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Impact of Organizational Culture on Total Quality Management (TQM) Practices in Nigerian Construction Firms

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Abstract

Total Quality Management (TQM) is one of those transformational initiatives and one of the most important evolutions of management practices. TQM is a philosophy, a management approach that emphasizes mutual cooperation. It involves everyone at every level in the organization. The aim of this study is to investigate the impact of organizational culture on the TQM practices in Nigerian Construction firms. The objectives of the research was achieved by examining the level of TQM practices in Nigerian construction firms and examining the relationship between organisational culture and TQM practices in Nigerian Construction Firms. Utilizing a survey-based research methodology, data was collected from the specified population of the study. The population consisted of the management and non-management staff and customers of selected construction firms in Nigeria. A purposive sampling technique was used with a sample size of 225. However, 209 questionnaires were returned and deemed usable by representing 92.99% of respondents. Likert scale of 5 points was used for the questionnaire. The use of statistical software SPSS 24 was used to analyze the data collected. The analysis was carried out using both descriptive and inferential statistics. Findings of the study provide empirical backing that organizational culture and TQM practice in Nigerian construction firms will boost Customer satisfaction, the findings also shows that organizational change will have effect on TQM Practices. The study concluded that organizational culture has impact on TQM practices in Nigerian Construction firms. From the findings and conclusion, the research recommends that customer focus practice should be supported to achieve the customer satisfaction aim of TQM implementation.

Keywords

Construction Industry, Customer Satisfaction, Economy, Organization and Total Quality Management (TQM)

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Introduction

Every organization has a culture, understanding what goes on in organization is key to achieving success in improvement initiatives (Jaca & Psomas, 2015). Organizational culture is defined as a pattern of shared values, beliefs, norms, assumptions and practices that inform organizational processes and behaviors which a group knows as it solves its problem of external adaptation and internal integration (Valmohammadi & Rosahmir, 2015).

Globally, the construction industry is a significant contributor to its respective economy as it cuts across all aspects of human activities (Delic, Radlowaski, Maskimur & Perculisa, 2013). Its contribution ranges from enabling the procurement of goods and services to the provision of buildings and other infrastructure, thereby providing employment opportunities to its labor force while contributing immensely to the gross domestic product (GDP) (Koh & Low, 2010; Makhdoomi, 2018). Recently in the global economy, many new changes and transformational initiatives are developed to increase effectiveness in organizations. TQM is one of those transformational initiatives and one of the most important evolutions of management practices (Haffer, Al-Karaghoully & Ghoniem, 2013). TQM is a philosophy, a management approach that emphasizes mutual cooperation. it involves everyone at all level in the organization (Baird, Jin & Rerve, 2010) and improvement in all aspects of the organization (Calabrese & Corbo, 2015). TQM is aimed at achieving customer satisfaction not only in the production of goods and services that meet customer needs and requirements but also exceeding them through continuous improvement (Prajogo & McDermott, 2011).

According to Ikupolati (2016), TQM is a management system that takes into consideration all the areas of the operations in an organization. Accordingly, since the 1980s businesses and organizations across the globe have launched TQM programs in an attempt to retain or regain competitiveness in order to achieve customer satisfaction in the aspects of increasing competition from around the world in the era of globalization and internalization. Therefore, for business and organizations that would want to meet and exceed the expectations of customers both home and abroad, TQM is the requisite strategic tool.

Despite the widespread acknowledgement of the important role of Organizational Culture for TQM implementation, there is a gap in empirical literature examining the association between organizational culture and TQM practices. In an attempt to improve quality and performance, many organizations have focused on TQM. However, in spite of these claimed benefits, a closer examination of literature shows that implementing TQM has not achieved its intended result and one of the key barriers is lack of supporting Organizational Culture (Gambi, Genolama & Carpinetti, 2013). Green (2010) and Haffar et al (2013) highlighted the increasing influence of organizational culture on the success or failure of TQM implementation (Jimenzi-Jimenzi, Martinez-Costa, Martinez-Lorente & Rabeh, 2014. According to Rad (2006), TQM cannot only help to increase customer satisfaction but also help firms to form an effective culture. This research investigated the impact of Organizational culture on TQM practices in Nigerian Construction firms.

Research questions

1. What is the level of TQM practice in Nigerian Construction Firms?
2. What is the relationship between organizational culture and TQM practices in Nigerian Construction firms?

Objectives

1. To examine the Level of TQM practices in Nigerian Construction Firms
2. To examine the relationship between organisational culture and TQM practices in Nigerian Construction firms.

Literature Review

Organizational culture

In this instance, organisational culture is made up of both form and content, as the idea of organisational culture may be regarded from institutional content (Lim et al, 2022; Palmer & Fedulan, 2017). Organisational culture encompasses norms, beliefs, values, and presumptions. Practices and artefacts are how organisational culture is expressed. Additionally, (Palmer & Feldman, 2017; Permana, 2021) noted that the form and content of organisational culture can emerge naturally as members of the organisation perform tasks or consciously when leaders create organisational culture and content as a means of achieving objectives.

According to Shadza, Luqman, Khan, and Shabbir (2012), an organization's culture plays a crucial role in achieving success. Employee performance and satisfaction are closely related to organisational culture. To improve overall organisational performance, organisational culture can encourage employees to participate in decision-making processes and share their creative ideas (Ali & Jahl, 2021; Shalza, 2014; Shalza et al, 2012). Additionally, organisational culture serves as the foundation for maintaining an organization's competitive advantage over time (Shalhossini & Nadir, 2015).

According to Meng and Berger (2019), organisational culture affects employee behaviour, hence enhancing member performance requires culture. Organisational culture is viewed by Robbin and Judge (2017) as a system that is put into place by the people of the organisation and serves as a feature that sets it apart from other organisations. Lang, Golz, Kiljin, and Samuels (2016) also said that organisational culture is made up of values, fundamental presumptions, and organisational descriptions that define the organisation and its members.

Organisational culture serves as a social glue that holds people together through shared values in addition to being the fundamentals and traits of the company (Winardi, 2019). It should be recognised that organisational culture is not always a positive thing; if it is uncreative and resistant to change, it can also be a barrier for the organisation (Robbin & Judge, 2006; Winardi, 2019). Cohesion (attachment), value consensus, and individual dedication to group objectives all impact organisational culture (Windapo, 2019). Furthermore, Robbin and Judge (2016) propose seven primary attributes of organisational culture, which are as follows:

- a. innovation and risk taking
- b. pay attention to details
- c. result orientation
- d. orientation of people
- e. Team orientation
- f. Aggressiveness
- g. Stability.

Total Quality Management (TQM)

TQM is a culture of an organization committed to customer satisfaction through continuous improvement. This culture varies from one country to another and between different industries, but has certain essential principles which can be implemented to secure greater market share, increased profit and reduces cost (Kanji & Wallace, 2000). TQM strives to provide organizations with a template for success through customer satisfaction (Rad, 2006). Globally, organizations are embracing and implementing the practice of TQM (Ooi, Lin, Tan & Chong, 2011). Because it has been recognized as a means to achieve business performance, competitive advantage and continuous success (Jaca & Psomas, 2015). Organizations that are outcome oriented will be expected to focus on improving product and service quality as a means of achieving competitive advantage, such organizations are more likely to implement TQM practices to enhance their quality performance (Anthony, Knowlies & Gush, 2002)

Customer satisfaction

It is been referred to as one of the levels of business performance. The focus customers have become a part of Quality Management. According to Jarrad & Chelster (2008), successful implementation of TQM includes customer retention and increase in market share. While according to Carlos (2009) customer focus leads to customer loyalty which can be achieved by providing customers with reliable durable product service. So, customer focuses in forms incorporates customer satisfaction, confidence, loyalty and reduction in complaints.

Conceptual framework

The primary variable of interest of the study is the dependent variable of TQM Practices which is measured by customer satisfaction. The independent variable that may influence the dependent variable are organizational core value, company work culture, adaptability culture traits, organizational culture change and tracking behavior. This is shown in figure 1.

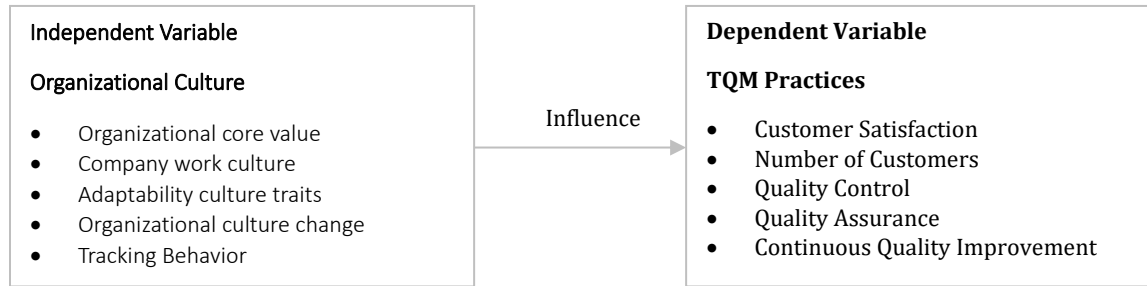


Fig. 1: showing the relationship between organization culture and TQM practices in Nigerian Construction Firms

Research Methodology

This research adopted the survey-based research methodology. The relevant information was acquired through a field survey. A questionnaire on Customer Satisfaction and a semi-structured interview of managers and non-managers were carried out. The population of the survey consisted of the management and non-management staff and customers of selected construction firms in Nigeria. The researchers used the purposive sampling technique to select participants based on their knowledge that is relevant to the study. The study used a sample size of 225 respondents. 209 questionnaires were returned, representing 92.9%. For this research, questions on TQM, Organizational Culture and customer satisfaction were asked and placed on a 5-point Likert scale ranging from strongly agreed (5) to strongly disagreed (1) in the form of a statement. The reliability of the data was computed using Cronbach Alpha (Numerical) value of 0.5 which was considered appropriate to show consistency. For this research data, the alpha value for TQM, Organizational Culture and customer satisfaction is 0.72. the data gathered for the study was tested by cross-sectional with the use of statistical software. Descriptive statistics and inferential statistics were generated between the variables.

Data analysis and interpretation of results

Descriptive statistics

Table 1 shows the demographic profile of the 209 construction firms studied in Nigeria. From table 1, 71.77% of the respondents agreed that quality management is their area of responsibility, 20.09% of the respondents agreed that operations management is their area of responsibility, 66.03% are small and medium size and 33.97% are large sized firms, 77.79% of the respondents agreed to certification of their products while 22.01% disagreed to certification of their products as shown in table 1

Table 1: Demographic profile

Area of Responsibility	Frequency	Percentage
Quality Management	150	71.77
Operations Management	42	20.09
Others	17	8.18
Total	209	100
Size of firms		
Small and medium	138	66.03
large	71	33.97
Total	209	100
Certified or non-certified		
Yes	163	77.99
No	46	22.01
Total	209	100

Table 2 shows the different level of TQM implementation. From table 2, 82.78% of the respondents agreed to the use of flowchart as quality tool used in their firms. 14.83% of the respondents used statistical process as tool while 2.39% of the respondents used no quality tool for quality assurance certification 54.07% of the respondents use ISO9001, 18.18% use ISO9002. 6.22% use ISO9003 while 21.53% do not use any of the quality assurance certification. 86.12% of the respondents agreed that quality assurance certification (ISO) has approved overall quality while 13.08% do not agree. Furthermore, 86.12% of the respondents agreed that continuous quality improvement has helped in their firms while 13.88% of the respondents do not agree. 54.047% of the respondents agreed that continuous improvement in concentrated in product quality, 28.23% agreed it is in process of improvement, 6.22% agreed it is in people management while 11.48% agreed it is in supply chain management as shown in figure 2.

Table 2: TQM Implementation

TQM Implementation	Tools Used	Frequency	Percentage
1st level			
Which quality tool is used in your firm	Flow chat	173	82.78
	Statistical Process	31	14.83
	None	5	2.39
	Total	209	100
2nd Level			
(Quality Assurance Certificate) Which certificate does your firm have?	9001	113	54.07
	9002	38	18.18
	9003	13	6.22
	None	45	21.53
Has ISO improved overall quality?	Total	209	100
3rd level			
Is CI for quality fostered over quantity?	No	29	13.88
	Total	209	100
Which area of CI is concentrated?	Yes	180	86.12
	No	29	13.88
	Total	209	100
	Product quality	113	54.07
	Process improvement	59	28.23
	People management	13	6.22
	Supply chain management	24	11.48
	Total	209	100

Inferential Statistics

Test of Hypothesis

In order to answer research question and achieve the objective of the study, the following null hypothesis were advanced and tested in the course of this study.

1. Organizational core value with TQM practices

Ho: Organizational core values do not affect TQM practices

Table 3: shows t-test of organizational core value and TQM Practices

Table 3: Showing t-test of Organizational core value and TQM practices

		Levene's test for equality of variance		t-test for equality of Means						
		F	Sig	T	Df	Sig 2 tailed	Mean diff	Std error	95% Conf. interval	
									Lower	Upper
Value	Equal variable assumed	0.157	0.696	2.215	85	0.060	2.100	0.948	-0.10812	4.0918
	Equal variable not assumed			2.215	17.830	0.060	2.100	0.948	-0.10676	4.09324

From table 3, the equivalent for both assumed and not assumed have equal variation of 2.215 with a mean difference of 2.100 and a standard deviation of 0.948, the p-value of the z-tailed significant of 0.060 which is greater than α (0.05). Therefore, the null hypothesis is not rejected and it concludes that organizational core value has impact on TQM practices in Nigerian Construction Firm.

2. Company work culture with TQM Practices

Ho: company work culture does not affect TQM practices.

Table 4: Showing t-test of Company Work Culture and TQM practices

		Levene's test for equality of variance		t-test for equality of Means						
		F	Sig	T	Df	Sig 2 tailed	Mean diff	Std error	95% Conf. interval	
									Lower	Upper
Value	Equal variable assumed	0.150	0.700	0.419	18	0.690	0.4000	0.9545	-1.0605	2.405
	Equal variable not assumed			0.419	17.877	0.680	0.4000	0.9545	-1.606	2.4063

From table 4, for both the assumed and not assumed have equal variance of 0.419 with a mean difference of 0.4000 and standard error difference of 0.9545. the p-Value of the 2 tailed significant of 0.680 which is greater than α (0.05), therefore null hypothesis is not rejected and it concludes that company work culture has an impact on TQM practices in Nigerian Construction firms.

3. Adaptability culture traits with TQM practices

Ho: adaptability culture trait does not affect TQM practices in Nigerian Construction firms.

Table 5: Showing t-test of Adaptability Culture Traits and TQM practices

		Levene's test for equality of variance		t-test for equality of Means						
		F	Sig	T	Df	Sig 2 tailed	Mean diff	Std error	95% Conf. interval	
									Lower	Upper
Value	Equal variable assumed	0.157	0.396	5.939	18	0.000	6.800	1.145	4.3943	9.2056
	Equal variable not assumed			5.939	16.961	0.000	6.800	1.145	4.3837	9.2162

From table 5, the t test for both the assumed and non-assumed have equal variance of 5.939 with a mean difference of 6.800 and standard error difference of 1.145. the p-value of the 2 tailed significant 0.000 which is less than α (0.05), therefore null hypothesis is not rejected and it concludes that adaptability culture traits does change TQM practices in the Nigerian Construction Industry.

4. Organization culture change with TQM Practices.

Ho: Organizational Culture change does not affect TQM practices

Table 6: Showing t-test of Organizational Culture Change and TQM practices

		Levene's test for equality of variance		t-test for equality of Means						
		F	Sig	T	Df	Sig 2 tailed	Mean diff	Std error	95% Conf. interval	
									Lower	Upper
Value	Equal variable assumed	0.0319	0.862	0.578	85	0.570	-0.500	0.8647	-2.3167	1.3137
	Equal variable not assumed			0.578	17.881	0.570	4.500	0.8647	-2.3167	1.3176

From table 6, the t test for both the assumed and non-assumed have equal variance of 0.578 with a mean difference of 0.500 and standard error difference of 0.8647. the p-value of the 2 tailed significant 0.570 which is less than α (0.05), therefore null hypothesis is not rejected and it concludes that organizational culture change has effect on TQM practices in the Nigerian Construction Industry.

5. Tracking behavior of employees with TQM practices

Ho: Tracking behavior of employees does not affect TQM practices.

Table 7: showing Chi-Square of tracking behavior of employees with TQM practices in Nigerian Construction industry.

	Value	df	Asymptotic significance (2tail sided)
Pearson Chi-Square	8.756a	1	0.000
Likelihood Ratio	6.633	1	0.003
Liner by Linear Association	7.452	1	0.002
N of Valid Cases	209		

From table 7, chi-Square test result of likelihood ratio of 6.633 and linear by linear association of 7.452. since the P-value for the pearson's Chi-Square which is 0.000 is less than $\alpha(0.05)$, therefore null hypothesis is rejected and it concludes that tracking behavior of employees do not affect TQM practices in Nigerian Construction firms.

Conclusion

This finding of this study has shown that construction firms in Nigeria agree that organisational culture is a key contributing factor to TQM practices. Findings provide empirical backing that successful implementation of TQM practices in construction firms will boost business performance in terms of customer satisfaction and the survival of the construction firms. Data from the study confirmed that customer satisfaction and product quality performance have increased due to different quality initiatives adopted in the selected construction firms. Flow charts are the most widely used quality tool used to enhance product quality in the selected studied construction firms. ISO 9001 quality assurance certificate is mostly used in the selected construction firms. Total Quality Management Practices encourage participation among employees, managers and organizations as a whole.

The findings of this study have established that relationships exist between organisational culture and TQM practices in the Nigerian Construction Firms. From the findings, only tracking behaviour of employees that do not affect TQM practices, organisational core value, company work culture, adaptability culture traits and organisational culture change all affected TQM practices in the Nigerian Construction Industry.

Recommendations

From the findings of the study, the followings are recommended.

1. Customer focus practice should be supported to achieve the Customer Satisfaction aimed of TQM implementation.
2. There is need for the creation of an entity exclusively responsible for quality and quality standards. Its responsibility should be assisting firms in the implementation of quality management and quality products.

The government of Nigeria through the Nigeria Standard Organization and Nigerian council for professionals in the Construction Industry must have regulations guiding against quality where quality criteria will be set for individual construction firms.

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Ethical Approval: Not applicable.

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