

**Tqm Through Integration Of Organisational Culture And Performance-A Model Based Study****Manisha P.Firke\* Prof. M. A. Lokhande\*\***

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**Abstract:**

This paper presents link between a systematic compilation of the strings asexisting organisational culture and organisational performance. This article is based on various literatures enlighten by numerous eminent TQM researchers. Study covers only those articles which focus on the areas like organisational performance, culture, quality management practice.

A major focus of the study is on organisational culture issues through introducing a concept based model to improve business performance. It can be used in any kind of business organisation. Model covers important variables including product, process and people for the application purpose. All these factors works for achieving success linked with financial and nonfinancial performance.

**Keywords:** Organisational Culture, TQM, performance, improvement, model

**1. Introduction:**

The concept of quality management and its development pyramid give rise to Total Quality Management which is introduced by W E Deming on the basis of study and observations. TQM is an systematic approach which works as a system for the success of business. TQM works for maintaining quality at the workplace through different kinds of system and approaches.

The business atmosphere and organisations can also impact on the adoption and execution of quality system function (Lukasova, 2004). Flynn(1994) define TQM as : "an integrated approach to achieving and sustaining high quality output, focusing on the maintenance and continuous improvement of processes and defect prevention at all levels and in all functions of the organization, in order to meet or exceed customer expectations" (Flynn et al., 1994, p.342).

Organisational performance is related to predefined objectives of the business. Delaney and Huselid (1996), conduct a research on TQM to measure organisational performance which highlighted seven specific elements for the purpose of performance measurement of product or service quality; product or service innovation; employee attraction; employee retention; customer satisfaction; management and employee relation; and employee relation. Study conducted by Kanji( 1997) stated that TQM is not only a philosophy, it is a group of various dimensions which give rise to a culture.

According to British Quality Foundation (1998) following are the characteristics which need to be covered by business excellence report-management commitment, strategic planning, people empowerment and training, participation through effective communication, process understanding and management for improvement, avoid jargon, exfoliate business culture etc. TQM can be considered as mediator for the successful business operations. Deming (1986) explains a framework for TQM likewise Juran (1989) also explained it. To be a market leader is a dream of every business organisation.

**2. Literature Review:**

As organisational culture is as itself works as a system related with beliefs and values of the business firm. And performance is an indicator of measurement of success of organisation. But both culture and performance are like intervening elements which generate a scope for TQM implementation, execution through continuous improvements.

### **2.1.TQM and organizational culture:**

According to Schein (1992) "organisation culture is a pattern of shared basic assumptions that the group learned as it solved its problem of external adaptation & internal integration, that has worked well enough to be considered valid & therefore to be taught to new members as the correct way to perceive, think & feel in relation to those problems". Deshpande & Webster (1989) define culture as 'the pattern of shared values and beliefs that help individuals understand organisational functioning & thus provide them with norms for behaviour in the organisation.'

Every business organisation has its own unique identity that creates culture of the organisation. According to the study of Deal and Kennedy successful implementation of TQM model is possible with the help of supportive organisational culture (Yarrow 2004). According to some authors TQM approach is also a part of change activities happening in the organizational environment (Boadon 1996, Dean & Bowen 1994) which is also a part of acceptable management practices in the business.

TQM observe both the critics on the success and failure if organisation uses it in their business operations. As per the time changes TQM also appears with new aspect of new business vision. It is supported by many concepts. Many organisations are updating their basic philosophies and introduce innovative business culture with the help of TQM tools and methods used in it (Dahlgaard-Park-2011). Some authors also come with the belief that new and recent TQM approaches focus not only on quality but also on creation of new knowledge, concepts, innovation for waste reduction. Learning of new philosophies is now become a part of TQM.

The concept "total quality" is a representation of culture, attitude and organisation of a business unit which works towards the goals like providing products and services as per the need of customer. Juran also proposed a concept of culture for adoption of any kind of change in organisation (Hildebrandt 1991). Another definition of organizational culture consider it as deal with external environmental problems and internal environmental conditions (Schein 1992,p11) and he also concluded that culture is development of business environment according to thought of business owner.

Research in the same field also concluded that TQM committed business culture through continuous improvement works for gaining customer satisfaction from customer side (Kanji, Yui 1997). Studies concluded that success of TQM application in the organisation depends on organisational culture. Same author also suggested that quality practice adoption is important and should be authorized by organisation. Alessandro Brun (2010) identified the link between organisational TQM practices and employee performance. Idris and Zairi (2006) concluded the relation between organisational culture and employee motivation as employee empowerment is possible through employee friendly organisation culture. Such culture should avoid harsh practices. Kumar Vimal and others (2018) explore the link between cultural dimensions and implementation of TQM by using a method of strategic orientation.

### **2.2.Total Quality Management and organisational performance:**

Both field and empirical studies conducted by researcher indicate that TQM show its impact on organisational performance. TQM is related to quality and its results are positive for the organisation (Ahire 1996, Samson and Tervivski-1999). Study conducted on performance of organisation also consist of two different segments as -1) TQM practices and 2) Three different kinds i. e. quality performance, product innovation, and process innovation performance. The result of the study clearly stated that TQM is significantly related to quality performance which shows positive results in the organisational environment. The study also argued that within the organisation even if quality is not a basic criterion for success but still they can't decline TQM because it is a prerequisite of innovation (Prajogo, Daniel, 2002)

TQM is not a independent phenomenon, it is actually integrated with other aspects of the business. TQM is a network based on the factors like practices conducted by organisation, techniques used in the operations and tools used for applications (Carry, Kadoshah 2002). So it is also stated that TQM can work as a corporate strategy (Fotopoulos, Psomas, 2008). Planned and systematic implementation of TQM leads to achievement in the business for the elements like satisfaction of

existing customer, improvement in the quality, controlled price of the product, product delivery time, ( Bayazit 2003) and also including major factor - improvement in the business profit etc.

Survey based studies were also conducted in overall world time to time to check the impact of TQM on organisational performance. One such type of quantitative study also explain positive relation between the organisational performance and employee improvement under the roof of TQM (Whyte and Witcher 1992). As TQM have wide scope but over the time business environment is passing through enormous changes in the areas like technology, labour market, government norms, import-export standards, competitors market etc. So TQM is also somewhere changing its application area. Today survey based studies showed that TQM is a part of organisation, but it may vary from partial TQM to full TQM (Wilkinson 1992, 1993). Business always focuses on the mode of benefits, but in the case of TQM, organisations can observe the related benefits in the long term (White, Witcher 1992). It means TQM is working as a long term planning strategy, which need patience and continuous efforts in the business operations.

Previous studies conducted for TQM also suggest that TQM show positive impact on customer satisfaction and organisational performance (Dahlgard, Park and others, 2001). To check the performance of organisation Flynn also conduct a study and concluded that increase in intensity of TQM show acceptable and beneficial improvements in the quality performance. Similar studies also reported that execution of TQM practices within the business process helps in eliminating scrap during production and reworking of product in the operational area which simultaneously proved to be beneficial in the quality performance improvement. So there are many evidences are available indicating application of TQM and its impact on organisation as compared to past business records.( Hall, R. W.1990 ,Hayes, R. H. , Wheelwright, S. C. and Clark, K. B.,1988)

Motwani and others (1994) concluded critical factors like top level management; training practices, product and allied process designing etc. all are not mandatory in achieving success for TQM. TQM deals with performance of organisation, and it is also explained by Kayank(2003) for-financial and market performance, quality performance and inventory management performance. In fact it is also proved that organisation performance can be improved with the help of successful execution of TQM (Sun 2004, Agus 2005). Prititci ( 2001) repeated that performance of an organisation is related to the satisfaction level and wants of stakeholders, owners, employees and customers.

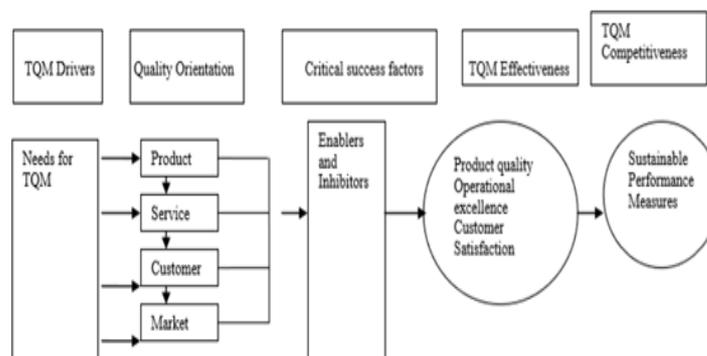
### 3. Comparative study of TQM models:

On the basis of literature and field study models of business excellence , TQM were developed by numerous researchers. Most of the models focus on various elements and variable connected with excellence, quality etc.



**Yin-Yang of TQM**  
Cunha, Cunha and Dahab (2002).

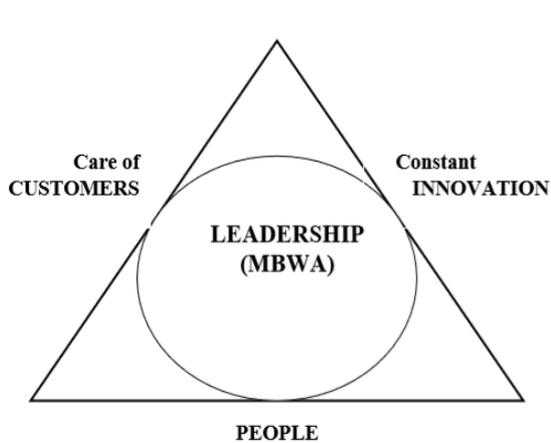
**Figure-1**



**Sustainable TQM performance**  
Idris, Zairi (2006)

**Figure-2**

Study conducted by Cunha, Cunha and Dahab (2002) explained the 'soft' and 'hard' ('yin' and 'yang') side of management to get a better look at TQM( Figure-1). The relationship between need and critical success factors for the for the achievement of TQM competitiveness was introduced by Idris-Zahiri(2006) which also cover quality orientation for the TQM effectiveness( Figure-2).



A Simple Model of Excellence  
Peters and Austin (1985)

**Figure-3**

Study conducted by Tom Peters and Nancy Austin (1985) published the second book on Excellence called "A Passion for Excellence". The findings from the first book were now simplified into the simple model or scheme(Figure-3).



4 P Model for Organisational Excellence  
Dahlgaard & Dahlgaard-Park, 1998; 1999; 2003

**Figure-4**

On the basis of previous studies- "4P" model was developed by Dahlgaard and Park(1998, 1999,2003) which provide integration link between tangible and intangible parameters, individual and organisational parameters etc.( Figure-4).

As mentioned above 4P model focus on product-process-people-partnership relationship, but it leave a scope for integrating other organisational performance factors productivity and profitability.

#### 4. Star String Performance Model (SSPM) : Based On TQM

Motivation behind creation of this model is to identify the link between input and output elements and integrate them for performance enhancement of the organisation. Total Quality management is considered as enhancement technique for performing the various business operations. TQM is a wide concept aims at maintaining quality at all levels in all aspects of business through continuous improvement. This improvements create a path for excellence in all business operations which ended with or gives the output . This output can be measured in terms of financial and nonfinancial performance indicators.

As per the scope and nature of Total Quality Management, is also considered as an integrated approach working for continuous improvement in the operational area. As being interlinked and integrated concept it is mandatory to focus on availability of resources and business objectives. On the basis of various literature studies conducted by previous researchers for organisational performance another new model is suggested. This new performance model considers entities like product, process, people, priority, productivity, and profitability.

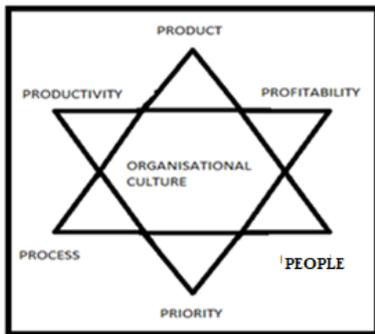


Fig.5 Star String Performance

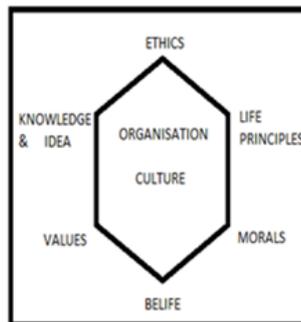


Fig. 6 Organisation Culture Dimensions

#### 4.1. Managerial amplification of SSPM :

TQM is considered as management approach revolving around 'total quality'. TQM is an organised structure which works on the basis of integration of routine operations and quality practices for the continuous improvement in all the segments of the business organisation. Baidoun (2003) suggested that for the achievement of high effectiveness in all the functions and survival of business TQM can use as a strategy.

Previous literature study identified both positive results and some with TQM execution obstacles related to TQM implementation in operational and administrative area of the business. Study conducted in different regions of the world show that results are not consistent due to less continuous efforts, availability of resources, level of employee-management commitment, advancement (Corbett & Angell, 2011). As Deming (1986) explain concept of TQM as a management philosophies which need cultural change i. e. from traditional approach to modern improved management style.

Organisation culture and business performance both are wide areas so this study will try to explore the relation between them in the light of TQM. For this purpose a linkage model is developed to identify factor relationship and integration within business environment through Star String Performance Model (SSPM- Fig 5). In the Star String Performance Model the environmental entities are categorized into two groups which are integrated to create a link between "Goals - Resources-Practices" for working on concept of Total Quality Management as Priority-Productivity-Profitability triangle and Product- Process -People triangle

##### 4.1.1. Priority-Productivity-Profitability:

Top management just have to be aware about their role and responsibilities towards the quality commitment. For every organisation their productivity and profitability are primary objectives. As per the SSPM -Managers if works according to organisation priority guidelines, can give excellent results. For this objectives 'priority' factor consist of elements like -

- 1.Goal oriented organisational quality policy
2. Preference to team oriented decision making for consistent sustainable result with employee empowerment for change acceptance
3. Efficient system for resource utilization through waste and scrap elimination
4. Flexibility to cope with industrial reengineering for continuous improvement

Another side of Star String Performance Model elaborate business organisational performance based on "Product- Process -People factor." As Dahalgad in his 4P model explain the hierarchy and relation between the factors.This section considers the interlinking between these factors.

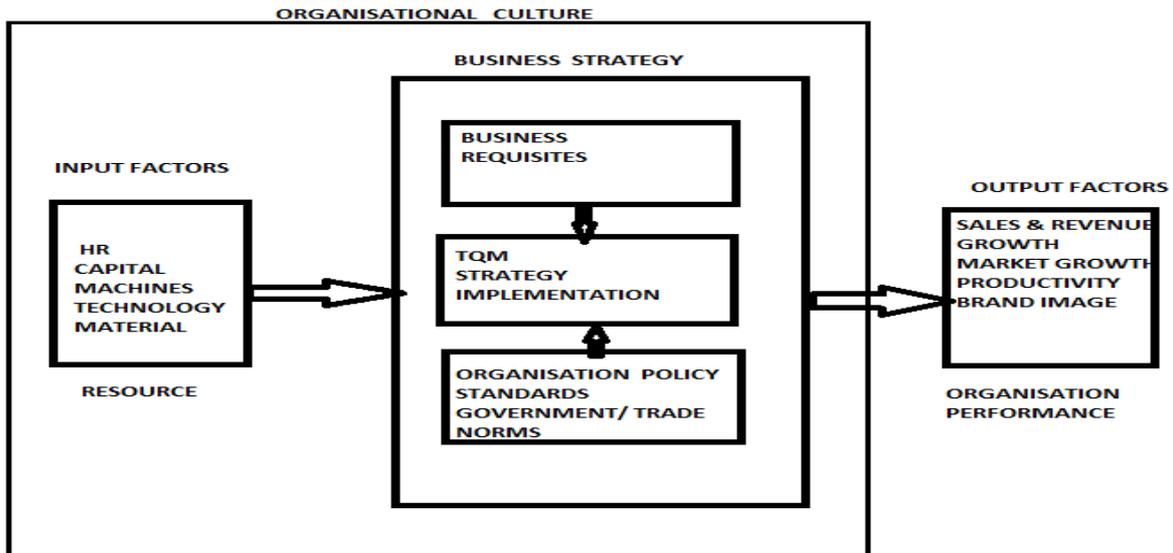


Fig-7 Relation between organisational culture and organisational performance  
Based on Model of Quality culture (Kanji, Yui, 1997)

#### 4.1.2. Product-process-people:

Product oriented activities plays a magnificent role in the success of business. TQM need a continuous improvement in the product so that it can satisfy- consumers through quality products and services. Product is a final output which organisations deliver to the customer but his can be achieved through systematic and standard process. Here process does not mean only production activity but is applicable for every transaction happening in the course of business manufacturing and resource management. Human resource i e. people factor plays vital role in the application of business process and finalisation of product and services. People factor means all employees of the organisation i e. from Executives to bottom-line labours. Employees working at every level can contribute for the success or excellent performance of organisation as per their job duties and responsibilities.

This integrated link of product-process- people identify their place in the organisation and can prove beneficial while making strategies related to these factors. The interlinking of all these elementsdiscloses that not a single factor can achieved in the absence of another one.

#### 4.2.Scope of Star String Performance Model( SSPM):

Star String Performance Model is opening doors for all kind of organisations which are interested in achievement of Total Quality Management in their unit or firm. This model cover all the aspects related to operational area so all small- medium -large organisation can use it to execute concept of TQM. As TQM primarily focused on philosophy of continuous improvement, so SSPM consider this need and integrate business goal with resources and existing practices. SSPM also cover future need of the business and so have flexibility to restructure the business through reengineering concept. Priority covered all those areas for present and future business transactions.

#### 5. Conclusion:

Study of TQM is not limited upto production or providing services. Business practices required growth, and is possible only through performance. Management can achieve productive organisational performance only if there is correlation between organisational goals and existing business environment. This paper focused on all these dimensions and introduced a business performance model "SSPM" for organisations which are willing to achieve and manage business through total quality.This model integrates relevant organizational entities for achieving total effect of quality practices in all business areas. There is no sustainable shortcut for business performance because quality is the only way of growth and survival.

“TQM is not a single phenomenon; it is an ‘assortment’ of some effective concepts. So TQM is a start-up avenue for success”

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