

**KAUNAS UNIVERSITY OF TECHNOLOGY
SCHOOL OF BUSINESS AND ECONOMICS**

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**PUBLIC SECTOR EMPLOYEES ATTITUDES TOWARDS
QUALITY IN LITHUANIA AND INDIA**

Final Degree Project

Supervisor

Assoc. prof. dr. Mantas Vilkas

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SCHOOL OF ECONOMICS AND BUSINESS**

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Technology Management (621N20032)

Final Master's Degree Project

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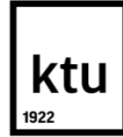
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KAUNAS UNIVERSITY OF TECHNOLOGY

School of Economics and Business

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Technology Management (621N20032)

“PUBLIC SECTOR EMPLOYEES ATTITUDES TOWARDS QUALITY IN LITHUANIA AND INDIA”

DECLARATION OF ACADEMIC INTEGRITY

10 May 2019

Kaunas

I, **Vignesh Srinivasan**, hereby confirm that Master’s degree project entitled **Public Sector Employees Attitudes Towards Quality in Lithuania And India** is solely my own work and all the data and research findings presented are true and obtained fairly. None of the thesis parts contain plagiarised material from printed or internet sources, all direct or indirect quotes of other sources are fully and properly acknowledged. I have not made illegal payments for this work to anyone.

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SUMMARY

The quality of services provided by public sector employees is directly related to the quality of life perceived by the population. The quality of the services provided by public sector bodies and the underlying factors is an important research subject. This thesis examines differences between the quality of staff regulations in India and Lithuania and the quality of applied practices.

Research Questions:

How do attitudes to quality management practices differ in public institutions of India and Lithuania?
How does current use of quality management practices differ in public institutions of India and Lithuania?

Research Aim:

To reveal the extent of difference of attitudes towards quality management practices and current use of quality management practices in public institutions of India and Lithuania.

Research Objective:

1. Review and summarize dimensions of quality management;
2. Ground the extent of difference of attitudes for quality management of public institutions in India and Lithuania;
3. The ground research methodology that allows measuring the attitudes for quality management and current use of quality management practices in public institutions;
4. Measure attitudes for quality management and current use of quality management practices in public institutions of India and Lithuania.

Methods:

The entire thesis paper will be based on previous literature review given by different users and an online survey conducted among the employees working in the public sector in a different department in Lithuania and India. The literature review will concentrate on the previous problem that has happened in such scenarios in different countries and how does the constraints parameter relate to the attitude and quality between them. A total of 85 response from Lithuanian public sector employees and 73 responses from Indian public sector employees is collected and analyzed in depth by using reliability analysis, Spearman correlation and Linear Regression methods.

The work contributes to the quality of services provided by public sector employees and to the determinants of its constraints. The results showed that the attitude of the Lithuanian public sector employees regarding the systematic approach and the involvement of employees explains 36 %

attitude of quality practices. Provisions of the Indian Public Sector Authority regarding the continuous improvement and long-term orientation explains 12% attitude practices of quality management. The results show that in order to achieve the quality of public services in Lithuania, it is important for the employees of public sector institutions to develop systematic attitudes and employee engagement provisions, and in India for continuous improvement and long-term orientation provisions.

Vignesh Srinivasan. Viešojo sektoriaus darbuotojų kokybės nuostatos Lietuvoje ir Indijoje. Magistro baigiamasis projektas / vadovas doc. Mantas Vilkas; Kauno technologijos universitetas, Ekonomikos ir verslo fakultetas.

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SANTRAUKA

Viešojo sektoriaus darbuotojų teikiamų paslaugų kokybė tiesiogiai susijusi su gyventojų suvokiama gyvenimo kokybe. Viešojo sektoriaus institucijų teikiamų paslaugų kokybė ir ją lemiantys veiksniai yra svarbus mokslinių tyrimų objektas. Šiame darbe nagrinėjami Indijos ir Lietuvos viešojo sektoriaus institucijų darbuotojų nuostatų kokybės atžvilgiu bei taikomų kokybės praktikų skirtumai.

Mokslinė problema:

Kaip skiriasi Indijos ir Lietuvos viešojo sektoriaus institucijų darbuotojų nuostatos kokybės atžvilgiu. Kaip skiriasi Indijos ir Lietuvos viešojo sektoriaus taikomos institucijų kokybės vadybos praktikos?

Darbo tikslas:

atskleisti Indijos ir Lietuvos viešojo sektoriaus institucijų darbuotojų nuostatų kokybės atžvilgiu bei taikomų kokybės praktikų skirtumus.

Tyrimo uždaviniai:

- ❖ Apžvelgus mokslinę literatūrą, susisteminti kokybės vadybos dimensijas;
- ❖ Pagrįsti nuostatų kokybės atžvilgiu bei taikomų kokybės praktikų skirtumus Indijos ir Lietuvos viešojo sektoriaus institucijose;
- ❖ Pagrįsti metodologiją leidžiančią nustatyti nuostatų kokybės atžvilgiu bei taikomų kokybės praktikų skirtumus Indijos ir Lietuvos viešojo sektoriaus institucijose
- ❖ Atlikti empirinį tyrimą leidžiantį nustatyti nuostatų kokybės atžvilgiu bei taikomų kokybės praktikų skirtumus Indijos ir Lietuvos viešojo sektoriaus institucijose

Metodai:

magistro darbe taikomi literatūros analizės ir apklausos metodai. Literatūros analizės metodas taikytas siekiant pagrįsti nuostatų kokybės atžvilgiu sąvoką, susisteminti kokybės vadybos dimensijas ir praktikas. Apklausos internetu būdu rinkti duomenys apie Indijos ir Lietuvos viešojo sektoriaus institucijų darbuotojų nuostatas kokybės atžvilgiu bei taikomas kokybės praktikas. Duomenų analizė grįsta 85 ir 73 Lietuvos bei Indijos viešojo sektoriaus darbuotojų anketomis. Duomenys analizuojami pasitelkiant deskriptyvios statistikos metodus bei tiesinės regresijos metodą.

Šis darbas prisideda prie viešojo sektoriaus darbuotojų teikiamų paslaugų kokybės ir ją lemiančių veiksnių tyrimų. Gauti rezultatai parodė, kad Lietuvos viešojo sektoriaus institucijos darbuotojų nuostatos sisteminio požiūrio bei darbuotojų įsitraukimo atžvilgiu paaiškina 36 proc. taikomų kokybės praktikų sklaidos. Indijos viešojo sektoriaus institucijos darbuotojų nuostatos nuolatinio

tobulinimo bei ilgo laikotarpio orientacijos atžvilgiu paaiškina 12 proc. taikomų kokybės praktikų sklaidos. Gauti rezultatai rodo, kad siekiant viešojo paslaugų kokybės, Lietuvoje viešojo sektoriaus institucijų darbuotojams svarbu vystyti sisteminio požiūrio bei darbuotojų įsitraukimo nuostatas, o Indijoje nuolatinio tobulinimo bei ilgo laikotarpio orientacijos nuostatas.

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Introduction

Managing people in a specific region with different needs and demands is a big task. To carry on such operation, we need a leader in looking after the needs of the people and take necessary measure to give them what they were looking for to have a better lifestyle in the remote area. The management organization in such a situation is called as Municipality. The municipality is a part of the government which has the power to look after the people who lives in a specific area since the entire world cannot be monitored with a single municipality. To govern the area every state divides the area based on the urban and administrative power that comes under the control of State and Nation that obeys National and state laws distinguished from the country. The birth of municipality is a practice that came from ancient ruling empire followed by the kings and queens of the traditional ruling system.

Ruling the region was considered as a prestigious issue among the king who had different regions to rule and govern by fulfilling the needs of the people who is living in those areas. To conquer other king's region, they had to battle with their force to show their power and take on each other in showing the strength of the army and people's will to conquer more region. The practice was carried out for several years. At some point, this practice has bought many people's life down and a few other lost their identity due to the prestigious issue between two people. To control this practice people started to protest again the ruling people and brought a revolution after world war II.

The time where the defense between nations started to use modern technology that was introduced during the time. Modern equipment literally took many people's lives in a huge number, so in the year 1974, right after the world war United Nations General Assembly Resolution proposed an amendment that if the opposing country is unable to fight back with the military force then the other country/nation has no right to enforce war against them under any circumstances. Moreover, the people staying there have full rights to reclaim their rights and lead a peaceful life by appointing a common representative to take care of the people's needs and demand as the time pass by along with the development carried out in various sectors (Korman, S. 1996).

To solve the problem every country had its own set of rules and regulations that have been followed by the people living in those countries. Government establishes Nation and state laws based on the region of stay. Every state government has many division and municipality under it. The municipality has been further classified based on the urban and rural area since the plans and needs of the people various depend on the locality they origin. Each division has its own supervisor and control head assigned by Government based on the educational qualification obtained by the person to take care of the people in those areas. To make things clear they have classified the department and assignment various individual to all those groups.

Though we have many people representatives to take care of our problem and make the lifestyle better in different aspects. Sometimes we do face problem in one or the other way due to the people representatives attitude. Thus, affect the efficiency of work that must be carried out in the perfect manner, if the problem continues then people search for alternative ways like bribing the government employee to concentrate on individual person problem rather than looking after the public problem.

Research Questions:

How do attitudes to quality management practices differ in public institutions of India and Lithuania?
How does current use of quality management practices differ in public institutions of India and Lithuania?

The question shows the present challenge that is happening between two different nations of the country. A depth study on the attitude of public sector employees is made to know what is happening with respect to the quality. An Investigation on the attitude by constructing different constraints would give us more knowledge on how the difference in the development of the country is determined.

Research Aim:

To reveal the extent of difference of attitudes towards quality management practices and current use of quality management practices in public institutions of India and Lithuania.

Research Objective:

To achieve the research following objectives are followed:

1. Review and summarize dimensions of quality management;
2. Ground the extent of difference of attitudes for quality management of public institutions in India and Lithuania;
3. The ground research methodology that allows measuring the attitudes for quality management and current use of quality management practices in public institutions;
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Methods:

The entire thesis paper will be based on previous literature review given by different users and an online survey conducted among the employees working in the public sector in a different department in Lithuania and India. The literature review will concentrate on the previous problem that has happened in such scenarios in different countries and how does the constraints parameter relate to the attitude and quality between them. A total of 85 response from Lithuanian public sector employees and 73 responses from Indian public sector employees is collected and analyzed in depth by using reliability analysis, Spearman correlation and Linear Regression methods.

1. The relationship between attitude and quality of employees working in public sector

1.1 The influence of attitude towards quality in work place.

The impact of having a positive attitude in work environment is a good factor for some good affects in improving the quality of the life, the difference in distinguishing both the side of negative and positive attitude makes the workplace more efficient and reliable. The quality is determined by people working in those areas where attitude and quality are interconnected for a good outcome (Diallo, M. F., & Seck, A. M. (2017). However, the final users of the product would be a normal customer who can play a vital role in disturbing the attitude of workers thereby result in a change in the quality of delivering the service in full potential. In some case, the cultural impact can drive the evaluation among the employees providing services to us.

The approach towards accepting the changes makes a relationship with attitude on workplaces. Changes of work environment due to technological changes, evaluation in the needs of the people, product and service choice can make the employee falter based on the attitude they have towards approaching those changes within the working environment. Not only that collaborating with different people of the various age group to make the work assigned based on the division they are working makes the employee fluctuate the mood of attitude on how they make the changes. Moreover, these problems can find a solution but keeping up to date with the innovation of modern technology in the field they work makes the efficient of the employee's poor (Joseph, Chris. (n.d.). Employees should also tackle the outcomes that come that makes the difference in end users since they have the responsibility to ensure all work is done with more efficiency.

Expressing the feeling of how they feel and how things should be in the area, so they have a better chance to bring efficiency in the workplace. The environment where they collaborate with other workers, if the attitude experienced would be then the employee would face problems in getting a promotion, poor outcomes of work, the risk of the job, and misunderstanding with work assigned. The reflection makes a good impression in personal life making the personal loss of happiness with family members, having a stressful situation, and no cooperation with what they have undergoing about life security. The mood swing in attitude makes a real impact in supplying required by public people (Veerapen, V. K. (2017, January 17).

The area to compare the relationship between quality and attitude is vast since the culture followed in each area is different, the behaviors of employee change those affect the functioning and performance. we cannot conclude with a few degrees of analysis on how the attitude of employees reflects in the working area based on the external factor that makes the impact on the outcomes of the work. To have a deeper understanding few constraints very constructed to have a better understanding of the quality management with the employees along with the change in attitude (Detert, J. R., Schroeder, R. G., & Cudeck, R. 2003).

The factor of analysis of the efficiency of the recycling pavilion was carried out by Isfahan Municipality to give its citizen a good service with the administration. The development was undertaken in public care as customer satisfaction, people orientation, social interaction, and the growth of the municipality for providing effect less service to the public for betterment in life. Shahin, A., Attafar, A., & Samea, M. (2012) all the authors were able to find out what can be done to have a

better improvement to ensure the customer orientation that has continuous improvement in the cooperation and attaining the vision estimated by the government for the people.

1.2 The Dimensions of attitude towards quality in work place

Attitude is a constraint which can be bonded with almost all the management and quality principle. The relationship of attitude that service quality should be constructed with some common constraints that share the property of making the workplace more efficient and controlled. Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003) was designing some common dimension to the company the quality of educational service that involved an attitude of the school problem matching the cultural development within the organization. Each constraint has its own way of taking the quality of attitude of the efficient result. This paper has more similarity with the constraint that relates to the attitude of people working in the public sector (Municipality).

Shared Vision:

The attribute of shared vision is to have accomplished a common vision obtained from a different individual that gives a solution to the same problem with the path for the growth of the organization with the presented idea. The organization that grows by using the solution obtained by the various persons seems to have people joining together by taking more initiative and make the visual look nearer and more achievable in quick time. Thus, Shared vision serve to solve the purpose of many people that gather the spirit of connection and making the efficiency of the organization a good one with mutual understanding by taking up more responsibility.

Customer Orientation:

The level of customer orientation can be evaluated based on the behavioral habit of the customer to the person who is representing the organization in some means to clarify all the problem that arises during the development period. The margin of attitude relays on the nature of customer that directly or indirectly reflect the quality of the service in different dimensions. Any sort of negative behavior would have the capability to collapse the effect on customer satisfaction which affects the orientation of having good management (Stock, R. M., & Hoyer, W. D. 2005)

Long Term Focus:

Obtaining a result of a given problem on time being is not going to be a permanent solution until it has been practiced or tested on the origin area. Thus, need the involvement of people who would represent the solution created for them in a short time for a better comes in future times (Rise, M. B., & Steinsbekk, A. (2016). If the solution is not implemented, then it might lead to some other serious problem with more consequences.

Continuous Improvement:

Improvement is a process of making progress in an existing problem by using solution derived from various people. Giving solution to the problem is going to find a temporary solution to a problem, but constantly monitoring the progress of the work makes the effect taken in making the implementation process a great success, simple solution or major solution is determined based on how the problem is

been approached for solution (Yuen, K. F., Thai, V. V., & Wong, Y. D. 2016). The process of making the work efficiency does really make an impact on the end output.

Employee Involvement:

Involvement has a greater meaning to measure the parameter of dedication given to an assignment assigned to any individual based on the result obtained in the designed duration. Though, the interactive environment amongst the employees working in a group for a period should show more involvement towards achieving the mission and vision of the organization. Working in a group can be good for some duration eventually it affects the performance of an individual person who shares interest and skills in another area. The growth given that individual employee may affect the carrier development and make them suffer until they find a good solution to pass through the project stage (Jones, D., & Kato, T. 2003).

Cooperation:

Impact of external factor can affect the performance of any skilled employee even though they have a good track record on performance in the past. If the employee is surrounded by people who have the courage to demotivate and discourage a person who has consistently performed when in any aspect would face a drawback in proceeding with the work, they are skilled (Tauer, J. M., & Harackiewicz, J. M. 2004). Co-workers mindset in the working environment can also make a huge difference in achieving the outcomes of the organization. The effect not only affects the co-worker but also makes a disaster in structuring the organization.

Data based decision making:

Decision making is an important part of making the work plan and executes the designed solution that fits the problem by clearing the troubles. The method for arriving at decision making can be done in various steps one of the methods is using the available data and finding out the solution based on the input raw data. Sometime, the data may favor a specific group who deserve little rather than group who needs the solution is given to the specific group at first place thus piles the trouble facers to face more problem and people with limited needs with abundant solution that makes the inequality amongst the community and leads to many other problems ((Staman, L. L., Timmermans, A. A., & Visscher, A. A. 2017). Sorting the problem and solution based on the requirement along with the data assignment towards the situation is a big deal but inequality might prevail among the people.

System Focus:

Development in any kind of project be achieved only when it has a planned path on which must travel to achieve the outcomes of the process, but diversion can obtain within the system since the solution can be assigned with various modes of resources. If employee plan to try all sort of solution which can drop the efficiency of the work and thus would make the consequences of deriving other problems with multiple assignments for an individual problem. An order of classification must be made to derive the solution for the problem. If usage of the solution doesn't make any difference then approaching other solution would be a greater option (Torres-Ruiz, F. J., Marano-Marcolini, C., & Lopez-Zafra, E. (2018). Following a set of constructed activities would make some good impact on the end outcomes of the products.

Quality at the Same Cost:

Price of the product is usually determined by the manufactures but when it comes to consumption everyone does make the contribution to utilize the benefit of the product delivered. The behavioral habit of the customers reflects the determination of the cost. Hence, the quality of the product may face some deflection. The effect happens from both sides such as the company and the consumers, but the opinion given for the price variation of the client has a different impact on the market. The importance of maintaining a good relationship with the customers is vital to make the next change in the market which would bring some changes in the product pricing. The quality and price should travel in either direction for a consumer to take initiative to purchase the goods for consumption (Shugan, S. M. (1984).

1.3 The effects of attitude towards quality in work place

The constraint does have a good relationship for analysis of the problem that could cause damage to the quality of the outcomes delivered to the customers. Some of the common problems can be listed and a perfect solution can be obtained by matching the constraints towards the quality and attitude of employees working in public sectors. Thought we have a different opinion on each constraint it's better to relate the problem that can happen in this public region when we plan to give the best for the citizen of the nationality. Let's see how the problems can be related to the situation that is happening in other parts of the constraints.

- ❖ Multiple vision of a single problem
- ❖ Habitation behaviour of the customer
- ❖ Finding temporary solutions to the problem
- ❖ Negative attitude with fellow co-workers
- ❖ Concentrating on individual performance
- ❖ The False assumption with available resources to solve the problem
- ❖ The Impact from external factors affecting the efficiency of the work
- ❖ Distrusted mindset during work
- ❖ Poor deliver of service

1.4 Summary

The relationship of attitude towards quality at the workplace does really make an impact on the user who is part of the beneficiary list. The area for both the attitude and quality determines the development of the organization. In this paper, those attributes are going to be compared amongst public sector employees who work in a different area under various circumstances. Though, they carry a common subject of attitude and quality, the parameter used for the construct the bond would describe the characteristics of each subject in a detailed manner. The constraints show how the problem of attitude and quality directly or indirectly relating external factor in many ways. A detailed examination of the topic is going to be carried out with the help of an online survey conducted in Survey Monkey (Lithuania) and Google forms (India). The participants with answer question that will cover the current practices of Quality management and the attitude practices of quality management in the future. The question did ask the participants to categories the age group, year of experience, job position, department and locality of the work environment. The raw data is going to

proceed with the help of SPSS analysis software to analysis which parameter has a better impact for a better outcome serviced to the people. A correlation test to understand the relationship and linear regression test to find out the exact cause for the delay in the processing of the work. Based on the analysis result, we can conclude the constraint improvement at work environment need to be taken to enhance the service offered to the public people for the development of the citizen and nation.

2. The relationship of attitude towards quality in work place.

2.1 Conceptual model of constraints

The attribute of attitude towards quality at the workplace is done by constructing the parameters that share the behavior and functionality of the constraints. Most of the constraints have an interconnection between them, while others partially share the functionality and operation of the organization. A comprehensive framework would be constructing to know the quality and culture on which the constraints is acting on to have better interaction and involvement of the contribution (Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003).

This paper would discuss the work culture of employees working in the public sector under different circumstances since nationality is completely different from one another. The determination of gathering all the functional and behavioral operation of the public sector would be challenging with respect to the cultural changes. Let us see the framework constructed with the constraints for understanding the attributes of attitude relating the quality of employees but tackling the external factor, the relationship with these constraints are further described with various principles.

The reason for constructing the constraints is to check how the hypothesis works with every scenario while taking attitude and quality as the primary functionality of the organization. The below figure does show the connection between them. The common factor would be quality and attitude, but the variable has their own specialty in showing us how the functions of the employee are taken place and the problem that comes with the change in the attitude of the employee based on the influence of external factor.

The layout shows the relationship of the different variable with the main attribute. Different scenarios would be grounded to know the actual potential of this constraints in describing the functionality of the attitude and quality.

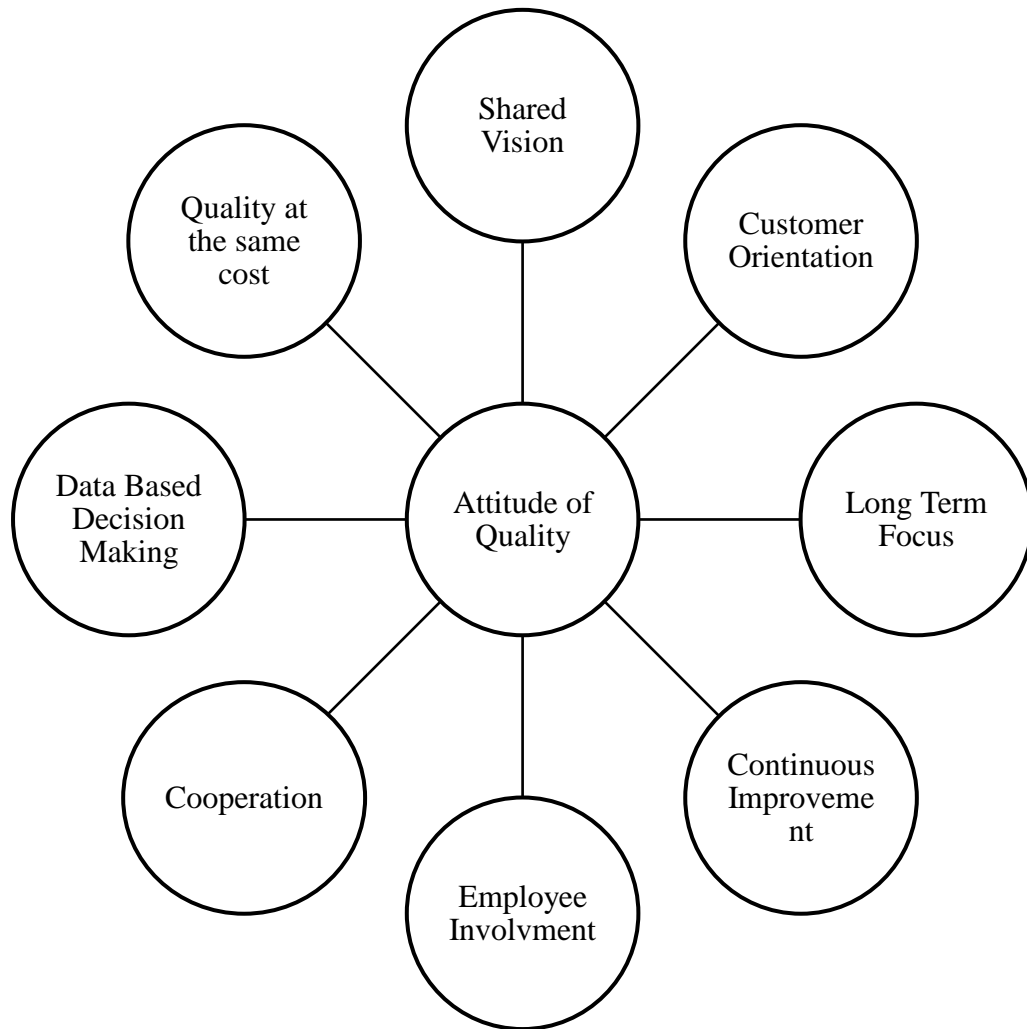


Fig. 1. Conceptual Model of Constraints

2.2 Function of attitude towards quality with constraints

The examination of the attitude and quality with respect to the functionality can be discussed in detail but the cultural habitation shared amongst the people working in two different regions are of two different, therefore, each of their approach towards carrying out the work does differ with some common factors such as

- ❖ Time
- ❖ Colleague Relationship
- ❖ Break Routine
- ❖ Office Environment
- ❖ Hierarchy

These differences are quite common amongst the working people when the impact of any one of the factors could collapse the other thus can lead to many consequences at work environment. Let us see how each of these constructed constraints could relate the external problem causing the situation.

2.2.1 Shared Vision

Practicing the value of shared vision among the fellow works by understanding the vision and mission of company helping them to achieve what they have planned over the period to attain with the help of all the member of the organization. The best of having a shared vision could be it can make the environment look friendly in which the practice of having better communication, involvement, dedication and work process are carried out (Roueché, P. E et al., 2014). The uniqueness could be an initiative for having a better situation within the working environment since the goal of the organization is unique but the people working to achieve the goal varies and thus make the approach to reach the vision makes a different route to end towards the destination. The mentality of the people is to make so many difference trial methods to reach the vision without sharing the technique with fellow works that may lead to some serious problem.

The attitude for shared vision should be approached in a positive manner so that people could be benefited with skill and knowledge development process. Once they follow under the categories of shared vision, they start to experience some of the professionalism at work environment with more responsibility, commitment, interaction, enrolment for active participation. Thus, developing the thought of having a positive approach on shared vision would increase the capability of creating a perfect output. The purpose of a shared vision can be only obtained when everyone has a good set of relationship with one another at the workplace. A framework on shared vision could explain the process of developing the habitation should be expressed.

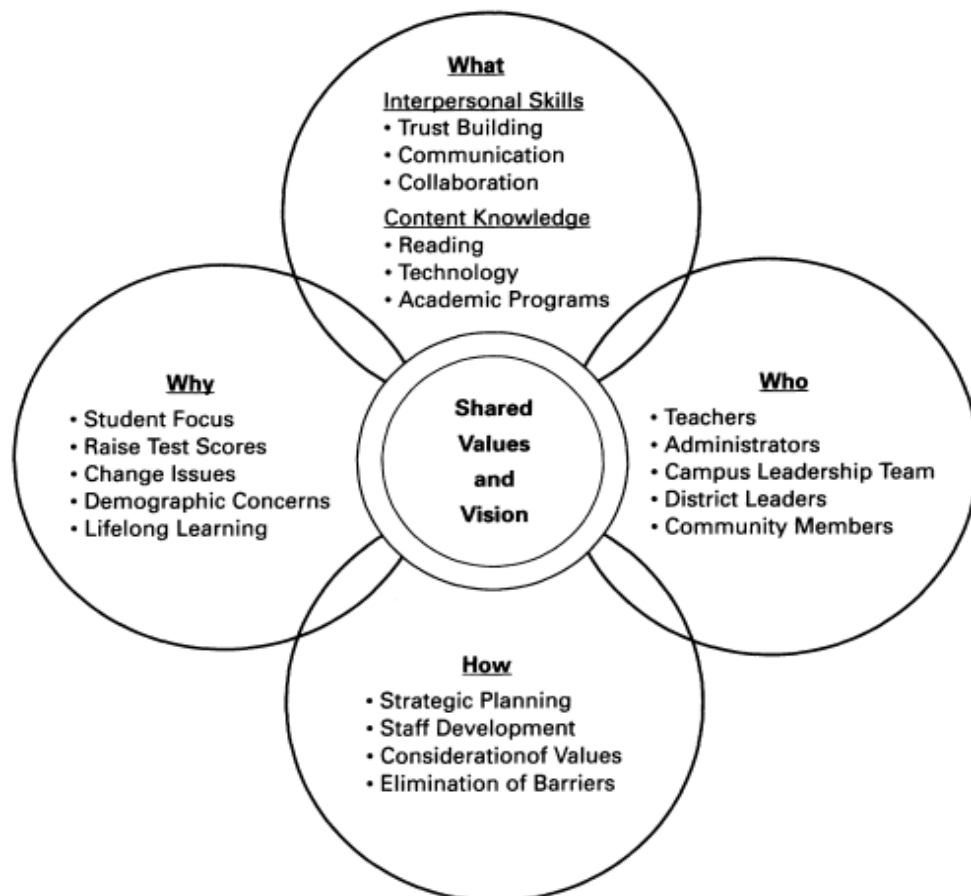


Fig. 2. Shared Values and Vision organization Framework (Source: Huffman, J. 2003).

Huffman, J. (2003) describes sometimes a change in organizational structure could have a good impact on the development of job role and responsibility assignment for the employees could take more efficiency by collaborating the interrelationship of the organization by checking the parameter of the employees who was working in a local school to enhance the teaching knowledge of the kids. Vision can be shared but the importance of sharing that information should reach the person who has more impact by classifying the functionality of the vision among the employees of each category. The figure illustrates the importance of knowing how a shared vision can engage all sort of people towards achieving the final goal.

- ❖ Identify the potential person who must be given more information about the organizational vision
- ❖ Method for reaching the people is many but finalizing a range of tool to show the effect of vision is necessary.
- ❖ Show them the impact of having a shared vision instead of scattered vision that can split or pull back the development of the organization.
- ❖ Methods to implement the planned shared vision could make the difference in reaching the goal in scheduled time.

Having a shared vision would not only benefit the growth of the organization but also have an impact on the personal enhancement of the employee who tends to work in a group. Positive attitude at the workplace is always considered to be a healthy practice with co-workers irrespective of the department or place their work.

2.2.2 Customer Orientation

The customer is the prime source for making out a business, the products and service is crafted based on the needs created by the end users. The role of attitude can be examined in different approach estimated by the customer on the time of the usage of the end products, if the customer faces any sort of problem then the next meet would be a bitter experience. The orientation of the customer is based on the attitude and behavior of the scenario; the impact of the situation may be direct or indirect, but it affects the growth of the organization. Approaching the problem in different ways could make a better understanding to uplift the customer satisfaction. Satisfying the needs of an individual to top-level clients with multiple needs follow under the same circle to use the product and acquire the service. The interrelation of customer orientation with behavior can explain how it impacts the level of customer satisfaction with the delivered product (Stock, R. M., & Hoyer, W. D. 2005). Sometime the influence of external marketing condition would make some effect on the attitude and behavioral changes if the customer.

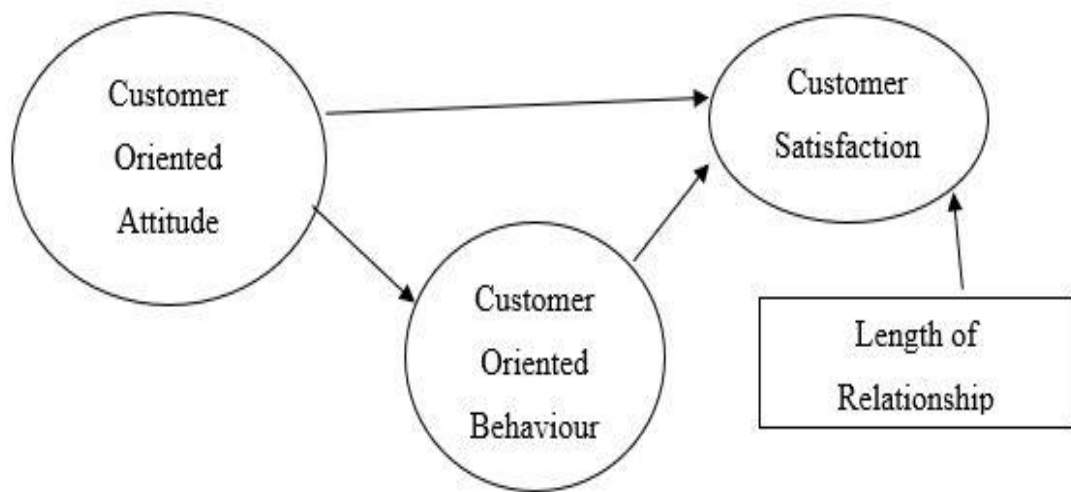


Fig. 3. Model of customer Orientation

The behavior of the employee at the workplace is often noticed since it shows the level of relationship with the client over time. The bond can be illustrated with a model expressed above, the pictorial representation shows how the interconnection of Customer Oriented attitude and Customer oriented behavior rely on customer satisfaction, based on the level of customer satisfaction the length of relationship and bonding with the service provider is estimated. If the parameter of the circle is distracted the satisfaction of the client such problem takes time and is hard to make the balance within the other customers. Trust factor plays a major role in building the gap.

Focus not the only customer would give a good result, the employees working for the organization must be motivated and appreciated with some reward system to enhance the self-confidence of the employee to show more progress in working in the environment. The quality delivered to the customer involves the proper planning and execution of the management structure within the organization.

2.2.3 Long Term Focus

The term having concentrated focus on the work that has been taken to benefit a range of people would be very much challenging when the problem has a different solution with the various variant. Giving a temporary solution to the problem does not go to bring any sort of permanent relief to the trouble causing agents (Rise, M. B., & Steinsbekk, A. (2016). A depth knowledge on how the problems can be handled is a big task. Walker, D. I. (2010) did an analysis of the benefits of how powerful if the payment for the executive is done for a long period. The study was made to know whom the government can tackle and bring benefits to the citizens if the tax is paid on the long term. The organization does face some trouble in estimating the solution, but they did regular monitoring and change of execution plan for a better result. Let us constructively break down some simple steps in having a better understanding of the benefits of long-term focus.

- ❖ Brainstorming the solution that might fit the solution
- ❖ The analysis which part of problem solving could reduce the initial damage soon.
- ❖ A deeper understanding of the solution that could avoid the trouble causing agent not to appear again

- ❖ Monitoring the implemented plans to terminate the issue.
- ❖ Change the action plan if the execution is not finding a solution for the long run.

2.2.4 Continuous Improvement

The impact of making a good plan along with execution steps is quite challenging when we come with such a huge process for the betterment of a problem with the more innovative and creative idea. If the plan faces any problem and its continuous over a period, then we might be broken down with demotivation losing the level of confidence we had while starting the project. To avoid such a phrase of failure, we do a small and most effective tool known as Continuous improvement. The efficient outcomes of the process are huge with small additional and careful steps to the existing problem.

The parameters used in determining the performance of the continuous improvement would be Pace and Consistency. Both the constraint have their property to measure the quality variant, the pace of continuous improvement could be measuring tool to estimate the time required or taken by the process to attain its full potential outcome. The consistency of Continuous improvement is yet another parameter that can be used to execute the regularity or wavelength in which the progress of the carried-out operation is going on. (Yuen, K. F., Thai, V. V., & Wong, Y. D. 2016). The relation of pace and consistency are interconnected for estimating the quality of the project in various aspects.

Bessant, J., & Caffyn, S. (1997) both the authors were deriving a solution to high technology innovation using continuous improvement process and came out with many problems that should be rectified to have a better working environment. The relationship of continuous improvement can relate to the involvement of people in the working environment. Some changes that can enhance the function of continuous improvement could be accepting the change create at work place

- ❖ Keep patience until a better return is obtained
- ❖ Encouraging and believe the work performance of the employee
- ❖ Taking the solution from Problem solved to try out the solution until perfection is attained
- ❖ Creating a proper organizational structure
- ❖ Motivated environment

2.2.5 Employee Involvement

Customer may be the sales bring the source to the company, but the active participation of working employee makes the difference in determining whether the organization is following the right route to achieve the goal. If the organization have a well-organized structure to make out the plan and operation, then engage the employee to work on the structured plan would bring the change. Though the involvement of employee with co-workers can have some ups and down in managing the attitude based on the hierarchy created by the management. This paper made to discuss the attitude towards quality estimation in the workplace. The earlier problem found in this conspiracy was working in a group and making a good plan based on individual talents (Jones, D., & Kato, T. 2003). The engagement of the individual is very much different from what we get in the outcomes.

Cotton, J. L. (1993) wrote a book on various methods that can practically be implemented for better performance without affecting the work attitude of the employee working in the system of designed

organization. Some of the key areas where the room for employees involvement towards reaching the vision of the company are

- ❖ Identify the interest of the employee and place them in the required area to enhance the speed and increase the quality of the process.
- ❖ An employee who shares an interest in the project would have more dedication to work.
- ❖ Designing a proper organizational behavior with a positive attitude
- ❖ Looking after the needs after the needs of the employee by establishing a strong human resources team
- ❖ Motivation and appreciation could make the employee build a relationship with the organization.

2.2.6 Cooperation

Understanding the environment under which the work is carried out makes the execution and collaboration with other people who are working in the same situation. Co-workers help can be a major impact in maintaining the bond estimated between the organization and the vision created for a good quality result. If the working environment is so messed up with a negative attitude will a good performer work for a high-end project with lack of support and guidance from the co-workers would be spoiled. The impact could result in the bad performance of the organization which in turn would affect the person who should less interest in helping the colleague with the work. Bad Influence may cause the organization to step off the track in attaining the mission and vision (Tauer, J. M., & Harackiewicz, J. M. 2004).

To have good cooperation with the co-workers the level of interaction should be high within the assigned area. The evolution of cooperation can be enhanced by engaging in group activities, interchange of work member on a regular interval or assigning a different group with the same project to engage the meeting amongst the people of different culture and age group. Usually, the difference in the group of people can create an attitude change for the efficient quality of the work gets distracted with the work progress. To control the defect and enhance the quality of the work (Axelrod, R., & Hamilton, W. D. 1981) a prisoner's dilemma game was estimated for good performance that says if the performance of the employee is not to the mark then they much undergo this principle until they have a good result.

		<u>Player B</u>	
		C Cooperation	D Defection
<u>Player A</u>	C Cooperation	R=3 Reward for mutual cooperation	S=0 Sucker's payoff
	D Defection	T=5 Temptation to defect	P=1 Punishment for mutual defection

Fig. 4. Prisoner's Dilemma game to enhance cooperation (Source: Axelrod et. al., 1981)

If the employee has any sort of problem with binding with the co-workers they would be in the range of defection, then the employee would be motivated to work and make his mistakes rectified if he doesn't make the development then the area of punishment comes into existence with a memo for not performing well. If the rate of fault from the employee continue, then it's better to make a payoff and fire the employee from the organization. Since the bad influence over time would affect the others who have the intention to work in a group and make progress.

2.2.7 Data Based Decision Making

The process of coming out a solution in quick time is highly challenging and complex to arrive at the correct solution. The method for achieving high accuracy with data-based decision making can be done with collaboration, calibration and leadership insight that can make the information provided into a processable mode (Wayman, J. C., Midgley, S., & Stringfield, S. 2006). Making the decision based on raw data available can sometimes lead to misplace of data and function to different people ((Stamen, L. L., Timmermans, A. A., & Visscher, A. A. 2017). The people who need the function may not be benefited when the decision is made with just the raw data without looking at the effect that can happen in later days. The anticipation in solving the problem is good but the result just by predated the solution. An examination about the work environment must be done to give the problem-solving decision to the respective people.

The practical practice of transforming the data into a functional policy could take effort in a critical situation when we don't find any other alternative procedure to carry on the process. A deeper understanding of what process and implementation tool should be used for the measurement process does give a way to frame an interrogated way to give a solution to the problem in a practical situation (Spillane, J. P. 2012). Increasing the efficiency of the decision making with the help of data can be done by following the sequential order

- ❖ Identify the problem causing agents
- ❖ Ask the opinion from other people how the problem can be brought in control
- ❖ Design a proper questionnaire for evaluation

- ❖ Give the user to give a full opinion on the situation
- ❖ Couple the information and questionnaire answer
- ❖ Relate the incident and test the solution
- ❖ Wait until the problem can be solved at a major level
- ❖ Make a report on how the process execution brought changes with the idea.

2.2.8 System Focus

The term focus is always related to the extreme concentration on the work carried on. When the term is coined in any management principle is offend explains how the initial planning stage of any operational plan should be carried out with extra care. A small amount of deflection in the plan of the execution could make the drawback of the operational process of the execution. Usually, a problem comes with a solution but sometimes the solution estimated for an individual problem can be many, some show interest to take initiative to try out all sort of solution and make the efficiency of the operation down. A proper arrangement with a set of solved arrays can have a good impact in clearing the problem (Torres-Ruiz, F. J., Marano-Marcolini, C., & Lopez-Zafra, E. (2018).

Allen, D. (2003) the author was able to design a built-in test for finding out the good comes on having a system with a high focus on carrying out the operation as following

- ❖ Making use of the available resource for a better outcome
- ❖ Try to reduce the damage caused to the planned operation
- ❖ Differentiate the range of plan along with the solution derived.
- ❖ Place a high skilled employee with others so we don't need many skilled labours to carry the work
- ❖ Reduce the usage of material and wait for the result developed from the previous process
- ❖ Make some progress in monitoring the work carried out in the sequence of operation.

2.2.9 Quality at the same cost

Quality of the product relies on the price on which it is consumed, if the product has good quantity then they have deflection in the quality since the cost factor makes the impact. A rise in demand makes the organization to create more product with less quality to meet the requirements of the customer. Sometimes, the behavior of customer related to attitude and quality makes some changes in the quality of the products. If the behavior of the company is unaccepted by consumers then the relationship of business decreases in those situations (Shugan, S. M. (1984).

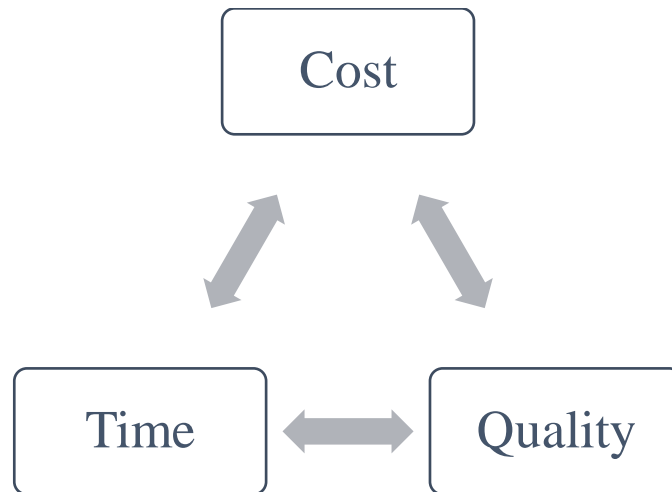


Fig. 5. Relationship of quality at same cost

The triangular pyramid shows the interconnection relationship between each principle. All three constraints have to a link with one another. An alternative method is carried in any part of the work progresses to match the demand cycle raised by people. The benefits of good quality would result in more business opportunity for the organization to take answers from all kind of individual employee (Atkinson, R. 1999).

2.3 Comparison of attitude in India and Lithuania

The Demographic representation of the countries can be determined by comparing a few parameters to know how the culture of Europe and Asia interacts with one another when the responds and functionality of the people varies. The following figure shows the percentage of people dominate in each dimension; the result was obtained by using the 6D model for a better observation of the culture taking place in the country. (Source: Hofstede Insight)

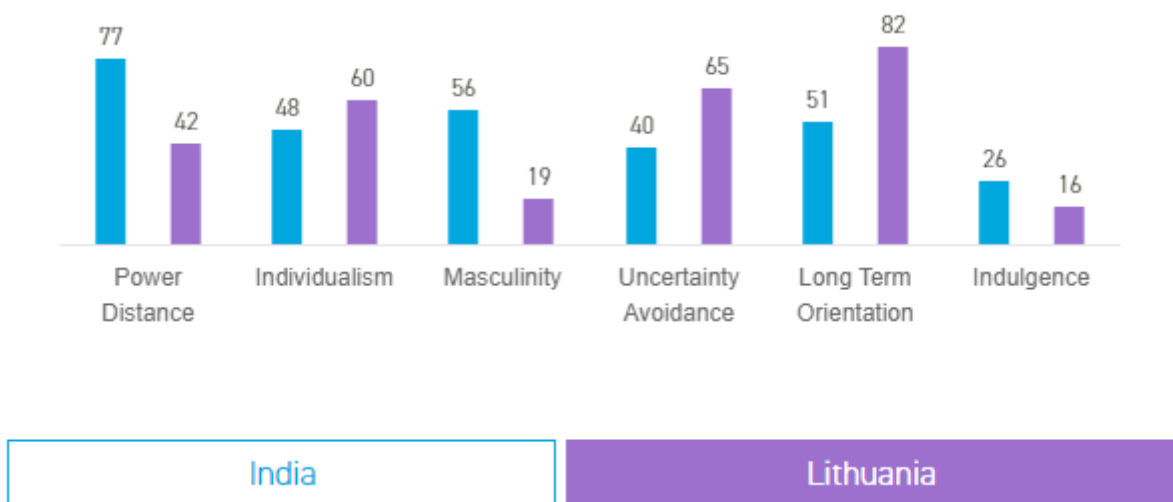


Fig. 6. Country comparison (Source: Hofstede Insight)

The objective of this dimension shows us the inequality that is prevailing among the people of both nations. We could see the percentage of India is ranks higher when compared to Lithuania, the main reason for this problem would be the organization power of government not taking care of the people who stay below the poverty line when the population and steps towards the development of the nation in another aspect rather than concentrating on the development of the country. (Source: Hofstede Insight)

The Percentage range of Lithuania looks lesser than India, but the range of power distance is big when it is compared to another part of the world. The implementation of changes is happening within the nation since the loyalty and responsibility sense of old people is high compared to young generation due to the Soviet revolution. The rate of implementing plans for the unequal people is increasing at a good rate so in the nearby future we can expect a huge change in the dimension of the power distance. (Source: Hofstede Insight)

The marginal percentage of individualism is comparatively less than, but India stands low with 48% since the people in India have the tendency to work in the larger group with the habit of mutual understanding with each other, that makes them interdependent on others. The relationship amongst the employee might look fair but the individual performance of the employee might face some problem over time. The dominant of employer would be in high range since the religious belief of any individual is responsible for the rebirth and death note. The faith and trust issue of employee and employer are maintained high because of a dominant society. (Source: Hofstede Insight)

The Individualism of Lithuanian people is higher in percentage with 60% since they were ruled under the Soviet Union, everyone was made to do their work on their own without depending on anyone's help. All young adults were made to carry on their own life without depending on the parents or society. After the independence the rate started to increase as the development of the nation was good in technology, so people were more curious to know about the changes happening in a different part of the country. The migration of people was taking place for a better living and to get better educational knowledge. (Source: Hofstede Insight)

The score indicates the dimension on which the rule and responsibility of any masculine would show the level of value they have in society. In India, the score is high because they didn't want women to be educated and have an equal lifestyle as men do in life. The rule of man was to look after the family by roaming out in society by facing all the challenges and make his growth in whatever field he belongs in life. For women, the responsibility was limited within the house and the standard of life was to live and take enough care of the home. (Source: Hofstede Insight)

In Lithuania, the score is 19, right from the beginning the role of feminine was equally treated and they had enough freedom to acquire what they were looking for the essential quality of life. They maintain a low profile and know the nature of communication for convincing the opponent without making any sort of offend. They were having a feminine culture some felt it might be a threat for other community people. Anyway, they had the opportunity to mingle with other nation people so the race of masculine and feminine were at their best in living a life. (Source: Hofstede Insight)

Few things have its own pros and cons which cannot be determined or changed it must be accepted as it comes, after the result, we can think what shall be done out of the result. Same way the future is

the same place which comes no one can control and know what is going to happen tomorrow or other upcoming events. The better the belief the better the day pass by, is like ready to face all sort of consequences acquired by nature. The tolerance level of Lithuanian people, in this case, is low since they are afraid of what is going to happen the next day or minute. The acceptance of taking the challenge and risk involved life betterment source are not welcomed among people who take extra measure to safeguard themselves. (Source: Hofstede Insight)

Indian people have a moderate level of acceptance level, they believe a myth that no material or substance is going to be perfect always, so tolerance of event is accepted at any circumstances. The behavior of welcoming all the assets irrespective of worrying about the consequences. The most common term preferred by people would be “ADJUST” if you plan to make a life out of nothing. You can make a living if you have the belief to sustain and survey in life. (Source: Hofstede Insight)

Earlier we show how curious do people of Lithuania think about the outcomes of the future right from the present moment. The plan and execution of building the gap of future and present are by educating them for preparing themselves to have better reliability in life. If they have an opportunity to make their future better by taking part in regular activities, they make their mind to work on the plan and have a good result and succeed in the future. Usually, people with long term mind tend to have more patience and disciplinary in life. In the ranking of the long term, orientation is much larger with Lithuanian people. (Source: Hofstede Insight)

People in India rank on a moderate scale when it comes to long term plans, the situation in the country is changing every day and the mindset of the people keeps changing to their work situation. They plan their daily activities accordingly and make a good impression on the environment by living the present moment. People share the easy go situation that makes them strong to face any kind of critical scenario that can occur under any circumstances. (Source: Hofstede Insight)

The part of being socialized at the young age and knowing how to the public when you are left along with the support from adults. In this parameter, the difference between India and Lithuania is marginal since both the country have the same fear of cultural restriction. Kids can play with same age group people and same community people in the old days but the development in technology gives space to get socialized in the virtual world rather than the real world.

The impact of creating a boundary in controlling the limitation of the imagination affect the feeling of having a group activity. Soon they would disconnect themselves from the outer world and stress them out. The practice of socialization would take a few times to increase the percentage in both the nation. (Source: Hofstede Insight)

2.4 Hypothesis of the attitude towards the constraints

The study obtained from Hofstede Insight shows the different parameters shows how attitude could vary in different part of the country with the job they are work in the sector. It even shows they could be a possible change that can happen in the future because of the population and the younger generation mindset in handling the work assigned to them in different forms. The constraints used for the analysis helps us to understand how people work in the different locality of the world based on

the opportunity and tools provided for the work environment. Let's constrain a hypothesis using the constraints used for the research process.

Constraints	Lithuania	India
Shared Vision	High	High
Customer Orientation	Medium	High
Long Term Focus	High	Medium
Continuous Improvement	Medium	Medium
Employee Involvement	Medium	High
Cooperation	High	High
Data Based Decision Making	High	High
System Focus	Medium	High
Quality at the Same Cost	Medium	Medium

Table 1. Hypothesis of the attitude towards the constraints

The above table show how the survey result could be upon the literature review study gathered from various authors in understanding the attitude change that has happened in the past circumstances in the different work environment. The questionnaires are keen to determine the current practice of quality management with the attitude practices of quality management liked to be practiced in the public sector by the employee working in different department of the constitution. The hypothesis is marked with the scale of the low, medium, and high to indicate the level of impact in the constraints.

3. Research Methodology

3.1 Research Method (Survey)

To understand the working culture and environment a survey must be conducted amongst the employees working in the various department in the public sector in Lithuania and India. The survey questions are formed with the help of google form for Indian employees and SurveyMonkey domain for employees working in Lithuania in different public sectors. The output which has been planned to collect from employees would be numerical data with few yes or no question. The major portion of the question was constructed to describe their personal argument how the system and management working in the department where they are working so different parameter were suggested to show their option on what is happening within the system and whether they would have any feeling to change the conditions under which they are working for the project.

Qualitative research methods can be carried out in a case where one parameter is considered to higher than the other. The understanding of fundamental procedure and insights of the problem can be obtained during the investigation, a piece of deep knowledge is obtained by comparing the hypothesis amongst the conditions created between variables. The model followed in obtaining the result in statistical form by using numerical data would be Quantitative research, since this type of research methodology gives deeper understanding of what is happening around investigation, does help to know what sort of problem is prevailing in those areas and necessary steps for improvement can be made in those areas for some better outcomes by conducting a comparison study.

The method helps to find the root cause of the problem by dividing the major problem into a various subgroup that ultimately leads to the starting point of the problem. The research problem which gives the attitude and quality to have any sort of interconnection thus affecting the employees working in the public sector. To determine the result, a qualitative approach is carried out to identify the problem and bring out a preferable solution for the cause.

3.2 Questionnaire development

The relative problem between attitude and quality can be determined by constructing the question in the constraints that describe the situation of employees working in the public sector. Thus, all the questions are derived from some similar area that evaluates the situation what makes the employees work efficiently based on the rules and regulations proposed in all the departments. The question reflects the constraints on which the employees facing the problem, each constraint has its own form of the question to evaluate the idea of employees in Lithuania and India based on their locality and working superiority.

Constraints	Author/source	Cronbach alpha			
		Lithuania		India	
		Are	Should be	Are	Should be
Shared Vision	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.793	0.776	0.625	0.585
Customer Orientation	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.624	0.755	0.399	0.650
Long term focus	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.051	0.064	0.510	0.650
Continuous Improvement	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.302	0.407	0.578	0.734
Employee Involvement	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.624	0.571	0.538	0.749
Cooperation	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.567	0.479	0.721	0.836
Data based decision making	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.803	0.787	0.748	0.810

System focus	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.602	0.682	0.294	0.714
Quality at the same cost	Detert, J. R., Schroeder, R. G., & Cudeck, R. (2003)	0.533	0.574	0.584	0.675

Table 2. Constraints showing reliability test (Cronbach alpha)

3.3 Data Collection

All the questions are taken with extra care to understand how the employees take the work and the responsibilities at the workplace. Since the area to measure the quality and attitude is very vast, so few constructed constraints will help in making the comparison study a quality one. The questionnaire was sent to people working in the public sector to know their option on how the system they are working or how they feel should be for a better effect to benefit the public. A total of 85 responses from Lithuanian employees and 73 responses from Indian employees working in different part of the public sector under different division.

The questionnaire for Lithuanian Employees was designed in Lithuanian Language for a better result and uploaded to SurveyMoney.com for two months to attain 85 responses. The questionnaire for Indian Employees was designed in the English Language since the local language differs in all regions of India and the server used for optioning result was Google Forms it took one month to attain 73 responses thus meet the requirement to do the analysis part.

3.4 Data Analysis

The responses for the survey was monitored regularly until a strong response reach the assumed target. Both the survey responses from SurveyMonkey.com and Google Forms was extracted to Microsoft Excel for further Analysis. The Tool which is going to be used for extracting the raw data into result would be SPSS powered by IBM Software. This software can be used to make more comparison, correlation and any other comparison can be done with the survey data. In this paper, Reliability Analysis and Correlation Analysis were planned to do and make a comparison with the constraint this has been constructed to determine the relationship between Quality and Attitude.

4. The result of attitude towards quality in work place

4.1 Demographics

To analysis the result a survey was conducted in India and Lithuania to understand the behavior changes that are happening in both the nations under different circumstances. The demographical survey question was to identify the age, years of experience, locality they worked, and department they were serving over time. The geographical location of survey conduct in Lithuania was in all major cities such as Kaunas, Vilnius, Klaipėda, Panevėžys, Marijampolė, and Šiauliai. In India, the survey was conducted in Tamil Nadu where the employees from the different part of the state and major cities did participate in the survey to enhance the research purpose.

In total, the survey was responded from 84 people in Lithuania and 73 people in India, using the respond got from the survey a detailed analysis was made to check on the attitude changes that has happened in both the nations. The youngest responder age was 18 years old and the senior responder was over 60 years old. Different people were following under various categories of the years of experience and department that they were working. A chart was drawn to illustrate the people age group and the years of experience they have gained while working in the department.

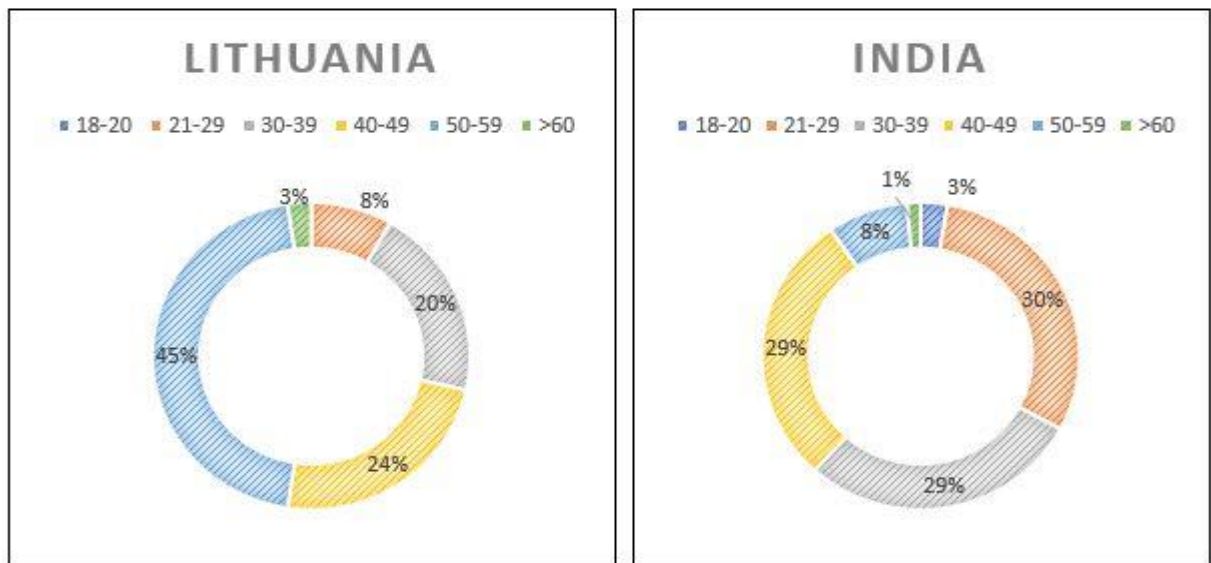


Fig. 7. Chart of different age group participated in the survey

We could see the senior level employees over 50 was more in Lithuania (47%) this could be a better chance for the younger generation people to learn from their mistake and create a stable plan shared by the opinions given to the development. In India, the employee of age 40 (38%) and above were there to guide the next generation employee to take over the department by providing a good project to enhance the life of the people. Just by keeping age as a factor we may not conclude the years of experience shared by the employee. The participant did mention the year of experience in the survey for a better understanding in the research.

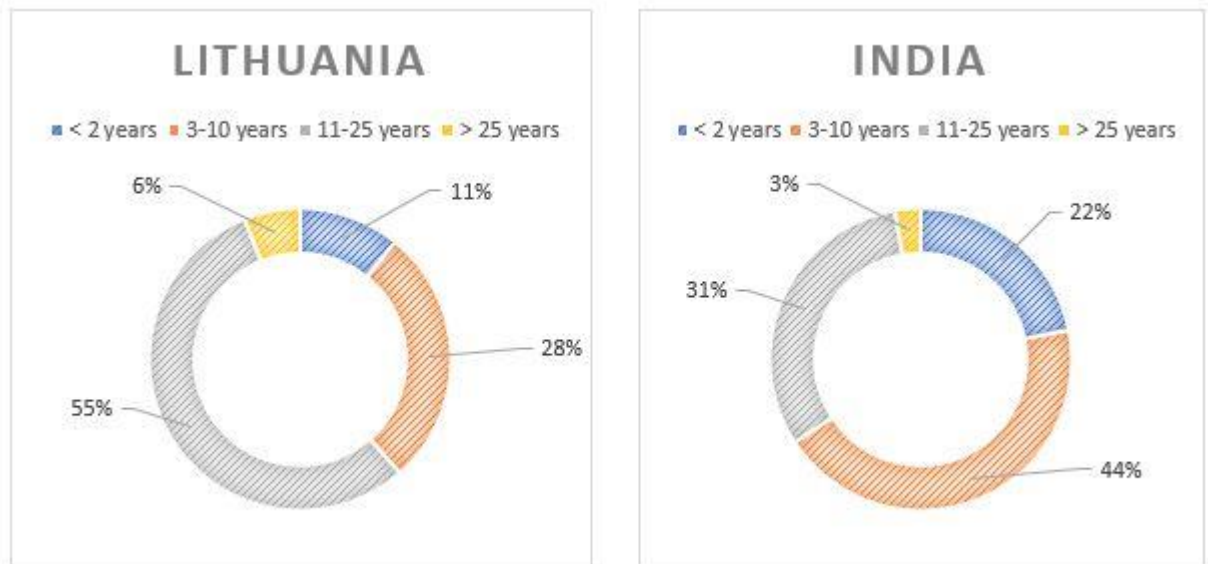


Fig. 8. chart for work experience of the employee in the public sector

The work experience of the employee did show us the level of commitment they gave to work for the same department over time. The Lithuania employee with 11 plus years of experience is more than 60 % of the total participants whereas in India the strength of employee with 11 plus years of experience in the public sector is only 33 % comparing the result we could see the involvement of the employee given to the growth of the public sector. The younger generation do show interest to work with the public sector, as the percentage level in India is 16 % and wherein Lithuania it is 9 % the involvement of the youth into the public sector with the experienced person, on the other side, will play a vital role for the development of the nation.

4.2 Mean of the Constrains: Current use of quality management practices in India and Lithuania

The operation carried out in the public sector according to the rules and regulation of the enforced by the Government of the nationality. The survey was conducted amongst the employee working in the different department and in various locality tend to face different work experience in the area they work along with the projects assigned to those group of people. The probability of data acquired may or may not match the survey result. Let us see the difference in both the nations when they are compared with the constructed constraints. The Chart is drawn based on the Mean from reliability analysis obtained by using SPSS software. The Mean is calculated between interval 1 to 5, where the number denotes the following attributes

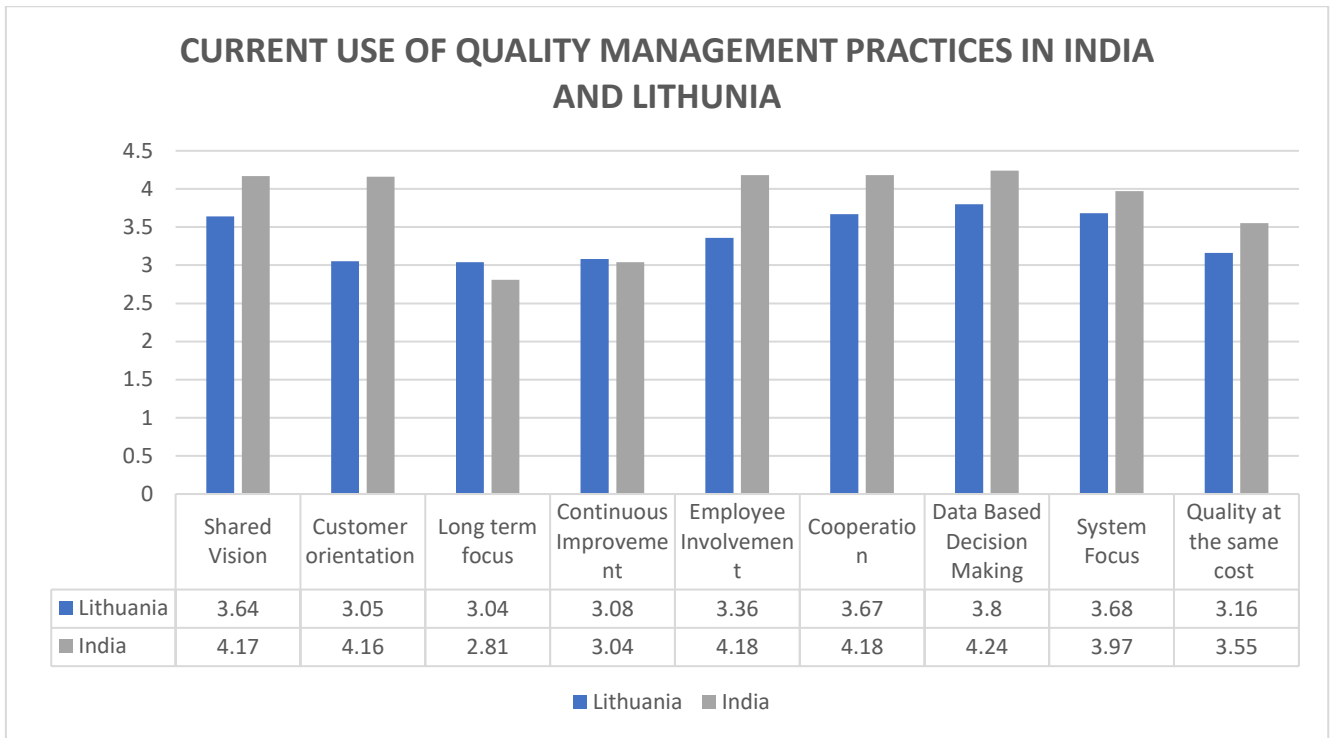


Fig. 9. Chart of current use of quality management practices in India and Lithuania

The Chart shows how good the people have understood the Mission, Vision and general activities of the Nation in the area they are working. The mean value obtained shows us Indian people have more understanding of the basic principle of the organization. The Individuality of Lithuanian people is higher, so it has slightly affected the value of shared vision amongst the workers. Although people's opinion was, they agree with the argument of knowing the mission and vision of the Government except for a few people who are not sure about the policies carried out by the government.

Customer orientation in this area is a factor area where the contribution of customer and other people influencing the operation of the municipality. The external factor in Indian public sector plays an important role in fulfilling the needs of the customer and making furthermore plans for the development of the nation. Since the dependent factor and group activities are encouraged for the function of the organization.

The Individuality level of sharing the work is less but the progress of making the nation a developing one is the concept of Lithuanian public sector people. Now the habit of developing a customer-oriented solution is tried to be brought to practice which would give better collaboration between employees. In general people of Lithuania have the nature of focusing more on long term policy rather than making the quick implementation in quick session.

The chart shows us some inter difference in the process of making the assigned project to carry out quicker. Indian employee usually works in a shorter duration and produce various implementation project to the people. The change was because of the long-term practice to complete the work using the resource that is available in the nearer distance, people do support this kind of practice.

The survey question resembles the opinion suggested by the external factor to be a part of the operational changes happening within the project development. The question helped us to know how

the individual work on the assigned work based on personal growth and observation to process the work. The personal development process was carried out well by Lithuanian people, so they agree with the process of making the plan for future projects. They work on the current project and show progress in making it better once while making some change in the existing project, therefore, helps people to enjoy the public service. The opinion shared by both country people does have the same level of competency while working for the continuous improvement of the nation.

Involvement of the employee in the workplace is one of the factors that help in delivering a successful project to public people. One part of the survey shows the interest shown to the public project by Indian employees apart from the public employee in Lithuania. The reason may be because Lithuanian employee have more interest in individual work than in group work this is an object by the study conducted by Hofstede.

The argument here has small variation based on the input got from the survey, but all the people have accepted to mingle with a different organization and make the change happen in a good manner. The interaction for gathering information from another department could give them a better idea of how people respond to the other problem and how they try to give a better solution to the problem. The easy-going attitude of Indian employees and the fear of future towards development amongst Lithuanian employees shows us how employee make the decision just based on the paper data instead of analysis the drawback when the decision could cause some sort of damage to the government.

The pattern of the question shows how the responsibility and growth of the government does can be determined by the performance of the individual working in the department. The check on how the problem-solving technique is been practiced under different situation and try to sort out the root cause for the problem and give them a good conclusion.

Budget is being announced every year to check how the development of the nation can be carried out using fulfilling the needs of the people who nominated them to be a part of the influences in developing nation. Improper usage of the allocated money is also a major reason for delivering a poor project to public people. Though employees of both nations say it's possible to work with the allocated funds for the completion of work based on the current market value.

At the beginning of the study, we used a hypothesis to predict the situation happening within the constraints of quality management practice. The survey results are gathered for performing a one-way ANOVA test to compare the mean variable of the constraints using descriptive method to estimate if the value of the constraints is significant of the selected range of the variable. If the mean value are statistically significant value is less than 0.05 then they have a difference in the mode of approach. A table is drawn to determine the significance using the current practice of quality management.

Constraints	Lithuania	Means	India	Means	Statistical difference, $p < 0.05$ = different
Shared Vision_	High	3.64	High	4.17	0.366
Customer Orientation	Medium	3.05	High	4.16	0.785
Long Term Focus	High	3.04	Medium	2.81	0.049
Continuous Improvement	Medium	3.08	Medium	3.04	0.033
Employee Involvement	Medium	3.36	High	4.18	0.990
Cooperation	High	3.67	High	4.18	0.995
Data Based Decision Making	High	3.80	High	4.24	0.785
System Focus	Medium	3.68	High	3.97	0.477
Quality at the Same Cost	Medium	3.16	Medium	3.55	0.469

Table 3. Statistical analysis of current practices of Quality management

The table gives us detail about the statistical significance between the constraints. Long term focus and Continuous improvement are two constraints which have a significant difference between them since the statistical value is less than 0.05 whereas the remaining significant value show in most of the scenario the relationship remains the same because of the practice towards quality management. Employee involvement and cooperation has a high value for significant which is close to 1 that shows the different type of practices being used to enhance the work efficiency of the employee in those nations.

4.3 Mean of the constraints: Attitudes to quality management practices in India and Lithuania

The mean constructed in the areas describes the feeling of people on how the system in the working area and government can be made a great functionality of the project. The Chart is drawn based on the Mean Value from reliability analysis obtained by using SPSS software. The Mean is calculated between interval 1 to 5, where the number denotes the following attributes.

The change in the policy of the government is wildly accepted by introducing changes in the Lithuanian projects. The changes are because of the younger generation trying to have a shared world by working in a multi-cultural environment. As a result, it will reflect in a future project that will have feedback from all kind of people working in the sector. Few people in India say the mission and vision of the governmental organization can be the same as the shared vision unless employee takes effort in making the principle work for the national development.

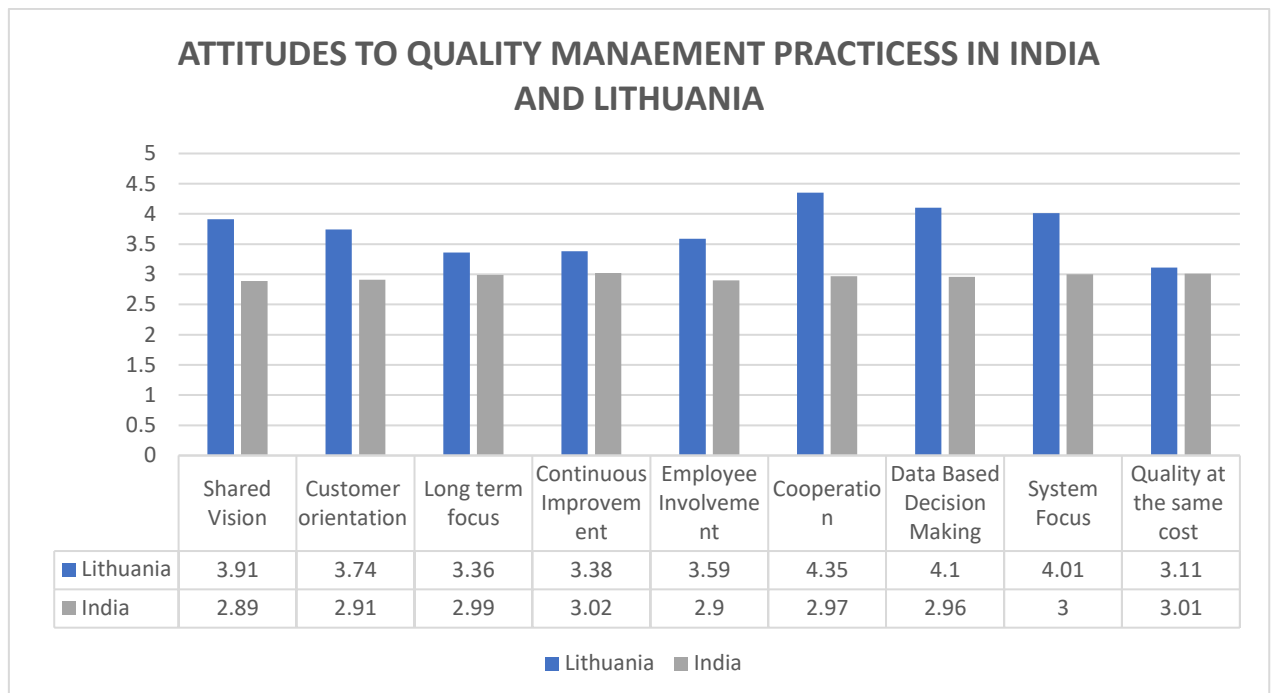


Fig. 10. Chart of attitudes to quality management practices in India and Lithuania

The change of Individual domination will bring the change of the behavior and attitude in the workplace, so the people have started to accept the group activity by stepping out of traditional derive, therefore the role for waiting for customer-oriented project will be more and the national development by the help of different people will bring changes in the working environment. Lithuanian public sector employee is now to focus on various kind of people in enhancing the service offered by the government. Indian employees are already focused on customer orientation since the culture was a multi-diversity environment over the century. Thereby, a change in the growth of one nation will be obtained by serving the people.

The employees working in the public sector of Lithuanian shows how the system followed by the government is not fully Long-term focus even though in nature they have the habit of having a long-term mindset. Where else people of India have a short term on nature, and they are working on long term process. People are looking forward to the change that helps them to focus more on long term

policy with high beneficial to the people. A good change in schemes or project with a different people opinion would enhance the quality of service offered to the people.

Changes are accepted by employees working in the organization unless it has an impact on the beneficial for the people. Likewise, employees working in the public sector is looking forward to the rule and regulation change that can help them to serve better with an upgraded plan that shows the progress in improvement. The survey result shows that people in both the nation are little be confused to know about the change that they are looking forward to welcoming the new changes offered by the government.

The employee working in the public sector are looking for help from one another in making the development of the nation can be seen through the vote given for involvement. Lithuanian employees are now breaking down the individuality in them by working in a group in a single project by sharing the work and correcting each other for a better outcome. Indian employee is not sure whether the involvement given by the employees was enough for the development of the nation. The answer to the survey shows us that Lithuanian people are more likely looking for co-worker's involvement in finishing the work.

The interconnection of different departmental work should be enhanced on a high scale for a better outcome of the decided project. In this case, the employee requires a high level of support from public people and government to design and monitor the requirements of the local people. The survey respondents of Lithuanian employees did show us a huge difference in cooperation required for them to deliver a good service when another department did support each other. The impact is due to the individuality and competency amongst the people.

Since the era has reached many revolutions in technology, the employee is looking for some mode of the medium through which the judgment can be made simple and quick. The employee does require for interconnection within all the department and changes in the system regulation followed overtimes. Quick decision making can affect the efficiency of the project at any time period and a detailed analysis using the data can even explain the needs and necessity of the public over year. People do change and they look to see advanced and modern project that saves historical things and make way for new development.

Indian employees are all right with what they have in the organization to proceed with the work, but the Lithuanian employees need more changes that can impact so many changes in the development of the nation. Adapting to the situation can be done when the organization is planned to work in a systematic way. Well-Organized planning with sequential steps would guide the employees to work with full potential in making the project a great success to the people, thereby would encourage employees to improve their performance.

The survey result did show us that public sector employees did have plans to work with the money allocated for the project. However, planning in advance isn't alone going to help them to work under budget the cost to carry out the project might vary based on the economic development of the country. Instead of wasting money on an unnecessary project it would better to spend that money in enhancing the life of poverty line people or on quality education to all children in the nation, were the common

demand raised again the budgeting process unless it has higher priority. It would give a stable state in maintaining a project within the planned cost.

Earlier, we predicted a hypothesis level for the constraints based on the comparison study now we have the survey results, so it is better to test if the mean value is statistically significant are similar or different. The significant value should be greater than 0.05 for the constraints to match same practice category if the value is less than 0.05 than they have a significant difference between them for the practices carried in the attitude practice of quality management.

Constraints	Lithuania	Means	India	Means	Statistical difference, p<0,05 = different
Shared Vision_	High	3,91	High	2,89	0,01
Customer Orientation	Medium	3.74	High	2.91	0.027
Long Term Focus	High	3.36	Medium	2.99	0.936
Continuous Improvement	Medium	3.38	Medium	3.02	0.196
Employee Involvement	Medium	3.59	High	2.90	0.559
Cooperation	High	4.35	High	2.97	0.385
Data Based Decision Making	High	4.10	High	2.96	0.212
System Focus	Medium	4.01	High	3.00	0.784
Quality at the Same Cost	Medium	3.11	Medium	3.01	0.798

Table 4. Statistical analysis of attitude practices of Quality management

The statistical test shows the constraints of Shared vision and Customer orientation is different in the attitude practices of quality management since the significant value is less than 0.05 so it to vary from the way of practices carried out. The level of significance is similar in System focus and quality at the same cost constraints the statistical value is close to 1 for it to share similar practices for the attitude of quality management.

4.4 The difference in attitude to quality management practices from ideal

The attitude to quality management practice tends to have a difference for the practice carried out for the betterment of the country. The public employee working in different sector of the organization tend to follow a different set of rules and regulation to deal with the daily task assigned to them based on the requirement of the project. Each of the constraints differs with refers to the current practice that merely matches the practice that can be followed for a better change in gradually improving the needs and demands of the people. To understand the relationship between the constraints variable a graph is plotted using the mean attitude value of the practice that has to employee wishes to practice in the future to match the needs of the people. The graph is represented in a chart form with Error bar indicator to show the importance to follow the constraint practice as early as possible. The negative value in the error bar shows how employee and employer fail to monitor the important aspect of the project which therefore would have given them a bright project outcome.

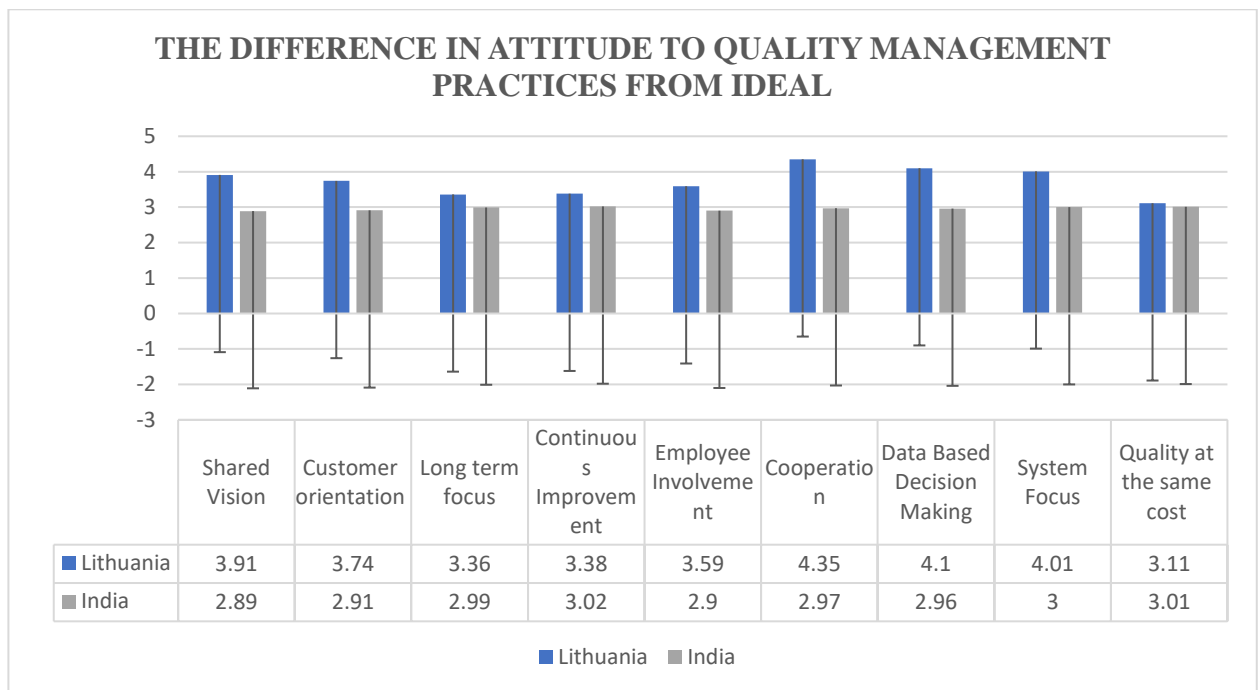


Fig. 11. Chart of the difference in attitude to quality management practices from ideal

The chart is drawn using Error bar indicator shows us the negative impact of attitude towards the quality management that can occur in the future based on the current practices which could affect the future understanding of the project while constraining the development for the nation. We could see the difference in Shared Vision it is almost one point comparing both the information provided by both the nation. The difference could be a lack of support from the top management provided for the particular set of the incident happening across the department.

Customer Orientation is falling short by one point in Lithuania where else in India it is two points based on the current practices of quality management Lithuania has soon shown improvement in gathering information to support customers need on the other end India was focusing more on the customer so now they are planning to shift their support to the vendor for the development. Long Term Focus is the next constraint where both the nation shares almost the same amount of negative impact in the future that could be any reason for not supporting the future importance and factor involved in the development stage of the project could have made them stick with the available resources.

Continuous Improvement is considered to be an important constraint when it comes to structuring and maintaining existing development. The chart shows the employee has less interest in the maintenance due to interlink lack of support. Likewise, Employee Involvement does match the parameter of continuous improvement by a few decimal points, but both the constraints share something in common which could be cooperation from another department for the important function of the project. The individuality operation in Lithuania is high compared to India that might be the reason for them to show more importance in collaboration in Lithuania but in India, they have thought to work on individual contribution for the enhancement of the project. We could see how the approach amongst the public sector employee switches between places.

Data based decision making could be another constraint, where an employee of India has the approach to work on the update that gives more efficient to the project without relying on the old data computed for the reference. In Lithuania employee think to work on the available data that could make an impact on the development of the future project. System focus is yet another constraint which wants the employee to stay focused on the particular task assigned to the core of the project rather than the functionality of the job. Lithuania is planning to stay with the functional development by focusing on the system wherein India the focus is slightly deviating for the contributonal support offered by the private sector towards the public sector. The final constraint would be to maintain the quality at the same cost both the nation share the same vision under this particular constraint as the employee in the public sector is not sure whether they could use the available resources and develop the existing project since the global market pricing varies based on the availability of resources required for the enhancement of the project.

4.5 The Correlation of attitude on the use of Quality Management in Lithuania & India

The correlation of attitude determines the relationship between constraints while comparing the current practice with the practice which they like to implement in the future. To determine the correlation SPSS software powered by IBM has been used to determine the relationship. The spearmen correlation gives us the linear relation between constraint while briefing the strength among those variables. It also gives us a clear understanding of the relationship shared among them with the direction they have planned to progress with the supported data.

The Spearmen correlation of Quality Management practice in Lithuania shows us the relationship between the current practice and the attitude use of Quality management in future with a linear relationship. We could see a strong bond with the constraint that rely upon themselves. It does display the need for development in current practices while improving the future with consent. Shared vision constraint has a stronger linear correlation with future regulations. The employee needs a clear vision

of the project to enhance themselves within the process while thinking about Customer orientation. Long Term focus does not share any linear correlation with any of the constraints since it requires collaboration between constraints to perform in an efficient way. Continuous improvement, Employee Involvement, Cooperation, Data-based Decision making, System focus, and Quality at the same cost have a linear relationship between themselves. The strength between them shows us the significant role play of employee and the rules assigned for the work to be accomplished under the public sector.

The correlation of the current and future practices of quality management shows the connection within the constraints. The constraints do share a relationship with other constraints thus show the need for collaborating all the functionality by interconnecting the roleplay assigned between them. The shared vision of current practice shares its relationship with the continuous improvement factor show the need for change in the vision path to attain the mission. Customer orientation has linked with cooperation and system focus for enhancing the betterment of the client in that particular sector since people are the customer for the public sector understanding there need by focusing on the system has improved the development.

SPEARMEN'S CORRELATION OF QUALITY MANAGEMENT PRACTICES IN LITHUANIA

	F1.1	F1.2	F2.1	F2.2	F3.1	F3.2	F4.1	F4.2	F5.1	F5.2	F6.1	F6.2	F7.1	F7.2	F8.1	F8.2	F9.1	F9.2	
F1.1	1.000																		
F1.2	,706**	1.000																	
F2.1	-0.164	-0.143	1.000																
F2.2	0.007	0.128	,320**	1.000															
F3.1	-0.002	0.069	0.028	-0.017	1.000														
F3.2	-0.036	-0.108	-0.209	0.035	0.135	1.000													
F4.1	,393**	,249*	0.194	0.125	-0.035	-0.046	1.000												
F4.2	,506**	,397**	0.024	0.194	0.004	0.013	,735**	1.000											
F5.1	-0.017	-0.035	0.221	0.153	0.090	0.075	,367**	0.114	1.000										
F5.2	0.168	0.186	0.027	,380**	0.098	0.069	,337**	,469**	,512**	1.000									
F6.1	0.075	0.112	,245*	,307*	-0.029	-0.058	,286*	0.158	,306**	,240*	1.000								
F6.2	0.171	0.245	0.040	,392**	-0.234	0.075	,251*	0.220	0.205	,300*	,778**	1.000							
F7.1	-0.193	-0.089	-0.021	-0.002	0.044	0.180	-0.064	-0.102	-0.090	-0.202	-0.107	-0.015	1.000						
F7.2	-0.162	-0.076	-0.058	0.112	0.037	0.192	0.045	-0.012	0.074	-0.055	0.006	0.082	,853**	1.000					
F8.1	0.091	0.166	,322**	0.172	0.020	-0.127	,392**	,243*	,341**	,251*	,715**	,488**	-0.131	-0.066	1.000				
F8.2	0.070	0.243	0.125	,355**	0.036	-0.053	,301**	,378**	,264*	,479**	,536**	,620**	-0.116	0.055	,650**	1.000			
F9.1	0.159	0.129	-0.062	,241*	-0.139	0.210	0.037	0.160	0.075	0.142	,560**	,676**	-0.107	-0.076	0.186	0.196	1.000		
F9.2	0.049	-0.008	0.037	0.208	-0.034	0.127	-0.003	0.072	0.081	0.148	,530**	,701**	-0.074	0.023	0.199	,282**	,744**	1.000	

** Correlation is significant at the 0.01 level (2-Tailed).

* Correlation is significant at the 0.05 level (2-Tailed).

F1.1VBendra_Vizija_YRA
 F2.1Orient_Klientus_YRA
 F3.1Ilgio_laikot_orient_YRA
 F4.1Darbuotlitraukim_YRA
 F5.1DuomenSprendimai_YRA
 F6.1SistemimisPoz_YRA
 F7.1Tobulinimas2_YRA
 F8.1SistemPoz_problemosProces_YRA
 F9.1KokybeFinansai_DidesnFinans_YRA

F1.2VBendra_Vizija_TB
 F2.2Orient_Klientus_TB
 F3.2Ilgio_laikot_orient_TB
 F4.2Darbuotlitraukim_TB
 F5.2DuomenSprendimai_TB
 F6.2SistemimisPoz_TB
 F7.2Tobulinimas2_TB
 F8.2SistemPoz_problemosProces_TB
 F9.2KokybeFinansai_DidesnFinans_TB

Fig. 12. Spearman's Correlation of Quality Management practices in Lithuania

SPEARMEN'S CORRELATION OF CURRENT USE OF QUALITY MANAGEMENT PRACTICES IN LITHUANIA

	F1.1VBendra_Vizi ia_YRA	F2.1Orient_Klientus_YRA	F3.1Ilgo_laikot_orient2_YRA	F4.1DarbuotIsitraukim_YRA	F5.1DuomenSprendimai_YRA	F6.1SistemFinisPoz_YRA	F7.1Tobulinimas2_YRA	F8.1SistemPoz_problemosProces_YRA	F9.1KokybeFinansai_DidesaiFinans_YRA
F1.1VBendra_Vizi ia_YRA	1.000								
F2.1Orient_Klientus_YRA	-0.164	1.000							
F3.1Ilgo_laikot_orient2_YRA	-0.002	0.028	1.000						
F4.1DarbuotIsitraukim_YRA	.393**	0.194	-0.035	1.000					
F5.1DuomenSprendimai_YRA	-0.017	0.221	0.090	.367**	1.000				
F6.1SistemFinisPoz_YRA	0.075	.245*	-0.029	.286*	.306**	1.000			
F7.1Tobulinimas2_YRA	-0.193	-0.021	0.044	-0.064	-0.090	-0.107	1.000		
F8.1SistemPoz_problemosProces_YRA	0.091	.322**	0.020	.392**	.341**	.715**	-0.131	1.000	
F9.1KokybeFinansai_DidesaiFinans_YRA	0.159	-0.062	-0.139	0.037	0.075	.560**	-0.107	0.186	1.000

** Correlation is significant at the 0.01 level (2-Tailed).

* Correlation is significant at the 0.05 level (2-Tailed).

Fig. 13. Correction of Current practices in Lithuania

Continuous Improvement is achieved by the employees while they work with the involvement by collaborating the decision-making skill on a shared scale. On the other side, Employee Involvement is achieved by cooperation and system focus. Cooperation is the factor that has helped them to work on the quality with the allocated fund for the development. We could see the majority of the employee has been working with cooperation by following the system focus by understanding the need for everyone's contribution to the growth.

SPEARMEN'S CORRELATION OF ATTITUDE OF QUALITY MANAGEMENT PARTICES IN LITHUANIA

	F1.2VBendra_Vizija_TB	F2.2Orient_KIientus_TB	F3.1Ilgo_laikot_orient2_TB	F4.2Darbuotl_sitraukim_TB	F5.2DuomenS_prendimai_TB	F6.2Sistemini_sPoz_TB	F7.2Tobulini_mas2_TB	F8.2SistemPoz_rocės_TB	F9.2KokybeFi_nansai_Didesn_Finans_TB
F1.2VBendra_Vizija_TB	1.000								
F2.2Orient_KIientus_TB	0.128	1.000							
F3.1Ilgo_laikot_orient2_TB	-0.108	0.035	1.000						
F4.2Darbuotl_sitraukim_TB	.397**	0.194	0.013	1.000					
F5.2DuomenS_prendimai_TB	0.186	.380**	0.069	.469**	1.000				
F6.2Sistemini_sPoz_TB	0.245	.392**	0.075	0.220	.300*	1.000			
F7.2Tobulini_mas2_TB	-0.076	0.112	0.192	-0.012	-0.055	0.082	1.000		
F8.2SistemPoz_rocės_TB	0.243	.355**	-0.033	.378**	.479**	.620**	0.055	1.000	
F9.2KokybeFi_nansai_Didesn_Finans_TB	-0.008	0.208	0.127	0.072	0.148	.701**	0.023	.282**	1.000

** Correlation is significant at the 0.01 level (2-Tailed).

* Correlation is significant at the 0.05 level (2-Tailed).

Fig. 14. Correlation of attitude of quality management in Lithuania

The employee also mentioned the practices that would be a game changer if also those constraints share equal responsibility for the development. They want a shared vision with continuous improvement policy so they will have enough idea about the changes happening to reach the end mission of the sector. They would like to practice the principles followed for the customer orientation

while cooperating and staying focused on the need of the people. Continuous improvement can be achieved through employee by involving themselves on system practices. Long term focus and Decision making stand-alone without sharing any linear relationship with others. The employee working in the current practices thinks they must be employees who can focus more on cooperation and system focus that will lead them to maintain quality with the fund provided for the project.

The correlation of Lithuania had a relationship between the constraints while comparing and showing the importance of the impact that has caused the changes. A similar correlation test was conducted based on the survey sample provided by the employee of India working in the Southern region of India in various public sectors. The correlation with the current and future practice of quality management of shared vision was not clear between the employee working in the sector. It explains that they might need value-added vision to make important changes in the public sector.

The current practices in India for shared vision has a connection with customer orientation, Long term focus, continuous improvement, employee involvement, cooperation, and data-based decision making. They relate to each other for presenting a strong vision for all the development that has involved the enhancement of the project in the public sector. Cooperation relates the dedication and fellow membership participation in the project-based work. The significant of relationship with customer orientation is been obtained will staying collaborated with one and other in the organization.

SPEARMEN'S CORRELATION OF QUALITY MANAGEMENT PRACTICES IN INDIA

	G 1.1	G 1.2	G 2.1	G 2.2	G 3.1	G 3.2	G 4.1	G 4.2	G 5.1	G 5.2	G 6.1	G 6.2	G 7.1	G 7.2	G 8.1	G 8.2	G 9.1	G 9.2
G 1.1	1.000																	
G 1.2	-.330**	1.000																
G 2.1	.500**	-0.109	1.000															
G 2.2	0.049	.237*	-0.150	1.000														
G 3.1	.300**	-0.110	-0.033	-0.088	1.000													
G 3.2	-0.085	-0.100	-0.068	-0.217	-0.114	1.000												
G 4.1	-0.064	-0.111	0.086	-0.017	-0.075	-0.075	1.000											
G 4.2	-0.088	0.128	-0.075	-0.064	0.060	-0.165	-0.147	1.000										
G 5.1	.257*	-0.035	-0.015	0.145	0.207	0.004	-.339**	0.005	1.000									
G 5.2	-0.012	.349**	0.020	0.118	0.135	-.436**	-0.029	0.188	0.042	1.000								
G 6.1	.323**	-0.072	.231*	0.017	.350**	0.004	0.031	-0.212	.319**	0.025	1.000							
G 6.2	-0.090	.373**	0.104	0.177	-0.193	-.441**	0.018	0.179	-0.057	.693**	-0.110	1.000						
G 7.1	.292*	0.014	0.183	0.018	.256*	-0.211	-0.116	-0.036	0.071	.265*	.525**	0.097	1.000					
G 7.2	0.022	.333**	0.067	0.079	0.043	-0.218	0.083	0.082	0.125	.429**	-0.128	.455**	-0.195	1.000				
G 8.1	-0.046	0.129	-0.078	-0.007	0.223	-0.075	-0.109	0.154	0.154	0.005	.451**	-0.051	.459**	-0.005	1.000			
G 8.2	-0.073	.301**	0.022	0.056	-0.184	-.237*	.238*	-0.029	-0.069	.297*	0.120	.427**	0.099	.438**	0.155	1.000		
G 9.1	-0.049	-0.115	0.193	-0.072	0.119	-0.173	.246*	-0.125	-0.077	0.009	0.204	0.054	0.104	0.081	-0.047	0.228	1.000	
G 9.2	0.198	0.126	0.072	0.209	.298*	-0.222	0.012	0.006	0.105	.285*	.301**	0.129	.260*	0.117	0.068	0.137	0.004	1.000

**Correlation is significant at the 0.01 level (2-Tailed).

*. Correlation is significant at the 0.05 level (2-Tailed).

- G1.1Shared_vision_are
- G2.1Customer_orientation_are
- G3.1Long_term_focus_are
- G4.1Continuous_Improvement_are
- G5.1Employee_Involvement_are
- G6.1Cooperation_are
- G7.1Databased_Decision_making_are
- G8.1System_focus_are
- G9.1Quality_at_the_same_cost_are

- G1.2Shared_vision_shouldbe
- G2.2Customer_orientation_are
- G3.2Long_term_focus_are
- G4.2Continuous_Improvement_are
- G5.2Employee_Involvement_are
- G6.2Cooperation_are
- G7.2Databased_Decision_making_are
- G8.2System_focus_are
- G9.2Quality_at_the_same_cost_are

Fig. 15. Spearmen's Correlation of Quality Management practices in India

SPEARMEN'S CORRELATION OF CURRENT USE OF QUALITY MANAGEMENT PRACTICES IN INDIA

	SharedVision_Are	CustomerOrientation_Are	LongTermFocus_Are	ContinuousImprovement_are	Employee_Involvement_are	Cooperation_are	Databasedecision_are	System_Focus_are	Qualityat_samemecost_are
SharedVision_Are	1.000								
CustomerOrientation_Are	.500**	1.000							
LongTermFocus_Are	.300**	-0.033	1.000						
ContinuousImprovement_are	-0.064	0.086	-0.075	1.000					
Employee_Involvement_are	.257*	-0.015	0.207	-.339**	1.000				
Cooperation_are	.323**	.231*	.350**	0.031	.319**	1.000			
Databasedecision_are	.292*	0.183	.256*	-0.116	0.071	.525**	1.000		
System_Focus_are	-0.046	-0.078	0.223	-0.109	0.154	.451**	.459**	1.000	
Qualityat_samemecost_are	-0.049	0.193	0.119	.246*	-0.077	0.204	0.104	-0.047	1.000

**Correlation is significant at the 0.01 level (2-Tailed).

*. Correlation is significant at the 0.05 level (2-Tailed).

Fig. 16. Correlation of current practices in India

While considering the future growth of the national planning the assignment and plans for the area are carried out with cooperation based on the data gathered for the decision-making purpose over

time. People do see the employee stay united to reduce the cost estimated for the work to be completed. Sharing the known knowledge between department has helped them to enhance the quality. The involvement is achieved only by the cooperation given by the supportive organization. Workforce working on the same phase gives them more data that makes the system look easy thus encourages the employee to decide by understanding the system.

SPEARMEN'S CORRELATION OF ATTITUDE OF QUALITY MANAGEMENT PARTICES IN INDIA

	SharedVision_shoulde	CustomerOrientation_shoulde	LongTerm_Focus_shoulde	Continuous_Improvement_shoulde	Employee_Involvement_shoulde	Cooperation_shoulde	DataBased_Decision_shoulde	System_Focus_shoulde	Qualityat_samecost_shoulde
SharedVision_shoulde	1.000								
CustomerOrientation_shoulde	.237*	1.000							
LongTerm_Focus_shoulde	-0.100	-0.217	1.000						
Continuous_Improvement_shoulde	0.128	-0.064	-0.165	1.000					
Employee_Involvement_shoulde	.349**	0.118	-.436**	0.188	1.000				
Cooperation_shoulde	.373**	0.177	-.441**	0.179	.693**	1.000			
DataBased_Decision_shoulde	.333**	0.079	-0.218	0.082	.429**	.455**	1.000		
System_Focus_shoulde	.301**	0.056	-.237*	-0.029	.297*	.427**	.438**	1.000	
Qualityat_samecost_shoulde	0.126	0.209	-0.222	0.006	.285*	0.129	0.117	0.137	1.000

** Correlation is significant at the 0.01 level (2-Tailed).

* Correlation is significant at the 0.05 level (2-Tailed).

Fig. 17. Correlation of attitude of quality management in India

The current practices had similarities between the constraints which had a relation among themselves. The attitude practice of quality management has a different view on how things should change for the employees to have a better understanding of fulfilling the need of the people. The employee thinks a board understanding of Customer orientation, employee involvement, cooperation, data-based decision making, and system focus can be obtained only when the shared of the department is widely separated between the employees. Long term focus does need improvement in gathering the employee for working under a single project without making them work individually.

The employee does feel the need for having a proper system which can impact the involvement of them under different circumstances. If the system fails them the cooperation following the employee involvement would give them a drawback in collecting data for planning. Therefore, the system would collapse leading them to slow down the process by demanding extra money for the project which could have been done under the estimated cost when the system focuses on the employee involvement and cooperation between the departments. When a proper set of guidance is offered then the employee will be following the system then all the problem can be measured and sorted out. The demand for having a proper set of rules will increase the supportive data collection that will improve the progress and the structural development of the department.

4.6 The Impact of attitude on the use of Quality Management in Lithuania & India

To determine the impact of attitude on the use of quality management a linear regression test is performed to predict the effect for the cause of the change happening within the nations. The analysis shows us how the constraints are related to each other along with the percentage of Impact upon the factor when compared with the current practices. The test also determines whether the constraints are significant with the current practice carried out in the public sector. The Linear Regression test is conducted with the "Stepwise" method gives more information about the relationship.

The following table shows the model summary of the linear regression performed using the data provided by the employee working in the public sector in Lithuania. In total nine constraints were assigned to the dependent variable for examination but only two constraints were predicted with significant. The R square value of Cooperation was 25.1% whereas the combined predicted R square value of Continuous improvement and cooperation is 36.1 % which shares a strong impact on the current practices. The prediction shows how well the current practices could play a role in changes.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,501 ^a	,251	,241	,29928
2	,601 ^b	,361	,345	,27813
a. Predictors: (Constant), F6.2SisteminisPoz_TB				
b. Predictors: (Constant), F6.2SisteminisPoz_TB, F4.2DarbuottIsitraukim_TB				

Table 5. Model summary of regression for Lithuania

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,426	1	2,426	27,090	,000 ^b
	Residual	7,255	81	,090		
	Total	9,681	82			
2	Regression	3,493	2	1,747	22,579	,000 ^c
	Residual	6,188	80	,077		
	Total	9,681	82			
a. Dependent Variable: Lithuania_Current						
b. Predictors: (Constant), F6.2SisteminisPoz_TB						
c. Predictors: (Constant), F6.2SisteminisPoz_TB, F4.2DarbuottIsitraukim_TB						

Table 6. Anova table predicting the relationship in Lithuania

The Anova table let us understand if the constraint is significantly proven based on the provided information while comparing with the current practice of quality management. The significant value is less than 0.05 hence the constraint relies on the provided constraints. The Significant value of Cooperation on the ANOVA table is 0.00 while comparing it with the dependent variable. Similarly, the significant value of Cooperation and Continuous improvement on the ANOVA table is 0.00 this shows us the relationship between the constraints when the dependent variable tends to predict the constraints necessary for the employee to focus on future practices.

The standardized coefficient of the beta value shows us to understand how well these constraints depend on the current practice of quality management practices in Lithuania. The prediction states that the employee has to focus more on Continuous improvement and cooperation in the working environment. The coefficient value is significant for both the constraints since they rely on the development of the country while sharing the relationship status of the employee working in the sector assigned with a work. The dependent variable is the entire commends given for better efficiency at work by the employee who is practicing the current vision of the Government.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,102	,235		8,950	,000
	F6.2SisteminisPoz_TB	,324	,062	,501	5,205	,000
2	(Constant)	1,587	,259		6,138	,000
	F6.2SisteminisPoz_TB	,285	,059	,440	4,841	,000
	F4.2DarbuottIsitraukim_TB	,178	,048	,337	3,714	,000

a. Dependent Variable: Lithuania_Current

Table 7. Coefficient of Constraints comparing the dependent variable in Lithuania

The model summary table of India let us know the R square value of the constraints. Unlike Lithuania, the prediction percentage of India is less; the common constraint shared by the nations is the Continuous Improvement variable. The R square percentage of Continuous Improvement is 6.4% whereas the combined contributed percentage of Continuous Improvement & Long-term focus is 12.5% the predicted impact of the constraints is significant. It shows the importance to have a long-

term focus rather working on short term gain project. The employee working in this sector finds a short-term solution for the troubles in turn may cause a problem in the future. The understanding of the situation along with pressure cause the employees to run on a short run forcing them to sort out the issue in a lesser time frame. Hence, they fail to focus on long term policies and scheme.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,253 ^a	,064	,051	,19233
2	,353 ^b	,125	,100	,18731
a. Predictors: (Constant), Continuous_Improvement_shouldbe				
b. Predictors: (Constant), Continuous_Improvement_shouldbe, LongTerm_Focus_shouldbe				

Table 8. Model summary of regression for India

The significant value in the ANOVA table will show if the predicted variable of the constraint is less than 0.05 when compared with the dependent variable. The significant value of Continuous improvement is 0.31 hence is less than the significant level where the combined prediction of Continuous improvement and Long-Term Focus is 0.009 which makes the significant to have a strong predictor from other constraints. The Significant value also indicates that the current employee seeks extra attention to the constraints to have a better understanding and assign project based on the people's demand.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,180	1	,180	4,855	,031 ^b
	Residual	2,626	71	,037		
	Total	2,806	72			
2	Regression	,350	2	,175	4,989	,009 ^c

	Residual	2,456	70	,035		
	Total	2,806	72			
a. Dependent Variable: India_Current						
b. Predictors: (Constant), Continuous_Improvement_shouldbe						
c. Predictors: (Constant), Continuous_Improvement_shouldbe, LongTerm_Focus_shouldbe						

Table 9. Anova table predicting the relationship in India

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,471	,296		15,113	,000
	Continuous_Improvement_shouldbe	-,216	,098	-,253	-2,203	,031
2	(Constant)	5,530	,560		9,871	,000
	Continuous_Improvement_shouldbe	-,273	,099	-,321	-2,765	,007
	LongTerm_Focus_shouldbe	-,295	,134	-,256	-2,205	,031
a. Dependent Variable: India_Current						

Table 10. Coefficient of Constraints comparing the dependent variable in India

The standardized coefficient value in Lithuania was in positive scale indicating an increase in system approach would bring the changes in enhancing the system. In the case of India, the standardized coefficient value is in negative this doesn't mean the impact is caused due to the negative prediction comparing the dependent variable. The linear regression carried out shows the need for the development in both the constraint. Long term focus and continuous improvement can be achieved when the remaining constraints are equally balanced with the operation. The significant level

indicates that long term focus and continuous improvement are predicting the impact with the dependent variable. An action of good plans and project with employee involvement would bring a neutral balance in practicing the attitude of quality management in the public sector.

The results show us the attitude practices of the Lithuanian public sector employees regarding the Continuous improvement and Cooperation of employee gave a contribution of 36.1 % for the attitude of quality management practices supported by the organization for the enhancement of the work environment. For the Indian public sector employee, the contribution was towards Continuous improvement and Long term focus with a share of 12.5 % for the attitude of quality management practices. To achieve the quality of public service in Lithuania, the employee of the public sector institutions has to develop a systematic approach for the development. The employees of Indian public sector employee keep working on the existing project with better approach plans can give them a supportive channel for improvisation.

Conclusions and Recommendations

The study was to understand the working environment of the employee in the public sector from Lithuania and India. To measure the report constraints were used in the current practices of attitude towards quality management. The constraints helped to understand the important functionality of the employee in each sector. The survey answered by the employee gave us a rough prediction to know the need of the workers placed in a different job role in the public sector. The quality of work based on the project is one of the key aspects looked for the enhancement of the country.

The employee did understand the vision prepared to attain the mission of the department however they failed shortly when comparing with the remaining constraint. The aim of the thesis is to review and summarize the dimension of quality management associated with the employee working for the public sector. a detailed report was generated by the use of the survey conducted for the research. The research did examine the ground factor causing the change in dealing with the quality of the performance irrespective of the department or sector where they were working for the benefit of people. The survey was designed in a way to know the trend in current practice and the practice which they would like to have in the future for a better role play in the growth of the nation.

The participants of the survey were of different age group with a difference in work experience and the locality they were working in for the service of people. The comparison article by Hofstede Insight gave us a reference to initial understand the behavior of people living in both the nation. The study revealed the habitation of people based on the living style, public interest, gender equality, and ability to show their individual strengths based on the situation. They were ups and downs in the relationship between the nation. To deeply understand the study analysis was conducted using the survey value with the help of SPSS software powered by IBM.

The correlation analysis did show us a better understanding of the relationship with the current practice of quality management in the work environment. The linear relationship of the constraints was strong in Lithuania; the rate of alignment was a little weak in India. The result showed employee like to focus more on the vision of the organization. The system practiced by the organization was considered to be old for the employee who is currently employed for the sector. The difference in experience along with the development in other sector did focus them to upgrade the system plans. To point out the exact constraint causing the change a linear regression analysis is carried out by placing the current practices as the dependent variable.

The results show us the attitude practices of the Lithuanian public sector employees regarding the Continuous improvement and Cooperation of employee gave a contribution of 36.1 % for the attitude of quality management practices supported by the organization for the enhancement of the work environment. For the Indian public sector employee, the contribution was towards Continuous improvement and Long term focus with a share of 12.5 % for the attitude of quality management practices. To achieve the quality of public service in Lithuania, the employee of the public sector institutions has to develop a systematic approach for the development. The employees of Indian public sector employee keep working on the existing project with better approach plans can give them a supportive channel for improvisation.

The result of Lithuania explained the importance of Cooperation and Continuous improvement for the growth whereas the analysis result of India gave us significant constraints as Long-term focus and continuous improvement. The need for improvement is predicted using the test report. With the help of the analysis report, we could conclude the importance in the cooperation of the employee will focus on long term with continuous improvement in the project will give them a better future in the project they have planned for the development of the nation.

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APPENDIX A: QUESTIONNAIRE FOR PARTICIPANTS OF THE SURVEY IN LITHUANIAN AND ENGLISH

Constraints	Variable	Lithuania Question (Lithuanian)	India Question (English)
Shared Vision	Q1. Understands Mission statement	1. Aš suprantu mūsų savivaldybės misiją, kiek ji liečia mano pareigas.	1. I understand the mission of our municipality as it relates to my duties
	Q2. Understands Vision statement	2. Aš suprantu mūsų savivaldybės viziją, kiek tai susiję su mano pareigomis.	2. I understand the vision of our municipality as it relates to my duties
	Q3. General activity priorities guide on daily work	3. Savivaldybės veiklos prioritetai nukreipia mano kasdieninį darbą su klientais	3. The overall goals and priorities of the municipality guide my day-to-day work with citizens
Customer Orientation	Q4. Stakeholders contribute to the characteristics of the services provided	4. Įvairios interesų grupės (gyventojai, verslas) dalyvauja nustatant savivaldybės teikiamų paslaugų ypatybes (pvz., kaip greitai paslauga turėtų būti suteikta).	4. Different interested parties (citizens, nonprofit organizations, businesspersons) are involved in determining the characteristics of services provided by the municipality (e.g., how fast a service should be provided).
	Q5. Stakeholders contribute to the provision of services	5. Įvairios interesų grupės (gyventojai, verslas) dalyvauja nustatant savivaldybės teikiamų paslaugų būdą (pvz., elektroninis, tradicinis).	5. Different interested-parties (citizens, nonprofit organizations, businesspersons) are involved in determining how the service is provided by the municipality (e.g., face-to-face, e-service)
Long term focus	Q6. The priorities for action vary with most of the council (reverse)	6. Savivaldybės veiklos prioritetai/ strateginiai tikslai keičiasi keičiantis savivaldybės tarybos daugumai.	6. The goals and priorities of the municipality are changing due to the change of the majority of the municipal council.
	Q7. The priorities of the municipality are constant	7. Mūsų savivaldybė metai iš metų turi nusistovėjusius veiklos prioritetus/ strateginius tikslus.	7. Our municipality has a well-established operational priorities and goals from year to year.
	Q8. Operational priorities change as Head of	8. Kiekvieną kartą, keičiantis administracijos vadovui veiklos prioritetai/ strateginiai tikslai keičiasi	8. Every time we get a new administrator, the long-term objectives seem to change

	Administration changes (reverse)		
	Q9. The new initiatives give rise to a 3-year period	9. Įgyvendinus reikšmingus savivaldybės veiklos pokyčius mažiausiai tris metus laukiame, kol bus akivaizdūs rezultatai.	9. When we introduce a major municipality improvement program, we give it at least 3 years to show results
Continuous Improvement	Q10. Employees use feedback to improve work	10. Aš periodiškai naudoju klientų pasitenkinimo apklausų rezultatus tobulindamas(-a) savo vykdomas veiklas darbe.	10. I periodically use the results of customer satisfaction surveys to improve my activities at work.
	Q11. Improvement is the task of experts, executives (reverse)	11. Aš linkęs(-usi) atlikti savo veiklą įprastu būdu, nebent kas nors parodo geresnį būdą.	11. I tend to maintain things as they are unless someone demonstrates a better way
	Q12. Dominates reactive improvement (inverted)	12. Aš nekeičiu savo veiklos atlikimo būdo, nebent jis tampa nerezultatyvus.	12 I do not change things unless they are not working
	Q13. In the municipality it is customary to devote time to improving	13. Aš ne tik vykdu savo pareigas, tačiau ir nuolat tobulinu savo veiklą.	13. I am not only fulfilling my duties, but also constantly improving my activities.
Employee Involvement	Q14. Obligations of municipality employees include improvement of activities	14. Dalis mano pareigų apima užduotis susijusias su savivaldybės veiklos tobulinimu.	14 Part of my job includes working on projects aimed at improvement of the activities of the municipality
	Q15. Improvement results are important	15. Aš jaučiuosi asmeniškai atsakingas(-a), kai nesiseka pasiekti savivaldybės veiklos tobulinimo tikslų.	15 I feel some personal responsibility when our municipality improvement goals are not met
	Q16. Joint responsibility for improvement of activities	16. Aš jaučiuosi atsakingas(-a) už savivaldybės veiklos tobulinimą, net kai tai tiesiogiai nesusiję su mano pareigomis.	16. I feel responsible for improving the performance of the municipality, even if it does not directly relate to my duties.
Cooperation	Q17. Employees of municipal units work together	17. Skirtingų savivaldybės skyrių/tarnybų darbuotojai nuolat bendradarbiauja.	17. The staff of different municipal departments / services are constantly cooperating.
	Q18. Municipal unit staff oversee providing joint services	18. Mes aptarinėjame su kitų skyrių/tarnybų darbuotojais paslaugas, kurias teikia mūsų	18. We frequently discuss the issues of provision of survives with employees of other departments which also contribute to the services

		skyrių/tarnybų darbuotojai.	
Data based decision making	Q19. Municipal unit collects information about services	19. Mūsų skyrius/ tarnyba renka įvairius duomenis susijusius su skyriaus/tarnybos teikiamomis paslaugomis.	19. Our department collects various data related to services that we provide
	Q20. Municipal unit analyzes information about services	20. Mūsų skyrius/ tarnyba analizuoja įvairius duomenis susijusius su skyriaus/tarnybos teikiamomis paslaugomis	20. Our department analyses various data related to services that we provide.
	Q21. In the municipality, changes are based on objective data	21. Norėdamas(-a) pasiūlyti pokyčius, savo siūlymus grindžiu duomenimis (tyrimų rezultatais, statistine informacija).	21. If I propose a change, I bring data to support my proposal (feedback results, statistical information).
System focus	Q22. Problems are caused by weaknesses in the operating system	22. Kai klientas lieka nepatenkintas, aš stengiuosi suprasti, kur mūsų sistema neveikia.	22. When citizens become unsatisfied, I try to identify where the system is failing him or her.
	Q23. Problems are caused by process failures	23. Kai kas nors nepasiseka, aš ieškau priežasčių mūsų paslaugų įgyvendinimo procesuose, one darbuotojų veiksmuose.	23. When something goes wrong, I typically look for the cause in our processes rather than in specific staff members.
	Q24. System weaknesses, not weaknesses in employees, cause problems	24. Susidūręs (-usi) su problema mūsų skyriuje/tarnyboje aš nustatau, kur sistema turėtų būti pakoreguota, siedamas (-a) užkirsti kelią problemos pasikartojimui.	24. When there is a problem in our department, I identify where the systems need to be improved to keep the problem from happening again.
Quality at the same cost	Q25. More financial resources are needed to improve service quality (reverse)	25. Reikia didesnio finansavimo, kad būtų pagerinta teikiamų paslaugų kokybė.	25. Improving the quality of public services provided for citizens requires more money
	Q26. Improvement requires not only financial resources	26. Mano teikiamų paslaugų kokybė gali pagerėti nedidinant savivaldybės biudžeto.	26. The quality of my services can be improved without increasing the municipal budget.
	Q27. Personal involvement is an important factor in improving	27. Aš tobulinau savo veiklą, siekdamas(-a) pagerinti teikiamų paslaugų kokybę,	27. I have improved citizens satisfaction, without requiring additional resources.

		nereikalaujamas (-a) papildomų išteklių.	
Demographic and work environment	Q28. Knowledge on certification followed by government	28. Mūsų savivaldybėje yra sukurta ir sertifikuota kokybės sistema atitinkanti ISO 9001 standarto reikalavimus	28. Our municipality has developed and certified a quality system that meets the requirements of ISO 9001 standard.
	Q29. To understand the practice model	29. Mūsų savivaldybė yra atlikusi savęs įvertinimą pagal Bendrojo vertinimo modelio kriterijus.	29. Our municipality has carried out self-assessment according to the criteria of the General Assessment Model.
	Q30. Age group	30. Koks jūsų amžius?	30. What is your age?
	Q31. Working period	31. Kiek laiko dirbate savivaldybėje?	31. How long do you work in the municipality?
	Q32. Job role along with designation	32. Kokios jūsų pareigos savivaldybėje	32. What are your responsibilities in the municipality
	Q33. Work Locality	33. Kokioje savivaldybėje jūs dirbate?	33. In which municipality are you working?