

THE ROLE OF THE ORGANIZATIONAL CULTURE IN THE TOTAL MANAGEMENT SYSTEM IMPLEMENTATION

Total Quality Management (TQM) is nowadays a very important innovative management practice for many enterprises all over the world. In recent years, scientists have succeeded not only in practice, but also scientifically to prove the significant potential of management systems, based on the principles of TQM. However, there is no unanimous agreement yet, if organizational culture does not influence the implementation of TQM.

Scientists such as Kull and Wacker (2010) concluded about Quality Management (QM) and its dependence on the organizational culture that „QM Investments are nearly universal in their improvement of product quality performance“. But some dimensions of GLOBE (the project which explores culture, organizational culture and their differences) such as “Uncertainty Avoidance” and “Assertiveness” influence the product quality. Detert et al. (2000) researched TQM values and argued that organizational cultures, which were different with QM values, would negatively impact QM practice success.

Experience of organizations also does not give the clear answer to the question if TQM could be effectively adopted in all types of organizational cultures since it is very difficult to measure the implementation of TQM and even more difficult to measure the influence of TQM on organizational performance measures. It is also very difficult for organizations to measure how organizational cultural differences might influence success of TQM implementation.

It would be helpful to use the Model of Sila (Fig.1) for finding the answer to this question by conducting cross-country studies (Sila, 2007). Sila developed and proved his model with the empirical data. The results of his study argue for the universal applicability of TQM but also show a few structural model relationships to be different across US and non-US companies. Maybe it is organizational culture, which makes some relationships in the model different.

Since TQM is being paid a big attention in many countries in different organizations and since we live in the globalization period where organizations expand across the countries boundaries the topic about universality or context-

dependence of TQM and its effects on organizational performance should be researched further to shed more light on the question about TQM and its impact on organization performance in organizational cultural frameworks. It would show whether the science should look for the models of TQM, which would be tailored for different organizational cultural frameworks, or TQM valuables are able to change any organizational culture and could be successfully implemented in all types of organizational cultures.

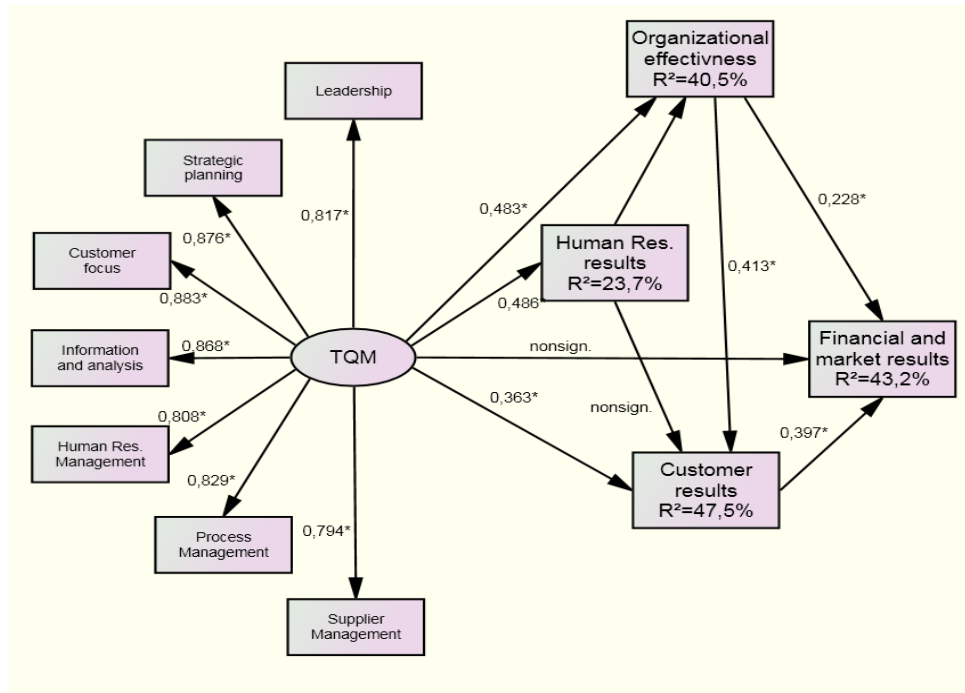


Fig. 1 A Model of the relationships among TQM and key organizational performance measures and structural path analysis results for the full sample (* $p < 0.001$) (Sila, 2007).

Reference:

1. Kull, T./ Wacker, J.: Quality Management effectiveness in Asia: The influence of culture, in: Journal of Operations Management (28), 2010, p. 223-239.
2. Sila, I.: Examining the effects of contextual factors on TQM and performance through the lens of organizational theories: an empirical study, in: Journal of Operations Management (25), 2007, p. 83-109.
3. Detert, J. / Schroeder, R. / Mauriel, J.: A framework for linking culture and improvement initiatives in organizations, in: Academy of Management Review 25 (4), 2000, p. 850 – 863