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## ABSTRACTS

### **The Effect of Adopting the European Foundation for Quality Management (EFQM) Excellence Model on Financial Performance in Europe**

*Louise Boulter and Tony Bendell*

To be successful in a globally competitive business environment characterised by rapid changes in production and information technology, short product life cycles, and increasingly well-informed and demanding customers, European companies will benefit from an appropriate performance management system to manage their people, processes, assets and customers. The European Foundation for Quality Management (EFQM) Excellence Model is a tool and method that helps organisations achieve business success by measuring where they are on the path to excellence; helping them understand the gaps; identifying potential solutions for bridging the gap; and providing an approach for implementing the gap-bridging solutions. However, whilst articles and case studies have been written about the EFQM Excellence Model, and in the US a comprehensive study has been conducted by Singhal and Hendriks (1997, 2001) that clearly demonstrates a positive link between the adoption of the principles of Excellence as embedded in the Malcolm Baldrige National Quality Award Model and improved organisational results, there has been little systematic study of the impact of the principles of the EFQM Excellence Model on business performance in Europe. This paper reports on a European-wide research project that identifies the correlation between the adoption of the EFQM Excellence Model as a performance management system and improved key performance results in Europe.

### **The Impact of Discontentment on Quality of Life: An Exploratory Study of A Small Australian Regional Community after Bank Closures**

*Robert Rugimbana, Ali Quazi and Byron Keating*

Despite widespread consumer criticism of the rationalization strategies adopted by the Australian financial institutions, no identified research has examined the social impact of such strategies specifically in the context of consumer satisfaction levels and well being. This paper addresses this lacuna by first quantifying the extent of banking customer discontentment in a small regional community affected by the closure of its only bank, and then exploring the impact of this discontentment on quality of life. Results reveal the rather intriguing finding that consumer satisfaction with their personal well-being is actually perceived to improve marginally despite increasing discontentment with banking services. This finding has significant implications for theory and practice.

### **University Students Perception of Corporate Social Responsibility: A Cross - Cultural Comparison**

*Mahmut Arslan, Pinar Bayhan Karapınar and Semra Güney*

In this study, the perception of corporate social responsibility (CSR) by Turkish, British and Norwegian Master of Business Administration (MBA) students was examined. In order to measure CSR perceptions of participants, Maignan's (2001) scale was used. Results revealed that there are significant differences in the perception of CSR among three groups. While MBA students in Turkey and Norway give more importance to economic responsibilities, British students value highly legal responsibilities. Cultural and educational backgrounds may lead these differences. As

a practical implication of this research different dimensions of CSR should be considered when teaching business ethics in universities.

**Managing Employer-Employee Relationships: The Role of Symbolic Corporate Identity Elements in Developing South African Society**

*Lida Holtzhausen, Lynnette Fourie and Annelie Naudé*

This article investigates the perceptions of employees of a large mining company regarding their relationship with the company and its symbolic corporate identity elements. The results indicate that employees generally perceived their relationship with the company negatively. Although employees were not negative regarding the corporate identity elements, they were ignorant and associated more with the logo of their respective business units than that of the mother company. It would thus seem that there could be a link between employees' perception of corporate identity elements and their relationship with the company.