company or organization in terms of: Evolution of financial results, profits, market share, and notoriety?
- ✓ What are the measured results by performance indicators (costs of obtaining quality and poor quality, main deadlines, productivity)?
- ✓ What contribution provided by the company or organization to its environment, especially in community life in the reduction of nuisance in the development of employment, etc...?

¹⁴ - Anders Gustafsson, Michael D. Johnson, & Inger Roos, *The Effects Of Customer Satisfaction Relationship Commitment Dimensions And Triggers On Customer Retention*, Journal Of Marketing, Vol. 69, American Marketing Association, October 2005, P 210

¹⁵ - Luis Mendes, *Employees' Involvement And Quality Improvement In Manufacturing Small And Medium Enterprise (SME): A Comparative Analysis*, African Journal Of Business Management, Vol 6, 13 June, 2012, P 6982

¹⁶ - Aamna Shakeel Abbasi, Ali Muslim Bin Aqeel And Ali Naseer Awan, *The Effectiveness Of Leadership, Performance And Employee Involvement For Producing Competitive Advantage With A Tqm Orientation: A Conceptual Framework*, Mediterranean Journal Of Social Sciences, Vol. 3, January 2012, P 86

The evaluation grid used by the jury has a total of 1000 points. The number of points awarded in each criteria varies according to their relative importance the success quality project

6. Research Hypotheses

This research framework was developed in accordance with the literature review. From the review, it was noticed that Algerian excellence model is related to job satisfaction. Therefore, the principal hypothesis

- **H₁**. Algerian excellence model is positively related to job satisfaction in Algerian organizations.

There is a statistically significant relationship between Algerian excellence model and job satisfaction, this hypothesis can be divided into the following sub-hypotheses:

- **H_a**. Management commitment is positively related to job satisfaction.
- **H_b**. Employees' involvement is positively related to job satisfaction.
- **H_c**. Listening customers or users is positively related to job satisfaction.
- **H_d**. Strategy and objectives quality is positively related to job satisfaction.
- **H_e**. Measuring quality is positively related to job satisfaction.
- **H_f**. Quality improvement is positively related to job satisfaction.
- **H_g**. Quality control is positively related to job satisfaction.
- **H_h**. Results are positively related to job satisfaction

7. Review of the Literature

As stated earlier relationship between business excellence model and job satisfaction has been a popular topic for researchers in a wide area of fields including industrial, public administration, business and service sector. This will assure the ability to compare the finding of this research with modern previous studies.

7.1 Huseyin Arasli, Sarvnaz Baradarani, 2014

The main aim of the study was to evaluate the relationship between leadership, management by fact, continuous improvement, all work is process, people based management, teamwork with job satisfaction of the frontline employees of 3, 4 and 5 star hotels in Tehran, as well as the relationship of the job satisfaction with the organizational citizenship behavior. The study contained 314 questionnaires which were collected from the frontline employees of the hotels in Tehran. The data were analyzed using PLS in order to evaluate the relationships between the business excellence practices with job satisfaction and organizational citizenship behavior. Having adopted the questionnaires it has been investigated that only leadership and teamwork had non-significant effect on job satisfaction of the frontline employees working in three, four and five star hotels of Tehran that led to organizational citizenship behavior. The study suggests various implications for the hotel managers, politicians and policy makers of Iran, in order to achieve higher levels of job satisfaction as well as organizational citizenship behaviors in their hotels.

7.2 Rasoul Faraji, Kazem Danesh San, Hosein Poursoltani, 2012

The main purpose of the study was to determine the relationship between job satisfaction and organizational excellence in physical education (P.E.) general offices of Iran's provinces. A survey that contains European Foundation for Quality Management (EFQM) criteria and job satisfaction questionnaire are applied to P.E. general offices of Iran's provinces (ten provinces selected by classified random manner). Validity of the questionnaires verified by the experts and their reliability also calculated in a pilot study ($\alpha=0.928$ and $\alpha=0.83$ respectively for EFQM and job satisfaction questionnaires). 550 questionnaires distributed among the staff however, 337 questionnaires were returned and included in statistical analyze. The results showed significant relationship between job satisfaction and all EFQM excellence model criteria ($p<0.05$). About job satisfaction, there was no significant difference in between the ten selected organizations. However, a significant difference observed between selected provinces' organizational excellence ($p<0.05$). The relationship between job satisfaction and organizational excellence shows that organizations (specially sport organizations) that are going to implementing organizational excellence model such as EFQM, should be aware of job satisfaction which has a supporting role for the successful implementation. Furthermore, it seems that similar employment rules were the reason for non-significant differences among the selected organizations' job satisfaction. On the other hand, it seems that numerous factors affecting EFQM criteria can induce significant differences in the organizational excellence scores of these

organizations

7.3 Marija Savić, Predrag Djordjević, Ivan Mihajlović and Živan Živković, 2013

The paper presents the results of empirical research on the effects of some criteria of the EFQM excellence model on satisfaction and loyalty of the employees in the banking sector in Serbia. All but one of the hypotheses in the defined model were proven by statistical evaluation of empirical results. The one which could not be proven is the hypothesis of a positive impact of the organization's relationship toward security and society on the business result, which makes specificity of transitional economic conditions in which the studied banking sector operates. Statistical analysis was performed using V.16 LISREL software package where statistical significances of the studied set were defined together with band t values of the defined paths in the defined model. Researchers have shown that criteria of EFQM excellence model can be used to develop and improve the functioning of the banking system in Serbia and develop the TQM practice.

8. Research Methodology

For the research, whose results are presented in this paper, a questionnaire survey was used, which was sent to 326 employees of the organization quality awards winners in Algeria. Questions in the questionnaire were combined using the results of previous researches. Total number of questions in the survey amounted to 52 divided into 09 groups. After consultations and visits, 203 correctly completed, which presents a response of 62%. The following table describes the dimensions of the study:

Table (1): Dimensions of the research

N	Dimension	No. of Items
1	Management commitment	7
2	Employees' involvement	7
3	Listening customers or users	6
4	Strategy and objectives quality	5
5	Measuring quality	3
6	Quality improvement	5
7	Quality control	6
8	Results	7
9	Job satisfaction	6
Total		52

The question in the survey was rated using Likert

Table (2): The Likert scale model in answering the questionnaire

Weight	Descriptive interpretations excellence	Descriptive interpretations job satisfaction
1	Don't Know	Disagree very much
2	We have plans	Disagree
3	On our way	Sometimes
4	Close to good	Agree
5	Fully done	Agree very much

Table (3) shows the results for Kolmogorov-Smirnov and Shapiro Wilks test of normality. From table (3), the(p-value=0.000) for each field is smaller than 0.05level of significance, then the distribution for each field is not normally distributed.

Table (3): Kolmogorov-Smirnov and Shapiro Wilks test of normality

	Kolmogorov-Smirnov ^a		
	Statistique	N	Signification
MC	,220	326	,000
SOQ	,221	326	,000
LCU	,220	326	,000
QC	,222	326	,000
MQ	,225	326	,000
QI	,220	326	,000
EI	,220	326	,000
R	,240	326	,000
JS	,234	326	,000

8.1 Internal validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 203 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole filed. Tables below clarifies the correlation coefficient for each paragraph of the field. The p-value (sig) are less than 0.01, so the correlation coefficients of this field are significant at $\alpha = 0.01$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for

Table (3): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
Leaders have developed a set of values and a code of ethics for organization.	0.650	0.000**
Leadership reward employee efforts to achieve quality	0.824	0.000**
Improvements throughout the organization are monitored, reviewed and championed by leaders.	0.508	0.000**
Leaders identified external stakeholders & have regularly engage with them.	0.527	0.000**
Leaders inspire people and create a culture of excellence.	0.880	0.000**
Leaders assure the organization is agile and flexible enough to face change effectively.	0.796	0.000**
Our internal communication is efficient and works in all directions : Top-down, Bottom-up and Lateral	0.679	0.000**
Management commitment		

**correlation is significant at the 0.01 level.

Table (4): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
quality is related to the strategy of our organization	0.627	0.000**
Our People understand the Mission, Vision, Values and Strategy and their evaluation is based on those	0.733	0.000**
We have created a culture that develops and rewards people's dedication, skills, talents and creativity	0.236	0.000**
We ensure that all necessary data and information are appropriately shared and understood	0.457	0.000**
We have a system of rewards and recognition to honor and motivate our people	0.857	0.000**
Strategy and objectives quality		

**correlation is significant at the 0.01 level.

Table (5): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
Our Strategy is based on a thorough understanding of the needs and expectations of our customers and users.	0.475	0.000**
We develop our Products and Services in order to create optimum value for customers.	0.695	0.000**
Our products and services are produced and delivered to meet, or exceed, customer needs.	0.696	0.000**
We manage and enhance customer relationships by knowing	0.455	0.000**
We build and maintain a dialogue with all our customers, based on openness, transparency and trust.	0.428	0.000**
Technology is used appropriately, as a support to listen to customer or user.	0.377	0.000**
Listening customers or users		

**correlation is significant at the 0.01 level.

Table (6): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
We have chosen our partners and suppliers based on our quality Strategy and manage our relationships with them accordingly.	0.652	0.000**
Our relations with them are based on mutual trust, respect and openness.	0.490	0.000**
Our cooperation with partners and suppliers is based on sustainable benefits	0.503	0.000**
We control the quality of products and services	0.426	0.000**
We control operational processes and support	0.776	0.000**
We control the benefits of quality suppliers and subcontractors	0.629	0.000**
Quality control		

**correlation is significant at the 0.01 level.

Table (7): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
We choose indicators that will allow it to achieve its objective qualities	0.377	0.000**
The employees have the appropriate indicators for monitoring quality of their work	0.187	0.000**
We used indicators for improvement	0.503	0.000**
Measuring quality		

**correlation is significant at the 0.01 level.

Table (8): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
We analyzed the results for the performance of the process	0.706	0.000**
We built the quality improvement actions in relation to the objectives of the organization and results	0.295	0.000**
We conducted the actions of quality improvement	0.565	
We measure efficiency improvement actions?	0.360	0.000**
We effectively promote and market our products and services	0.646	0.000**
Quality improvement		

**correlation is significant at the 0.01 level.

Table (9): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
employees can propose quality improvement actions	0.836	0.000**
manager encouraging the involvement of employees in the implementation of quality	0.861	0.000**
managers measured staff adhesion to quality approach	0.595	0.000**
the employee is knowledgeable and trained to meet quality goals	0.969	0.000**
We design and manage processes taking into account our Stakeholders' needs.	0.764	0.000**
We effectively promote and market our products and services	0.672	0.000**
Our organization regularly supports activities that encourage employees' improvement.	0.779	0.000**
Employees' involvement		

**correlation is significant at the 0.01 level.

Table (10): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
We have indicators in our people-survey to monitor the satisfaction of our employees.	0.371	0.000**
We use indicators to assess the environmental impact of the organisation.	0.409	0.000**
We have developed indicators to assess and improve employees' productivity.	0.320	0.000**
We achieve the quantitative goals we set for the indicators concerning our people.	0.702	0.000**
We compare our performance with benchmarks for the indicators concerning our people.	0.809	0.000**
We measure our financial health with an appropriate set of indicators.	0.850	0.000**
We have indicators to measure our productivity and our overall operational performance.	0.891	0.000**
Results		

**correlation is significant at the 0.01 level.

Table (11): Correlation of each paragraph of the total of this field

Paragraph	Spearman Correlation Coefficient	P-value (sig)
In my job, I have a satisfaction to do a good work	0.796	0.000**
What happens to my company is important to me, I'm too interested about what are our organization faced	0.679	0.000**
I'm always happy to meet people from my team work over the organization	0.627	0.000**
When there is a decision to make in my work team, everyone participates	0.733	0.000**
The salary that i receive is appropriate	0.236	0.000**
I find that I have a enough job security in this company	0.457	0.000**
Job satisfaction		

**correlation is significant at the 0.01 level.

8.2 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (12): correlation coefficient of each field and the whole of questionnaire

Paragraph	Spearman Correlation Coefficient	P-value (sig)
Management commitment	0.888	0.000**
Employees' involvement	0.897	0.000**
Listening customers or users	0.965	0.000**
Strategy and objectives quality	0.983	0.000**
Measuring quality	0.924	0.000**
Quality improvement	0.874	0.000**

Quality control	0.892	0.000**
Results	0.881	0.000**
Job satisfaction	0.978	0.000**

**correlation is significant at the 0.01 level.

Table (12) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (sig.) are less than 0.01, so the correlation coefficient of all the fields is significant at $\alpha=0.01$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

8.3 Questionnaires reliability

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit&Hunger, 1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit&Hunger, 1985).

8.4 Cronbach's Coefficient Alpha

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A "high" value for alpha does not imply that the measure is unidimensional. If, in addition to measuring internal consistency, you wish to provide evidence that the scale in question is unidimensional, additional analyses can be performed. Exploratory factor analysis is one method of checking dimensionality. Technically speaking, Cronbach's alpha is not a statistical test; it is a coefficient of reliability (or consistency). The Cronbach's coefficient alpha was 0.775 which indicates a reliability of the questionnaire

8.5 Profile of the Study Sample

The following table describes the profile of the study sample:

Table (14): Profile of the study sample

		Percent
Years of experience	Less than 10 years	14.79
	10-less than 20	40.67
	20 and above	44.54
	Total	100%

8.6 Structural Equation Model

The Structural Equation Model (SEM) is a common and extremely powerful multivariate statistical analysis technique that includes specialized versions of a number of previous analysis methods as special cases. SEM is employed for building and more often testing statistical models. As in all multivariable techniques, the sample size plays a very important role for estimation and interpretation of the results, as it provides a basis for estimating the error sampling. Generally, it is accepted that the minimum size of the sample that provides the applicability of the use of the technique should overcome 100 units. In this survey the size is 203.

8.7 Test of hypotheses

After the tests, the results showed the error variances on each construct, which are presented in figure (02). In the same tables the overall formations of the model are presented, which will be evaluated according to the data that came out of the survey.

Figure 2. Structural model of some of Algerian model of excellence criteria relationship with job satisfaction

9. Results and Discussion

The results of the obtained structural model are show that:

management commitment has a positive relationship with job satisfaction ($b=0.961$, $p<0.001$), which mean that hypothesis Ha (Management commitment is positively related to job satisfaction) is true, This result is compatible with (Kaplan, Ogut, Kaplan& Aksay), they find that job satisfaction and organizational commitment has a great importance for the employees in services industry. High job satisfaction and organizational commitment level of the employees enable them to provide a high motivation. By this way, they will show a maximum effort to reach the organizational commitment objectives. As a result of this effort, the organization will be inimitably overtopped¹⁷

Employees' involvement has a positive relationship with job satisfaction ($b=0.966$, $p<0.001$), which mean that hypothesis Hb. (Employees' involvement is positively related to job satisfaction) is true. This result is compatible with (Bhatti & Qureshi) their study is indicating that certain employee Participation could influence Job satisfaction¹⁸

Listening customers or users has a positive relationship with job satisfaction ($b=0.891$, $p<0.001$), which mean that hypothesis Hc.(Listening customers or users is positively related to job satisfaction) is true. This result is compatible with (Zhaleh Zohreh Kermani), he find that job satisfaction have a positive relation between with customer satisfaction¹⁹

Strategy and objectives quality has a positive relationship with job satisfaction ($b=0.761$, $p<0.001$), which mean that hypothesis Hd. (Strategy and objectives quality is positively related to job satisfaction) is true.

Measuring quality has a positive relationship with job satisfaction ($b=0.743$, $p<0.001$), which mean that hypothesis He.(Measuring quality is positively related to job satisfaction) is true.

Quality improvement has a positive relationship with job satisfaction ($b=0.894$, $p<0.001$), which mean that hypothesis Hf. (Quality improvement is positively related to job satisfaction) is true.

Quality control has a positive relationship with job satisfaction ($b=0.765$, $p<0.001$), which mean that hypothesis Hg. (Quality control is positively related to job satisfaction) is true.

Results has a positive relationship with job satisfaction ($b=0.612$, $p<0.001$), which mean that hypothesis Hh. (Results are positively related to job satisfaction) is true.

The results of the structural analysis indicate the strength of relationship between Algerian excellence model and job satisfaction, this include that the hypothesis H1.(Algerian excellence model is positively related to job satisfaction in Algerian organizations) is true.

10. Conclusion

According to the results, we find that the Algerian model of excellence has a strong relationship with job satisfaction, the model has given a great attention to the involvement of staff in achieving excellence through the commitment of

¹⁷ - Metin Kaplan, Emine Ogut, Asli Kaplan and Kadir Aksay, *The Relationship between Job Satisfaction and Organizational Commitment: The Case of Hospital Employees*, World Journal of Management Vol. 4. No. 1. March 2012 P 28

¹⁸ - Komal Khalid Bhatti and Tahir Masood Qureshi, *Impact Of Employee Participation On Job Satisfaction, Employee Commitment And Employee Productivity*, International Review of Business Research Papers Vol.3 No.2 June 2007, p 67

¹⁹ - Zhaleh Zohreh Kermani, *A Study of the Linking Between Job Satisfaction and Customer Satisfaction: A Case Study of Iran Insurance; Kerman; Iran*, Journal of Marketing Development and Competitiveness vol. 7(4) , 2013, p 107

management to adopt culture quality, valuation efforts of the staff to improve the quality, and develop an effective system to motivate him, Plus achieving high performance, leads to achieve a high level of job satisfaction.

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