

The Importance of Total Quality Management (TQM) in Building a Sustainable and Adaptive Organizational Culture to Change

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ABSTRACT

Total Quality Management (TQM) is a strategic approach that aims to improve overall quality in an organization. The implementation of TQM focuses on improving production or service processes, and serves to shape an organizational culture that is sustainable and adaptive to change. A strong organizational culture oriented towards continuous quality improvement allows the company to be more flexible to face business challenges and improve competitiveness. TQM implementation often faces various barriers, such as resistance to change, lack of management involvement, and limited resources to support employee training. This study aims to analyze how TQM implementation can support the sustainability of organizational culture and identify the main challenges faced in the implementation process. The literature study approach is used to review various theories and empirical findings regarding the effectiveness of TQM to increase organizational commitment to continuous improvement. The results show that the success of TQM is highly dependent on visionary leadership, involvement of all members of the organization, and a comprehensive performance evaluation system. Organizations can leverage TQM to build an innovative and sustainable culture by overcoming implementation barriers and adopting appropriate change management strategies.

INTRODUCTION

Companies in the era of increasingly fierce global competition are required to improve operational efficiency, and build an organizational culture that is sustainable and responsive to change (Ishaq et al., 2021). Total Quality Management (TQM) has long been recognized as a strategic approach that can improve the overall quality of products, services, and business processes (Deming, 1986). TQM emphasizes continuous improvement, involvement of all members of the organization, and a focus on customer satisfaction (Juran, 1989). This approach has an impact on business efficiency, and is able to create a work culture based on commitment to quality and innovation (Staniškienė et al., 2017). Organizations can build a work environment that supports learning, collaboration, and adaptation to rapidly changing market dynamics by applying TQM principles (Oakland, 2014).

The application of TQM in organizational culture is becoming increasingly relevant in the midst of business uncertainty and rapid technological change. Studies conducted by Sila and Ebrahimpour (2005) show that organizations that

consistently apply TQM principles tend to be more adaptive to change and have higher levels of business sustainability. The success of TQM to form an organizational culture is highly dependent on leadership involvement, management commitment, and alignment of corporate strategy with quality principles (Goetsch & Davis, 2016). It is important to explore how TQM can be used as a strategic tool to build an organizational culture that is sustainable and ready to face future challenges.

Although TQM has been widely recognized as an effective strategy to improve the quality and efficiency of organizations, its implementation still faces various challenges. One of the main problems is resistance to change within the organization. According to Oakland (2014), many employees and managers are reluctant to adopt TQM principles due to the fear of changing long-used work processes. Commitment from all levels of the organization, especially from top management, is often an obstacle to successful implementation. Without full support from management, TQM initiatives tend to be a formality with no real impact on organizational culture (Tenji & Foley, 2019).

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Another issue that arose was the lack of adequate understanding and training on TQM principles. Juran (1989) emphasized that implementing TQM requires a complete mindset change, from the operational level to strategic management. Many companies fail to provide sufficient training for employees so that TQM concepts are only understood in a limited way and not applied consistently. This causes obstacles to building an organizational culture based on quality and continuous innovation. There are difficulties in measuring the effectiveness of TQM implementation, especially in the more abstract aspects of work culture (Hilman et al., 2020).

Another obstacle in implementing TQM is the mismatch between theory and practice. Goetsch & Davis (2016) stated that although many organizations adopt the concept of TQM, they often do not adapt the strategy to the characteristics of their culture and organizational structure. Overly bureaucratic or centralized approaches stifle the innovation and flexibility that are at the core of organizational culture sustainability (Krajcsak, 2018). Increased market competition adds pressure for companies to achieve short-term results, which often contradicts the TQM philosophy of continuous improvement.

The application of TQM to build a sustainable organizational culture is a crucial aspect in the modern business world. Organizations in today's increasingly competitive and dynamic environment are required to be oriented towards product or service quality, and build an organizational culture that encourages innovation, efficiency, and adaptability to change. According to Oakland (2014), organizations that successfully implement TQM are able to create a collaborative work environment, increase employee engagement, and strengthen sustainability values in their operations. It is important to further examine how TQM can be integrated in organizational culture to ensure long-term competitiveness.

The urgency of this research is also supported by the fact that many organizations still face difficulties to implement TQM effectively. Goetsch and Davis (2016) revealed that the failure of TQM implementation is often caused by a lack of understanding of its basic principles, resistance to change, and a mismatch between theory and practice. If these barriers are not identified and overcome, then TQM will become just a formal policy with no significant impact on organizational culture. This research is needed to provide insight into the challenges of implementing TQM and how organizations can optimize this strategy to build a sustainable culture.

The purpose of this study is to analyze how the implementation of TQM can contribute to building a sustainable organizational culture. This research seeks to identify the main role of TQM to create a work environment that is responsive to change, oriented towards quality improvement, and highly competitive in the long term. This research also aims to explore the challenges and barriers organizations face to implement TQM as part of an organizational culture sustainability strategy. This research is expected to provide insight into the best strategy for building an adaptive and innovative organizational culture in the midst of evolving business dynamics by understanding the factors that influence the effectiveness of TQM implementation.

RESEARCH METHOD

This research uses a literature study approach to analyze the role of TQM to build a sustainable organizational culture. Literature study is a method used to collect, review, and analyze various academic sources such as scientific journals, books, and industry reports relevant to the research topic (Boote & Beile, 2005). This approach allows researchers to explore and understand the diverse perspectives that exist on a topic, as well as gain deeper insight into theories and practices that have proven effective in a particular context. The approach used is a way to gain an understanding of TQM theories, models, and practices that have been implemented in various organizations and their impact on organizational culture.

The data used in this study was obtained from various secondary sources, including journal articles published in academic databases such as ScienceDirect, Springer, and Google Scholar. Through this, researcher to gather comprehensive and up-to-date information regarding the implementation of TQM in various organizations. A literature review was conducted identifying key trends in TQM implementation and how this approach can contribute to organizational culture sustainability (Denison, 1996). This research also reviews the challenges organizations face to adopt TQM principles and the factors that influence its success to build a quality improvement-oriented corporate culture.

Data analysis was conducted using descriptive qualitative methods, which aimed to summarize and synthesize information found in various literatures (Merriam, 2009). This study compares various findings from previous research to identify common patterns as well as differences in the implementation of TQM across different industry sectors. The research is expected to provide greater insight into how organizations can use TQM to create a sustainable work culture and be able to adapt to changes in the business environment.

RESULT AND DISCUSSION

Implementing TQM to build a Sustainable and Change-Responsive Organizational Culture

TQM is a management approach that focuses on continuous quality improvement by involving all members of the organization. The implementation of TQM can help companies create a sustainable organizational culture because its principles emphasize innovation, employee involvement, and consistent process improvement (Oakland, 2014). A strong organizational culture that is adaptive to change is the key to organizational sustainability to face increasingly dynamic global competition (Schein, 2017).

TQM supports the creation of a sustainable organizational culture by instilling values such as openness to feedback, continuous performance improvement, and commitment to customer satisfaction (Evans & Lindsay, 2019). Organizations can be more flexible to deal with external challenges, such as technological developments and changes in industry regulations. The implementation of TQM also helps build a mindset oriented towards efficiency, innovation, and continuous process improvement.

TQM encourages organizations to adapt to change by implementing a data-driven management system that enables accurate and objective performance evaluation (Goetsch & Davis, 2016). Decision-making can be done in a more structured manner based on valid information, not just intuition or old habits that are no longer relevant. This supports organizations to maintain their competitiveness amid rapid market changes.

An organizational culture based on TQM principles also increases employee involvement in the quality management process. According to Sadikoglu and Zehir (2010), employee involvement in TQM implementation contributes to increased productivity and job satisfaction, which in turn strengthens an innovative and continuous improvement-oriented organizational culture. When employees feel that they have an important role in the success of the organization, they tend to be more adaptive to changes that occur.

TQM implementation is also closely related to organizational learning (Senge, 2006). In organizations that implement Total Quality Management (TQM) that shapes the work culture, continuous learning becomes a fundamental element, where mistakes and failures are not considered as the end of a process, but rather as valuable opportunities for improvement and innovation. This approach creates an environment that supports exploration and experimentation, where employees feel safe to take risks and learn from their experiences without fear of negative consequences. Organizations can change the way they view mistakes, making them a valuable source of information to improve processes,

products and services. When errors are analyzed in depth, organizations can identify their root causes and develop more effective solutions that reduce the likelihood of the same problem recurring in the future (Krajcsak, 2018).

A continuous learning culture encourages better collaboration and communication among team members, as employees are encouraged to share their experiences and insights, creating synergies that strengthen the organization's ability to adapt. In the event of rapid changes in the external environment, such as shifting market trends or technological disruption, organizations with a continuous learning culture will be more responsive and proactive (Hilman et al., 2020). They can quickly adjust their strategies and operations to meet new demands, innovate products and services, and optimize processes to improve efficiency. Continuous learning improves organizational quality and performance, and ensures that organizations remain relevant and competitive to face changing challenges. This approach builds organizational resilience, enabling them to survive and thrive in a dynamic and complex business climate.

TQM strategies to build a sustainable organizational culture also include aspects of leadership. According to Juran and Godfrey (1999), effective leadership in TQM plays an important role to instill an organizational culture that focuses on quality and innovation. Leaders in organizations that implement TQM tend to be more open to change and encourage transparent communication, which helps to create a work environment that is flexible and responsive.

The implementation of TQM serves as a tool to improve the quality of products or services, and as a fundamental strategic approach to building an organizational culture that is sustainable and responsive to change. TQM emphasizes the importance of continuous improvement as the core of every business process (Staniškienė et al., 2017). Organizations that adopt TQM principles are committed to meeting existing quality standards, and to exceeding customer expectations through continuous innovation and improvement. This creates an environment where every employee feels encouraged to contribute to the improvement process, whether through suggestions, feedback, or active participation in improvement teams. Employee involvement in TQM initiatives increases motivation and job satisfaction, and strengthens the sense of belonging to the organization's goals. When employees feel that they have an important role to play in achieving quality goals, they tend to be more committed to giving their best in their work, which in turn will have a positive impact on the overall performance of the organization (Hilman et al., 2020).

Strong leadership is a key element in the successful implementation of TQM. Effective leaders set clear visions and goals, and set the example for implementing quality principles in every aspect of operations. They must be able to inspire and motivate teams to adapt to changes in the business environment, and encourage a culture of transparency and open communication. In an era where change is happening rapidly, organizations led by individuals who have the ability to adapt and manage change will be better prepared to face the challenges that arise. The implementation of TQM supported by visionary and participative leadership will create an organization that is responsive to customer needs, and able to innovate and adapt to evolving market dynamics. Organizations that successfully integrate TQM into their work culture will have a significant competitive advantage, which will ensure operational continuity and sustainable growth. TQM is not just an initiative to improve quality, but a strong foundation for building a resilient and future-oriented organization.

Challenges and Barriers in the Implementation of Total Quality Management (TQM) for Organizational Culture Sustainability

The implementation of TQM as a strategy to improve quality and sustainability of organizational culture is inseparable from various challenges. One of the main obstacles is resistance to change within the organization. According to Kotter (2012), organizational change often faces resistance from employees and managers who are comfortable with the existing system. When organizations seek to implement Total Quality Management (TQM), they change processes and procedures, and must change the mindset and work culture that has been formed. This process can be uncomfortable for many within the organization, as individuals may feel threatened by changes that disrupt their established routines and habits. Uncertainty about how the change will affect their role, as well as concerns about their ability to adapt to the new way of working, can lead to resistance. Uncertainty about the long-term benefits of TQM also often adds to this anxiety, which in turn exacerbates resistance to change. Individuals who feel unprepared or do not have sufficient understanding of the changes taking place will tend to resist the initiative. It is important for management to communicate the benefits of the change and provide the necessary support to make employees feel more comfortable and engaged in the transition process. Without the right approach to overcome this resistance, efforts to implement TQM may be hampered, reducing the effectiveness of the desired quality improvement initiatives (Hilman et al., 2020).

Limited top management commitment is also a significant challenge. Many organizations fail to implement TQM in a sustainable manner due to the lack of support from the leadership to provide the necessary resources and morale boost (Oakland, 2014). Top management commitment is crucial in the implementation of Total Quality Management (TQM) as they have a key role to direct the organization's strategy and vision towards continuous improvement. Top management is responsible for setting clear quality objectives and providing the necessary direction to achieve those objectives. They create a culture of quality within the organization and motivate all team members to be actively involved in the improvement process by demonstrating a strong commitment to TQM principles. When top management is directly involved in TQM initiatives, they can provide the necessary resources, overcome obstacles that may arise, and ensure that all employees understand the importance of their role to achieve the set quality standards (Krajcsak, 2018). Top management commitment is an essential foundation for the success of TQM, because without their support and involvement, continuous improvement efforts are less likely to be effective and may lose momentum.

Another obstacle that organizations face to implement TQM is the lack of training and development of human resources. According to Goetsch and Davis (2016), TQM implementation requires a good understanding of quality principles and process improvement methods. If employees are not adequately trained, then implementing TQM will only be a formality with no real impact on organizational culture and business sustainability.

Bureaucracy that is too rigid can also hinder the effectiveness of TQM implementation. According to Deming (1986), hierarchical organizational structures often slow down decision-making and inhibit innovation. TQM requires flexibility in work processes so that improvements can be made quickly and efficiently. If the organization is too oriented towards rigid formal procedures, then change and quality improvement will be difficult to realize.

The lack of an effective performance measurement system is also an obstacle in the implementation of TQM. According to Kaplan and Norton (1996), it is important for organizations to have a clear and structured evaluation system to assess the success of quality management strategies, such as Total Quality Management (TQM). This evaluation system serves as a tool to measure the organization's performance in achieving the quality objectives that have been set. Without measurable performance indicators,

organizations will face difficulties in evaluating the effectiveness of TQM implementation, which may result in uncertainty in decision-making. Clear performance indicators, such as customer satisfaction levels, number of defective products, or process efficiency, provide the necessary data to analyze the extent to which the quality strategy has been successfully implemented. Management can identify areas that require improvement and develop appropriate measures to improve performance.

A good evaluation system also allows organizations to perform benchmarking, such as comparing their performance to industry standards or competitors, so they can understand their position in the market and identify best practices that can be adopted. Without an effective evaluation system, organizations risk getting stuck in unproductive routines, where they cannot measure progress or identify problems in a timely manner. This can hinder an organization's ability to adapt and innovate, which is critical in a competitive and ever-changing business environment. Having a clear evaluation system and measurable performance indicators is key to ensuring that quality management strategies can be effectively evaluated, enabling organizations to continuously make improvements and achieve desired quality goals.

External factors such as competitive pressures and regulatory changes can also pose challenges to TQM implementation. Organizations are often forced to allocate their resources to respond to rapidly changing business environments so that Total Quality Management (TQM) programs become less of a priority (Evans & Lindsay, 2019). Companies may find it necessary to quickly adjust their strategies and operations to remain competitive in situations where market and external conditions change rapidly. This can result in the diversion of attention and resources from long-term initiatives such as TQM, which require commitment and consistency to achieve optimal results. Changing regulations can add complexity to the implementation of consistent quality standards. When companies have to adapt to new regulations or policy changes, they may face challenges to maintain alignment between regulatory compliance and efforts to implement TQM principles. The focus on quality and continuous improvement may be neglected, potentially reducing the effectiveness of TQM programs and hindering the achievement of desired quality goals (Staniškienė et al., 2017).

Although various challenges can hinder the successful implementation of TQM, organizations can still overcome them with appropriate and planned strategies. One of the key factors in the success of TQM is the strong commitment of top management.

Top management acts as the main driver to create a clear vision and mission related to quality, and set measurable goals for the entire organization. When management demonstrates a real commitment to TQM principles, it creates an organizational culture that supports continuous improvement and employee engagement. Adequate training support is also crucial to ensure that all members of the organization understand TQM concepts and can apply them in their daily work. Effective training includes both technical aspects, and the development of soft skills, such as communication and teamwork, which are essential for creating a collaborative work environment. Organizations can empower employees by providing appropriate training to actively contribute to the quality improvement process, thereby increasing their sense of ownership and responsibility for their work.

A good evaluation system is also an important element to ensure that TQM becomes a temporary initiative, but is truly integrated in a sustainable work culture. An effective evaluation system should include clear performance measurements and quantifiable indicators of success so that the organization can monitor progress in implementing TQM on a regular basis. Organizations can identify areas that require improvement and take necessary corrective actions by conducting regular evaluations. Feedback from employees and customers should also be integrated into the evaluation process, as their perspectives can provide valuable insights into the effectiveness of TQM initiatives. Organizations can improve the quality of products and services offered, and can build better relationships with customers, which will further increase customer loyalty and satisfaction.

On a broader scope, successful implementation of TQM will result in improved operational efficiency, reduced costs, and increased competitiveness in the marketplace. Adopting a comprehensive and integrated approach to TQM implementation is necessary for organizations to ensure that these initiatives become an integral part of their work culture, which will support long-term growth and sustainability. The challenges faced in TQM implementation can be overcome with the right strategies, making TQM an effective tool to achieve competitive advantage and improve overall

CONCLUSION

The implementation of TQM in an organization has an important role to play in creating a work culture that is sustainable and responsive to change. TQM is not just a quality improvement method, and is a strategic approach that emphasizes continuous improvement,

involvement of all members of the organization, and increased effectiveness in work processes. Various challenges can hinder the effectiveness of TQM, such as resistance to change, lack of management commitment, limited employee training, rigid bureaucracy, and lack of an effective performance measurement system. If these challenges are not addressed properly, the implementation of TQM will not have the maximum impact on the sustainability of organizational culture.

Organizations need to ensure that TQM implementation is supported by a strong commitment from top management as well as active involvement from all members of the organization. Training and development of employee competencies should be a priority so that TQM principles can be applied optimally. A clear and data-based evaluation system needs to be developed so that organizations can measure the effectiveness of quality management strategies on an ongoing basis. Flexibility in organizational structure is also an important factor for innovation to run more effectively to support an adaptive work culture. Systematic and consistent implementation of TQM can help organizations achieve sustainable competitive advantage and create a resilient work culture to face dynamic business challenges.

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