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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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## THE EFFECT OF CHANGING ORGANIZATIONAL CULTURE ON TQM PRACTICES IN ISO CERTIFIED COMPANIES

**BHAKTA BHUSHAN BISWAS**  
**SR. ELECTRICAL ENGINEER**  
**KHARAFI NATIONAL**  
**SAFAT**

### ABSTRACT

*Background- Change is absolutely necessary for stability, development and success of all organizations. Globalization makes every organization's business more competitive. TQM practices improve the effectiveness, competitiveness, etc of a business as a whole. In this rapid change of business pace, more emphasizes are required to develop an integrated process for changing of organizational cultures as the supportive for effectiveness of TQM practices that focuses on good quality products and services to meet customer needs. Changing of organization's culture has a substantial impact on its ability to execute its strategy and to achieve business goals and objectives in enhancing TQM practices. Aims -The aim of this study is to know the awareness of the employees about their organizational culture and TQM practices. This study also explores the effect of changing organizational culture on TQM practices in the ISO certified companies in Kuwait. Methods -The primary data collected through well designed questionnaire and personal interview are widely used. The population of this study covers all the employees comprising of quality managers and managers working in the 30 ISO certified companies in Kuwait. These questionnaires were administered to a sample of 30 Quality Managers/ Managers cadre employees of the companies and the responded samples were from 28 employees which indicated more than 93% response. The data have been analyzed with statistical techniques. Results – By analysis, it has been found that the overall average score of the four types of organizational culture (i.e. clan, adhocracy, market and hierarchy culture) has improved from the past position P1and to the present position P2 respectively. The calculated value of A - Statistics is 0.265 against its corresponding table value 0.385 for 3 degree of freedom leading to the acceptance of the alternative hypothesis,  $H_0 : \mu_1 < \mu_2$ , which indicates that the execution of changing organizational culture in the ISO certified companies under this study, is effective. The overall average score of the seven criteria of TQM practices of the companies has improved from their past position to the present position from 3.54 to 4.35 respectively indicating more than 87% degree of agreement of the ISO firms' employees towards the improvement of TQM activities. The calculated value of A - Statistics is 0.145 as against its corresponding table value 0.370 for 6 degree of freedom leading to the acceptance of alternative hypothesis i.e.  $H_0: \mu_1 < \mu_2$ , denoting that the improvement of TQM practices is effective. Conclusion - It is concluded that for survival and development of any business organization, culture change is important with reference to change of environmental conditions and it is the primary requirements in changing competitive global business markets. As the TQM practices improve the competitiveness, profitability, merger, raise market shares, etc, of any organization, more improvement in TQM practices is enviable and predictable through ISO certification that fulfils the requirement of the international standards of quality management systems and entirely depends upon the principles, tools, techniques and practices of Total Quality.*

### KEYWORDS

Changing, Hypothesis, Organizational Culture, TQM Practices.

### ABBREVIATIONS

TQM – Total Quality Management, ISO – International Organization for Standardization.

### INTRODUCTION

For development and success, organizational culture change is necessary. Due to globalization business becomes more complex and demanding to fulfill customer needs and expectations. The increase in globalization has caused all organizations to be more serious for their business operations. Without a quality products and services, a company would not be competitive in foreign markets over their rivals to sustain continuous growth. Since customer satisfaction is a key element to the TQM model, it is important to understand what quality means to the various cultures of the global arena. Quality management constitutes an appropriate response to this challenge. Cultural change is essential for the successful implementation of TQM practices. TQM ensures maximum effectiveness and efficiency within a business to promote business excellence. TQM practices are more likely to succeed if the existing organizational culture is well-matched with the values and basic assumptions by the TQM discipline. As the Total Quality Management emphasizes on three principles i.e. customer satisfaction, involvement of each employee and continuous improvements in quality and hence effective implementation of TQM practices is of great importance to get competitive advantages for achieving business goals. TQM can be described as the improvement of organizational culture, which is defined by, and supports, the constant improvement on customer satisfaction through an integrated approach of tools and techniques.

Organizational culture is the concept as a system of norms, shared values, concerns, and common beliefs that are understood and accepted by the members of the organization. Culture of an organization is reflected by the management policies and actions that a company practices. The aim of TQM is to provide its customers good quality products and services that satisfy their needs. The culture requires quality in all aspects of the organization's operations, with things being done right the first time, and defects and waste eradicated from operations. Organizations deciding to pursue and effectively improve TQM practices need cultural change. Changing of organization's culture has a substantial impact on its ability to execute its strategy and to achieve business goals and objectives by improving TQM practices. It is increasingly evident that top management must have an explicit focus on the development and maintenance of their organization's quality culture keeping in view of the present competitive business world. So, changing of organizational culture is vital to the organizational effectiveness for growth and stability on the basis of continuous improvement. Hence, the changing of organizational culture is absolutely necessary and this has an effect on the improvement of TQM practices in gaining competitive benefits for achieving business excellence. Thus, in these changing circumstances of global business competitiveness, the researcher has become more interested to make a study to find out the effect of changing organizational culture on TQM practices in ISO certified companies in Kuwait.

### REVIEW OF LITERATURE

Edgar H. Schein (2010) represented organizational culture as "the pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems". Culture arises from shared symbols, language, ideology, beliefs, rituals, myths, stories and dominant metaphors (Fischer & Dirsmith, 1995; Pettigrew, 1979; Meek, 1988; Bartunek & Moch, 1987). Each organization is presumed to have a unique culture, because the culture developed as a function of the unique history of the organization (Detert and others 2000). Understanding of culture must come from the perspective of the organizations members and in their own words, since outsiders would not know the organizations unique perspective (Trice and Beyer 1993). Kekale and Kekale (1995) revealed that the mismatch of organizational culture with principles and practices of TQM implementation is a reason for the failure of successful implementation of TQM. Cameron and Quinn (1999) explored that many companies failed in implementing TQM because they did not acknowledge that the implementation procedures might constitute a fundamental change from the way, values and culture of their companies. Hence, the need for culture change to match the TQM approach is fundamental to successful TQM implementation and improvement. Al-Khalifa Sedrani and Naceur Jabnoun, (2005)





sustainable competitive advantage in the market place. Thus, ISO 9001 Quality Management System is the best tool available to increase productivity, streamline operations, increase customer satisfaction in meeting their needs and expectations; and improve profit margins through superior quality. Hence, every company should give more emphasis for the improvement of TQM practices through organizational culture change efforts within the framework of the requirements of ISO 9001 Quality Management System on basis of continuous development.

**OBJECTIVES**

1. To know awareness of the employees about organizational culture and TQM practices.
2. To explore the improvement of TQM practices.
3. To understand the relationship of organizational culture and TQM practices.

**HYPOTHESES**

1. The changing of organizational culture is effective
2. The development of TQM practices is effective

**RESEARCH METHODOLOGY**

Research Methodology is a way of systematically solving the research problem. In this study, the primary data collected through well designed questionnaire and personal interview are widely used. The population of this study covers all the employees comprising of quality managers, managers, engineers etc, under officer cadre, working in the 30 ISO certified companies in Kuwait. Well designed, structured one questionnaire was distributed to each Quality Manager/Manager for getting the feedback of this survey. These questionnaires were administered to a sample of 30 Quality Managers/Managers cadre at the beginning of May 2012 and the responded samples were collected at end of July 2012. In this way, quality manager of the 30 companies were identified and researcher could get response from 28 employees which indicated more than 93% response. The data has been analyzed with statistical techniques such as arithmetic average and percentages for studying the central tendency. Sandler's A test have been used as the parametric tests to analysis the improvement of TQM practices with reference to the execution of changing of organizational culture in the companies. Also correlation analysis has also been carried out to analyze the relationship between the organizational culture and TQM practices.

**RESULTS & DISCUSSIONS**

**ORGANIZATIONAL CULTURE**

The responses of the employees towards organizational culture have been shown in the table: 1 and the overall average scores of the four types of organizational cultures i.e. (1) clan culture, (2) adhocracy culture, (3) market culture and (4) hierarchy culture are 3.62, 3.58, 3.56 & 3.45 at the past position and 4, 3.97, 4.07 & 4.13 at present position respectively, on a five point scale. From this table, it has been also observed that the overall organizational culture has been changed from past P1 position to the present P2 position to 3.53 & 4.04 respectively. Hence, this change is found effective.

Organizational Culture Types	Overall Average Score at the Past Position P1	Overall Average Score at the present Position P2	Differences (P1 - P2) D	D <sup>2</sup>
1. Clan Culture	3.62	4	-0.38	0.1444
2. Adhocracy Culture	3.58	3.97	-0.39	0.1521
3. Market Culture	3.56	4.07	-0.51	0.2601
4. Hierarchy Culture	3.45	4.13	-0.68	0.4624
Overall Average/ Total	3.53	4.04	-1.96	1.019
			ΣD	ΣD <sup>2</sup>

**Notes of table: 1**

- Level of significance = 5%
- Degree of freedom 4-1 = 3
- As H<sub>a</sub> is one sided, one-tail test has been applied (in the left tail because H<sub>a</sub> is of less than type)
- **Sandler's A Test**

Calculated Value of A -Statistics = 
$$\frac{\text{The sum of squares of the Differences}}{\text{The square of the sum of the Differences}}$$

$$\frac{\sum D^2}{(\sum D)^2} = \frac{1.019}{(-1.96)^2} = 0.265$$

Table Value of A -Statistics = 0.385

- H<sub>0</sub> : μ<sub>1</sub> = μ<sub>2</sub>
- H<sub>a</sub> : μ<sub>1</sub> < μ<sub>2</sub>

**TQM Practices**

As per the Malcolm Baldrige National Quality Award (US 1987), there seven criteria of process which promotes the requirements for achieving performance excellence and improvement of competitiveness, sharing of information on performance strategies and the benefits derived from using these strategies. These seven criteria are; (1) Leadership (2) Strategic Quality Planning (3) Customer Focus and Satisfaction (4) Information and Analysis (5) Human Resource Development and Management (6) Process Management (7) Business Results and those are considered as a set of core values and concepts recognized as the best practices of TQM all over the world. The average scores of seven criteria of TQM practices have been showed in the table: 2. From this table it has been understood that the average scores of the seven criteria of TQM practices of the companies have improved from their past position to the present position. It is also noticed that the overall average score of TQM Practices are found significantly change from 3.54 to 4.35 from its past position P1 to present P2 respectively indicating more than 87% degree of agreement of the ISO firms' employees towards the improvement of TQM activities and this is due to the effect of changing organizational culture.

**TABLE 2: AVERAGE SCORES AND DIFFERENCES THEREIN REGARDING CRITERIA OF TQM PRACTICES**

Serial Number	Contents/Criteria of Total Quality Management Practices	Overall Average Score at P1	Overall Average Score at P2	Differences (P1 - P2) D	D <sup>2</sup>
1	Leadership	3.67	4.53	-0.86	0.7396
2	Strategic Quality Planning	3.56	4.31	-0.75	0.5625
3	Customer Focus and Satisfaction	3.54	4.46	-0.92	0.8464
4	Information and Analysis	3.5	4.18	-0.68	0.4624
5	Human Resource Development and Management	3.52	4.24	-0.72	0.5184
6	Process Management	3.48	4.22	-0.74	0.5476
7	Business Results	3.55	4.51	-0.96	0.9216
Average of Overall Average/Total		3.54	4.35	-5.63	4.5985
				ΣD	ΣD <sup>2</sup>

**Notes on table: 2**

- Level of significance = 5%
- Degree of freedom 7-1 = 6
- Sandler’s A Test

$$\text{Calculated Value of A-Statistics} = \frac{\text{The sum of squares of the Differences}}{\text{The square of the sum of the Differences}} = \frac{\Sigma D^2}{(\Sigma D)^2} = \frac{4.5985}{(-5.63)^2} = 0.145$$

Table Value of A-Statistics = 0.370

- H<sub>0</sub> : μ<sub>1</sub> = μ<sub>2</sub>, H<sub>a</sub> : μ<sub>1</sub> < μ<sub>2</sub>

The improvement of TQM practices from the past P1 position to the present P2 position is also found statistically significant as per Sandler’s A Test at 5% level of significance. The calculated value of A-Statistics was 0.145 as against its corresponding table value 0.370 for 6 degree of freedom and thus, a condition is reached leading to the acceptance of alternative hypothesis i.e.

H<sub>a</sub>: μ<sub>1</sub> < μ<sub>2</sub> denoting that the improvement of TQM practices is effective. Thus, proposed second hypothesis of the study is acceptable.

**CORRELATIONS COEFFICIENTS**

A correlation is used to measure the linear association of variables. The value of correlation ‘r’ lies between ± 1, in which case positive values indicate positive correlation between the two variables i.e. changes in both variables take place in positive direction where as negative values of ‘r’ indicate negative correlation i.e. changes in both variables take place in the opposite direction. The zero value of ‘r’ indicates that there is no relation between the two variables.

Microsoft Excel has been used only for the analysis of correlation coefficient in this study. Since, it is established that the improvement of TQM practices is effective; the correlation coefficient analysis between the organizational culture and TQM practice has been carried at the present P2 position.

Value of the correlation coefficients (r) of dependent variable i.e. Total Quality Management Practices (TQMP) with independent variables i.e. four types of organizational culture: (1) Clan culture (2) Adhocracy culture (3) Market culture (4) Hierarchy culture

**TABLE 3: CORRELATION COEFFICIENTS**

	TQMP	Clan	Adhocracy	Market	Hierarchy
TQMP	1				
Clan	0.545	1			
Adhocracy	0.516	0.918	1		
Market	0.546	0.874	0.946	1	
Hierarchy	0.562	0.796	0.868	0.943	1

From this correlation coefficient table: 3, it has been noticed that the values of correlation coefficients of clan, adhocracy market and hierarchy culture are 0.545, 0.516, 0.546 and 0.562 respectively with TQMP i.e. the TQM practices and these are found very good positive correlations. Hence, it is accepted that the TQM practices closely relate with the culture of the ISO certified companies in Kuwait. This means that if the culture of the companies is changed in the positive direction, their TQM practices also improve in same direction.

**FINDINGS**

The major findings of this study are described as follows:

1. In this study, the employees of the ISO certified companies have responded more than 93% response.
2. For clan, adhocracy, market and hierarchy culture, the employees working in the ISO certified companies has denoted their level of agreement 3.62 (73%), 3.58 (72%), 3.56(71%) and 3.45(69) respectively at the past position and 4 (80%), 3.97(79%), 4.07(82%) and 4.13 (83%) respectively at the present position. The score value of overall average organizational cultures is also changed from 3.53(71%) to 4.04 (81%) which is considered as effective. This strongly puts forward that the ISO certified companies in Kuwait has executed their change efforts for organizational culture change to match and support the improvement of TQM practices to achieve organizational business goals.
3. Statistically, with application of Sandler’s A test, it has been explored that changing of organizational culture in the ISO certified companies is effective. The average scores for all the seven criteria of TQM practices i.e. (1) Leadership (2) Strategic Quality Planning (3) Customer Focus and Satisfaction (4) Information and Analysis (5) Human Resource Development and Management (6) Process Management (7) Business Results have been found 3.67(73.4%), 3.56(71.2 %), 3.54(77.8%), 3.5(70%), 3.52(70.4%), 3.48 (70.6%), 3.55(71%) respectively at the past position P1 and 4.53 (90.6%), 4.31(82.6), 4.46(89.2), 4.18(83.65), 4.24(84.8%), 4.22(84.4%), 4.51(90.2%) the present position P2 respectively. The average values of overall average scores are 3.54(70.8%) and 4.35(87%) at the past position P1 and the present position P2 respectively. This puts forward that the improvement of TQM practices in the ISO certified companies in Kuwait is effective. With the application of Sandler’s A test, statistically has also been proved that the improvement of TQM practices in the ISO certified companies has been made effective.
4. From the analysis of correlation coefficients, it has been seen found that the values of correlation coefficients of clan, adhocracy market and hierarchy culture are 0.545, 0.516, 0.546 and 0.562 respectively with TQMP i.e. the TQM practices and these are found very good and strong positive correlations. Hence, it is established that the TQM practices are closely related with the culture of the ISO certified companies in Kuwait.

**RECOMMENDATIONS/SUGGESTIONS**

Organizational culture is defined as a system of norms, shared values, concerns, and common beliefs that are understood and accepted by each and every employees of the organization. The management policies and actions that a company practices is reflected through the culture of the organization. TQM practices is also a description of the culture, attitude and involvement of a company that aims to provide good quality products and services to its customers

that satisfy their needs and expectations. ISO 9001, an international standard for Quality Management Systems (QMS) provides a company with a set of guiding principles that ensure a common sense of approach to the management of business activities to constantly achieve customer satisfaction through continual improvement of products, services or processes. The best reason for wanting to implement these standards is to improve the efficiency and effectiveness of any company's operations. Thus, it is to recommend that each ISO certified companies should give more emphasizes to effectively change their organizational culture to improve the TQM practices which in turn increase the market shares and competitive advantages over their rivals.

## CONCLUSIONS

1. As the culture of any business organization is completely reflected by its policies and actions that company follows, organizations deciding to promote total quality management practices need culture change. It has been found that there is an overall significant change in the execution of changing organizational culture of the ISO certified companies in Kuwait from their past position to the present position in enhancing TQM practices for providing good quality products and services to meet customer needs, expectations in gaining competitive benefits. Hence, the first hypothesis of this study stood accepted.
2. In order to improve TQM practices, it is essential to make entire organizational culture change to create TQM culture through involvement of every employee for future development and success. As such, it has been explored that all the criteria of TQM practices have been much improved from past position to the present position which is absolutely necessary for continuous development in the present completion global market. As such, the second hypothesis of the study stood accepted.

At the end, it is to conclude that for survival, growth and success of any business organization, culture change is essential with reference to the change of the internal and external environmental conditions and it is primary requirements in this present rapidly changing global business completion markets. As the TQM practices improve the efficiency, effectiveness, flexibility, competitiveness, profitability, merger, acquisition, more market shares, etc, of any organization as whole, more improvement in TQM practices is enviable and predictable. ISO certification fulfils the requirement of the international standards of quality management systems and entirely depends upon the principles, tools, techniques and practices of Total Quality Management (TQM) that a company implements and strives in getting more competitive benefits and market values for business excellence. Hence, every company should adapt and implement the necessary steps in changing their organizational culture to match and support the TQM practices in maintaining the ISO international standard of quality management systems to gain competitive benefits.

## LIMITATIONS

The following are main limitations of this research study:

1. Since sampling approach has been used, this study suffers from the limitations of sampling in general. Only the quality managers/managers of the companies are included in the sample to ensure due representation of the population of the study to make inferences.
2. As the Quality Manager of the thirty ISO certified companies located at different places in Kuwait have been only contacted by the researcher for getting responses of the questionnaires of the study, the conclusions of this study may not necessarily be the representative of all employees working in these companies as a whole in the country.
3. This study is only communicated and related to the quality managers/managers of the companies in Kuwait. The employees of other sections/types of the companies are also not cover in the study. Hence, the conclusions of this study may not be fully representative of the universe/population.
4. As the sampled quality managers/managers of these companies belong to varieties nationalities, the conclusions of this study may not be reached to meet the desired expectations due to non-homogeneous of nationality.

Despite of the above limitations, all care has been taken to process the information properly and to examine it systematically to get the conclusions of this study. Moreover, the researcher was in neutral while selecting the different companies/sections for distributing the questionnaires, in the process of identification.

## SCOPE FOR FURTHER RESEARCH

There is scope to find out the significance between performances of the TQM based ISO certified companies and Non- ISO certified companies together with their relationship due to changes for the further research.

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