

# Assessing the Impact of Organizational Culture on the Sustainability of TQM Programs

Dr. Mrityunjay Kumar<sup>1</sup>, Ranjit Kumar<sup>2</sup>

<sup>1</sup>Assistant Professor, St. Xavier's College, Ranchi

<sup>2</sup>Research Scholar, University, Department of Commerce and Business Management

## Abstract:

This study investigates how organizational culture affects the long-term viability of Total Quality Management (TQM) initiatives. TQM, a holistic management strategy that emphasizes customer satisfaction as the means of achieving long-term success, needs a supporting corporate culture to be successful. In order to create a TQM environment that is sustainable, this research examines a number of cultural elements, including leadership, communication, teamwork, and continuous improvement. The study finds critical cultural characteristics that have a major impact on the durability and efficacy of TQM projects using a mixed-methods approach that includes surveys and case studies from a variety of industries. Results show that TQM initiatives are more likely to be effectively sustained in firms with a strong collaborative culture, open communication, and leadership commitment to quality. It is more likely for firms to successfully maintain TQM programs when there is a strong culture of collaboration, open communication, and leadership commitment to quality. The research ends with suggestions for developing an organizational culture that upholds and reflects TQM's core values, strengthening the methodology's overall viability and influence on company performance.

**Keywords:** Organizational culture, Total Quality Management (TQM), Sustainability, Quality management, Customer satisfaction, Business performance & Management approach

## Introduction:

The goal of total quality management (TQM), a holistic approach to management, is to continuously improve the quality of goods and services by adapting to customer feedback. key elements of a TQM program Customer Focus Leadership Commitment Employee Involvement Process Approach Integrated System Strategic and Systematic Approach Continual Improvement Fact-Based Decision-Making Communication. Placing the client at the center of everything a firm does is the essence of customer focus. It entails learning about clients' wants, preferences, and worries in order to effectively customize experiences, goods, and services to suit their needs. To do this, market research, feedback collection, and active listening to clients are required in order to ascertain their needs and desires. Providing individualized experiences and solutions shows that you are aware of the particular requirements and preferences of every client. This can include everything from tailored goods or services to individualized advice. It takes timely, transparent, and clear communication to establish confidence and make sure clients feel appreciated. Communication should be responsive and consistent whether it's via social media, marketing materials, or customer support channels. A customer-focused approach entails a continuous effort to enhance processes, services, and goods in response to feedback from customers and evolving market demands. This calls for

flexibility and a willingness to change in order to best serve clients. Developing enduring ties with clients is essential to encouraging advocacy and loyalty. This can entail undertaking programs such as loyalty schemes, making special offers, or just going above and above in terms of service. Effectively comprehending and resolving client concerns requires empathy. By seeing yourself in the client's position, you may anticipate their needs and offer more insightful support. Any company that wants to succeed needs to have committed leadership since it sets the tone and direction for the whole group. A clear vision for the organization and its objectives is expressed by leaders. This vision unites the team and gives them a path forward toward a shared goal. The ideals and values that leaders want from their team members should be modelled by them. They inspire others to follow their example by setting the bar for conduct, diligence, and work ethic. By giving their team members chances for education, training, and promotion, leaders foster their team members' personal and professional development. They assist teammates in realizing their full potential and acknowledge each person's unique strengths. Positive work environments are fostered by leaders, making staff members feel appreciated, respected, and inspired. Making tough choices that aren't usually popular but are essential for the organization's long-term success is a common need of leadership. When faced with difficulties, leaders show bravery and resiliency by leading their teams through times of uncertainty or transition. Leaders take responsibility for their choices and actions, both for themselves and for others. They perform morally and responsibly in all facets of their profession, exhibiting integrity as a leader. Empathic and empathetic leaders pay attention to the worries and opinions of their team members. They foster communication and teamwork while appreciating the variety of viewpoints and experiences. In a world that is changing quickly, leaders need to be flexible and open to new ideas. They promote experimentation and creativity, which cultivates a culture of ongoing learning and development.

An organization's common values, beliefs, customs, and behaviors that influence how its members behave and interact with one another are referred to as its organizational culture. It serves as a model for how staff members should conduct themselves and engage with external stakeholders. Values and Beliefs are the essential values and benchmarks that the company adheres to. These might include cooperation, ethics, creativity, and customer satisfaction. Norms and practices are the accepted standards of behaviour and daily operations that direct an individual's actions. Although they are frequently unwritten, employees are aware of and abide by these standards. Concrete representations of the organization's culture, such as office design, dress code, logos, and other observable components. The abbreviations, jargon, and communication styles that are exclusive to the company and foster a feeling of community among staff members.

### **Types of Organizational Culture**

- **Clan Culture:** The Competing Values Framework (CVF) recognizes four organizational culture categories, including clan culture. It highlights a tribal or familial environment where support, trust, and collaboration are essential. This culture places a high value on people, emphasizing the development and wellbeing of employees while creating a welcoming and supportive atmosphere. The prioritization of internal connections and procedures above external competition fosters flexibility and responsiveness to internal requirements. The formation of agreement, collaboration, and engagement are highly valued in clan cultures, which promotes open communication and collective decision-making. In addition to serving as mentors, coaches, and facilitators, leaders frequently practice democratic leadership, which includes workers in decision-making and fosters a feeling of

accountability. Loyalty, traditions, and interpersonal ties are highly valued, and there is a devotion to a shared objective and set of values. Clan cultures provide plenty of chances for job advancement, mentoring, and training to foster both professional and personal growth.

- **Adhocracy Culture:** Adhocracy cultures are best suited for businesses that value agility, creativity, and innovation. It encourages employees to take chances and experiment with new ideas by creating a vibrant and entrepreneurial work atmosphere. Although it has many benefits in terms of creativity and flexibility, it also has drawbacks in terms of organization, risk management, and worker welfare. Businesses that effectively adopt and maintain an adhocracy culture may attain high levels of innovation and keep a competitive advantage in quickly evolving markets.
- **Market Culture:** One of the four organizational culture types recognized by the Competing Values Framework (CVF) is market culture. It is distinguished by its emphasis on competitiveness, attaining quantifiable objectives, and outward positioning. This results-driven culture places a strong emphasis on accomplishing goals, surpassing rivals, and winning. For businesses that place a high priority on satisfying customers, being competitive, and producing quantifiable outcomes, a market culture is excellent. Although it promotes efficiency and excellent performance, it also raises issues with worker stress, moral conduct, and collaboration. Businesses that effectively establish and maintain a market culture stand to gain substantial competitive advantages and dominant market positions, so long as they strike a balance between the needs of high performance and the welfare and moral behavior of their workforce.
- **Hierarchy Culture:** One of the four organizational culture types recognized by the Competing Values Framework (CVF) is hierarchy culture. It is distinguished by a codified, controlled atmosphere that places a high value on efficiency, control, and stability. This kind of culture is common in businesses whose operations depend on roles that are well defined and processes that are well-defined. An organizational structure based on hierarchy is ideal for those that need efficiency, control, and stability. It guarantees consistent results, skilfully handles risks, and upholds high standards of consistency. If not handled properly, though, it can also result in bureaucracy, inflexibility, and low staff morale. Organizations may preserve their competitive edge and reap the benefits of a hierarchical culture by striking a balance between the necessity for structure and chances for innovation and employee empowerment.

**how organizational culture impact Total quality programme (TQM):** - Organizational culture plays a crucial role in the success or failure of Total Quality Management (TQM) programs. Here is some important point support it:

- **Value Alignment:** TQM places a strong emphasis on an organization-wide dedication to quality. The TQM principles are nicely aligned with an organizational culture that prioritizes excellence, continuous improvement, and customer happiness. On the other hand, if the culture values efficiency and cost-cutting more than quality, TQM implementation may encounter resistance.
- **Leadership Support:** The success of TQM depends on strong leadership support. The culture of the organization is shaped by its leaders. Employees are more likely to accept TQM programs if executives actively participate in them and advocate quality. On the other hand, a leader's lack of interest in or scepticism about TQM can damage staff support and impede implementation.
- **Employee Involvement:** TQM promotes empowerment and employee involvement. TQM is supported by a culture that appreciates employee feedback, promotes teamwork, and acknowledges

accomplishments. On the other hand, TQM implementation may be hampered by an authoritarian or hierarchical culture where workers fear reprisals for speaking up or feel undervalued.

- **Continuous Improvement Mindset:** TQM places a strong emphasis on ongoing process, product, and service improvement. TQM objectives are supported by a culture that welcomes change, promotes experimentation, and learns from mistakes. On the other hand, a culture that is averse to change or content with the status quo can find it difficult to successfully implement TQM concepts.
- **Focus on the Customer:** TQM is all about fulfilling or beyond the expectations of the customer. TQM goals are well-aligned with an organizational culture that places a high priority on customer satisfaction, pays attention to customer feedback, and works hard to give value. On the other hand, a culture that is neither customer-centric or internally cantered can find it difficult to use TQM successfully.
- **Effective communication and transparency:** Effective communication and transparency are critical to the success of Total Quality Management (TQM). A culture that values honesty, openness, and transparency make it possible for ideas, feedback, and information to be shared that are essential for implementing TQM. On the other hand, TQM initiatives may be hampered by a culture that is marked by silos, secrecy, or poor communication.

#### Literature Review:

- **According to Ishikawa (1985)**, Total Quality Management (TQM) is a comprehensive system approach that involves positive coordination and internal collaboration inside an organization to fulfill customer needs, enhance product quality, and increase process efficiency. All system workers should be active, motivated, and knowledgeable about the tactics being used to achieve the organization's shared objectives. To create cross-functional teams among the populace to address issues, he established Quality Circles.
- **Feigenbaum (1991)** asserts that TQM is a successful strategy for encouraging, maintaining, and boosting staff members' efforts inside a company to please clients. He underscored how important it is to stop focusing on the technological elements and seeing quality as best serving the client, enlisting everyone in the process.
- Total quality management is "a philosophy that involves everyone in an organization in a constant effort to better quality and achieve customer satisfaction," according to **Heena Sunil Oza (2015)**. TQM is predicated on two key concepts. The first is a never-ending pursuit of excellence, while the second is consistently satisfying customers.
- TQM is a strategy used to include workers and management in the continuous improvement of product and service production, according to **Saadia A.S. (2018)**. The goal of total quality management is to provide customers with goods and services that beyond their expectations by combining employee participation, employee behavior, and company culture. As part of the TQM methodology, a company's corporate culture should be altered to become more customer-centric. A crucial element of Total Quality Management (TQM) is the management's dedication to realizing the organization's aim of continual improvement, which necessitates a successful organizational culture shift.

#### Objective of Study:

- Assess how various corporate culture types impact the first steps of TQM program implementation.
- List the indicators and measures that are used to assess how long-lasting TQM initiatives are.

- Make recommendations on how to establish an environment inside the company that will support TQM projects and make them more sustainable.
- Investigate the ways in which corporate culture affects the implementation of TQM guidelines and procedures.

**Conclusion:**

In conclusion, corporate culture has a big influence on TQM initiatives. It is more likely that a culture that prioritizes quality, gives employees freedom, encourages continuous improvement, keeps an eye on the customer, and encourages open communication will help TQM deployment be successful and result in long-term gains in productivity and competitiveness. It is impossible to overestimate how much organizational culture affects the long-term viability of Total Quality Management (TQM) initiatives. This evaluation makes it clear that such programs cannot succeed in the long run unless there is a solid alignment between company culture and TQM concepts' flourishes in organizational cultures that place a high priority on principles like excellence, continuous improvement, employee empowerment, customer focus, and open communication. TQM becomes embedded in the corporate DNA in these kinds of settings, resulting in long-term, consistent improvements in procedures, goods, and services. On the other hand, it may be difficult to maintain TQM initiatives in cultures that are resistant to change, lack employee involvement, value short-term benefits over quality, or neglect to prioritize customer pleasure. TQM initiatives risk failing in the absence of the required cultural support, which could result in a loss of steam, employee disengagement, and eventually a return to prior performance levels. As a result, companies looking to implement or maintain TQM programs need to understand how important corporate culture is. Leaders may establish an atmosphere that supports innovation, continuous improvement, and eventually long-term success in providing value to stakeholders and customers by cultivating a culture that upholds TQM principles.

**Suggestion:**

- To ascertain the organization's values, customs, and practices, conduct a thorough audit of the culture. Determine how much the culture adheres to TQM concepts like employee empowerment, customer focus, and continuous improvement by using questionnaires, interviews, and observation techniques.
- Analyze how the leadership has influenced the company culture and promoted TQM. Evaluate executives' dedication to quality, their participation in TQM projects, and how well they convey TQM principles across the company.
- To find out how staff members at all levels view the company culture and how it affects TQM initiatives, ask them for their opinions. Examine their perspectives on quality, the extent to which they participate in TQM activities, and any obstacles they see to the continuation of TQM programs.
- Examine quality, customer happiness, and process improvement performance measures to determine how well TQM initiatives are working overtime. To find relationships between corporate culture and TQM results, compare performance trends with cultural indicators.
- Compare the company's TQM procedures and culture to best practices and industry standards. Determine which aspects of the company culture could be impeding the sustainability of TQM, and take inspiration from those that have effectively incorporated TQM into their cultures.
- Invest in programs for training and development to foster a culture that upholds TQM concepts. Employees should be equipped with the information and abilities necessary to support quality

improvement projects and cultivate a collaborative, innovative, and ongoing learning culture.

- Create systems for ongoing assessment and feedback to evaluate the organizational culture's alignment with TQM objectives. To identify areas for improvement and modify tactics appropriately, gather feedback from leaders, employees, and other stakeholders.

Organizations can take proactive measures to build the cultural foundation for long-term success in quality management and obtain useful insights into the impact of corporate culture on the longevity of TQM programs by putting these recommendations into practice.

### References:

1. W. Edwards Deming, "Out of the Crisis." MIT Press, 1986. Deming's landmark work emphasizes the significance of organizational culture in attaining quality improvement and offers the fundamentals of Total Quality Management (TQM).
2. Edgar H. Schein, "Organizational Culture and Leadership." 2017 Jossey-Bass. For the purpose of determining how organizational culture affects TQM sustainability, Schein's book provides insights into comprehending and evaluating organizational culture.
3. John S. Oakland, "Total Quality Management: Text with Cases." Heinemann/Butterworth, 2003. Oakland offers a thorough explanation of TQM techniques and ideas, including talks on how company culture affects TQM adoption.
4. Robert E. Quinn and Kim S. Cameron. "Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework." 2011; John Wiley & Sons. This book provides useful concepts and instruments for analyzing corporate culture and making changes. These can be used to determine whether an organization's culture aligns with TQM principles.
5. Ahire and Golhar, Daniel M. "Quality management in large vs small firms: An empirical investigation." (2013). *Operations Management Journal*, 11, no. 2, 1993, pp. 203-213. - This study examines the effects of organizational size and culture on the application of TQM, offering insights into the difficulties and possibilities encountered by various organizational configurations.