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THE ROLE OF CULTURE IN SUCCESSFUL IMPLEMENTATION OF QUALITY INITIATIVES

Dr. Nawar Khan  
PhD Mechanical Engineering, MSc Production Engineering,  
MBA (HRM), BSc Mechanical Engineering  
Professor, College of Electrical and Mechanical Engineering  
National University of Sciences & Technology (NUST), Peshawar Road  
Rawalpindi, Pakistan  
Tel # 091-051-32627, Fax # 091-051-9278048  
E-mail: nwr_khan@yahoo.com
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AUTHORS
Dr Nawar Khan
PhD Mechanical Engineering, MSc Production Engineering,
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National University of Sciences & Technology (NUST), Peshawar Road Rawalpindi, Pakistan
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E-mail: nwr_khan@yahoo.com

ABSTRACT
It is generally assumed that introduction of new technologies, management concepts or quality initiatives will automatically bring cultural change within organizations. Consequently, the quality cultural phenomena are rarely discussed by the top management during planning phase of various quality initiatives. This ignorance usually results in implementation failures of most quality initiatives. Quality culture is one of the most significant aspects that should be taken into account to ensure the successful implementation of any quality initiative and quality improvement program.

The cultural aspects of quality is gradually gaining awareness and getting attention and importance due to implementation of ISO quality management system standards and total quality management philosophy in the organizations desirous of achieving competitive position. Culture integrates quality in the organizational business strategy and human resource management. It considers the phenomena of psychology, sociology and corporate culture for building organizational quality capacity and readiness to successfully implement any quality initiatives. Any resistance to change must be tackled in a very systematic manner. Cultural acceptance and readiness of quality is considered as the most important requisites for successful implementation of any quality initiatives.

KEYWORDS: Technology, Management, Quality Initiatives, Psychology, Sociology, Quality Culture, ISO Standards, TQM, Resistance to Change Implementation Requisites.

INTRODUCTION
An organization’s culture is an anthology of values, beliefs, norms and informal practices shared by its employees. The culture influences the ability of an organization to perform and attain competitive advantages. Quality management is an important sub discipline within the management sciences. Initially, it was labeled as a Quality Control but now has been taken into broader conceptual frame work and practices, like Quality Assurance, Quality Systems and Total Quality Management (TQM).

The corporate quality culture means visible or working behavior of most of the people of an organization. Organizational cultures, where quality management tools and techniques are effective, are those where results are more important than politics and bureaucracy and where workers and staffs are sure that the top management wants to know the truth and not just an acceptable version of the actual happening. Cultures don’t change overnight. Of course, it requires a long time to change the mindset (it may take a generation to change) to accept the new phenomenon and come into effectiveness to run new programs in an organization.
In most of the organizations, quality initiatives, like TQM initiatives or ISO 9000 Quality Management System (QMS) standards certification, fail to generate the required improvement effects due to culture phenomenon. This ineffectiveness is attributed to the consequence of lack of readiness of culture and other behavioral issues during any quality initiatives or program. 

Quality managers are mostly trained on quality and management tools and techniques rather than softer aspects of human psychology, sociology and corporate culture or behavior. Workers at individual, group or organization level are under influence of different forces, thus behave differently. They are also not trained for the change management process which includes risk and resistance. As such, they fail to prepare the softer aspects of culture for accepting a change during implementation and also find difficulties in handling the resistance to change process. Consequently, most of the quality initiatives and program fail to produce the requisite effects due to poor response or non readiness of culture for the implementation of any change which include risk and resistance. Research studies and experiences indicate that culture readiness is a pre-requisite for successful implementation of any quality initiative and should be included in the list of key success factors for any change process (PIQC, July-September 2006).

Gryna (2000) while discussing the combination of technology and culture has asserted that; for an organization to become superior in quality, it needs an unusual marriage of technology and culture because.

- Technologies to create products and processes that meet customer needs. Part of this is the design of individual jobs (that meet the criteria of self-control).

- A culture throughout the organization continually views quality as a primary goal. Quality culture is the pattern and the emotional scenery of human habits, beliefs and behavior concerning quality; Designing and maintaining jobs to meet the criteria of self-control are essential prerequisites to achieving a positive quality culture.

Gryna (2000) also noted that creating a positive quality culture is an important factor in building loyalty and retaining key personnel in operation. Quality experts and gurus have taken the culture phenomenon as an important factor of quality and a requisite for the successful implementation of quality initiatives. A sample of quotations, in the form of statements, is presented in Annexure ‘A’ to this paper to highlight their viewpoint on culture as an important prerequisites for any quality initiative.

THE CONCEPT AND IMPORTANCE OF QUALITY CULTURE

Omachonu and Ross (2004 p. 30-35) have asserted that culture is the pattern of shared beliefs and values that provides the members of an organization the rules of behavior or accepted norms for conducting operations. It is the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that knit an organization together and are shared by employees.

For example, IBM’s basic beliefs are (1) respect for the individual, (2) best customer service, and (3) pursuit of excellence. In turn, these beliefs are operationalized in terms of strategy and customer values. In simpler terms, culture provides a framework to explain “the way things are done around here”.

Other examples of basic beliefs are shown in Table 1.

Table 1: Organizations and their Quality Belief

<table>
<thead>
<tr>
<th>Organization</th>
<th>Quality Belief</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford</td>
<td>Quality is job one</td>
</tr>
<tr>
<td>Southwest Airline</td>
<td>Removing barriers</td>
</tr>
<tr>
<td>3 M</td>
<td>Product Innovation</td>
</tr>
<tr>
<td>Lincoln Electric</td>
<td>Wages Proportionate to Productivity</td>
</tr>
</tbody>
</table>
Caterpillar: Strong dealer support; 24 hour spare parts support around the world
McDonald’s: Fast service, consistent quality

Institutionalizing a strategy requires a culture that accepts and supports it. For organizations in which a strategy is based on quality initiatives, like ISO standards and TQM philosophy requires a significant, if not sweeping, change in the way people think. Jack Welch, head of General Electric (GE), states that cultural change must be sweeping—that is “quantum” not incremental. His cultural transformation at GE calls for a “boundary-less” company where internal divisions blur, everyone work as a team and both suppliers and customers are partners. His cultural concept of change may differ from Juran, who says, “When it comes to quality, there is no such thing as improvement in general. Any improvement is going to come about project by project and no other way.” The subject experts agree on the need for a cultural or value system transformation as:

- Deming calls for a transformation of the American management style.
- Feigenbaum suggests a pervasive improvement throughout the organization.
- According to Crosby, quality is the result of a carefully constructed culture; it has to be the fabric of the organization.

It is not surprising that many executives hold the same opinions. In a Gallup Organization survey of 615 business executives, 43% rated a change in corporate culture as an integral part of improving quality. The needed change may be given different names in different companies. Robert Crandall, CEO of American Airlines, calls it an innovative environment, while at DuPont it is “The Way People Think” and at Allied Signal, “Workers attitudes had to change,” Xerox specified a five-year cultural change strategy called Leadership through Quality. Tom Peters even adds what he calls “the dazzle factor”.

Successful organizations have a core culture around which the rest of the organization revolves. It is important for the organization to have a sound basis of core values into which management and other employees will be drawn. Without this core, the energy of members of the organization will dissipate as they develop plans, make decisions, communicate it and carry on operations without fundamental criteria of relevance to guide them. This is particularly true in decision management related to quality. Research has shown that quality means different things to different people and levels in the organization. Employees tend to think like their peers and think differently from those at other levels. This suggests that organizations will have considerable difficulty in improving quality unless core values are embedded in the organization.

Commitment to quality as a core value for planning, organizing and control will be doubly difficult if a concern for the practice is lacking. Research has shown that many supervisors in industrialized countries believe that a concern for quality is lacking among workers and managers. Where this is the case, the perceptions of these supervisors may become a self-fulfilling prophecy.

**EMBEDDING A CULTURE OF QUALITY**

It is one thing for top management to state a commitment to quality but quite another for the same commitment to be accepted or embedded in the culture in the organization. The basic vehicle for embedding an organizational culture is a teaching process in which desired behaviors and activities are learned through training, experiences, symbols and explicit behavior. Once again, the components of the total quality system provide the vehicles for change. These components as well as other mechanisms of cultural change are summarized in Table 2 as follows (Omachonu & Ross, 2004).
Table 2: Cultural Change Mechanisms

<table>
<thead>
<tr>
<th>S No</th>
<th>Focus</th>
<th>From Traditional</th>
<th>To Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Plan</td>
<td>Short-range budgets</td>
<td>Future strategic issues</td>
</tr>
<tr>
<td>2</td>
<td>Organize</td>
<td>Hierarchy - chain of command</td>
<td>Participation/empowerment</td>
</tr>
<tr>
<td>3</td>
<td>Control</td>
<td>Variance reporting</td>
<td>Quality measures and information for self control</td>
</tr>
<tr>
<td>4</td>
<td>Communication</td>
<td>Top down</td>
<td>Top Down and bottom up</td>
</tr>
<tr>
<td>5</td>
<td>Decision</td>
<td>Ad hoc/crisis management</td>
<td>Planned change</td>
</tr>
<tr>
<td>6</td>
<td>Functional Management</td>
<td>Parochial, competitive</td>
<td>Cross-functions, integrative</td>
</tr>
<tr>
<td>7</td>
<td>Quality management</td>
<td>Fixing/one-shot Manufacturing</td>
<td>Preventive/continuous, all functions and processes</td>
</tr>
</tbody>
</table>

Above all, demonstration of commitment by top management is essential for change. This commitment is demonstrated by behaviors and activities that are exhibited throughout the organization. Categories of behaviors include the following:

- **Signaling** - Make statements or take actions that support the vision of quality, such as mission statements, creeds, or charters, directed toward customer satisfaction. Public supermarkets' "Where shopping is a pleasure" and JC Penney's "The customer is always right" are examples of such statements.

- **Focus** - Every employee must know the mission, his or her part in it and what has to be done to achieve it. What management pays attention to and how management reacts to crisis is indicative of this focus. When all functions and systems are aligned and when practice supports the culture, everyone is more likely to support the vision.

- **Employee policies** - These may be the clearest expression of culture, at least from the viewpoint of the employee. A culture of quality can be easily demonstrated in such policies as the reward and promotion system, status symbols and other human resource actions.

Executives at all levels could learn a lesson from David T. Kearns, chairman and chief executive officer of Xerox Corporation. In an article for the academic journal Academy of Management Executive, he describes the change at Xerox: "At the time Leadership- Through-Quality was introduced, I told the employees that customer satisfaction would be the top priority and that it would change the culture of the company. We redefined quality as meeting the requirements of our customers. It may have been the most significant strategy Xerox ever embarked on".

Among the changes brought about by the cultural change were the management style and the role of first-line management. Kearns continues: "We altered the role of first-line management from that of the traditional, dictatorial foreman to that of a supervisor functioning primarily as a coach and expediter."

Using a modification of the Ishikawa (fishbone) diagram, Xerox demonstrated (as shown in Figure 1) how the major component of the company's quality system was used for the transition to TQM initiatives.
Omachonu and Ross (2004 p. 5) while referring to the issue relating to TQM include culture change as a pre-requisite for its implementation; a cultural change appreciates the primary need to meet customer requirements, implements a management philosophy that acknowledges this emphasis, encourages employee involvement and embraces the ethic of continuous improvement.

Omachonu and Ross (2004 p. 145) while discussing the benefits of benchmarking include ‘culture change’ as one of the outcome besides others. Robert Camp, the former Xerox guru quoted that, indicates that the most difficult part for a company that is starting the process is getting people to understand that there may be people out there who do things better than they do. According to Camp, overcoming that myopia is extremely important.

A CULTURAL CHANGE

A number of change issues are culture bound. To illustrate let’s briefly look at five questions related to any change (Robin, 1999 p. 651-52):

Do people believe change is possible?

- If it is possible, how long will it take to bring it about?
- Is resistance to change greater in some cultures than the other?
- Does culture influence how change efforts will be implemented?
- Do successful idea champions do things differently in different culture?

Do people believe change is possible? Remember that cultures vary in terms of beliefs about their ability to control their environment. In cultures where people believe that they can dominate their environment, individuals will take a proactive view of change. This would describe the United States and Canada. In many other countries such as Iran and Saudi Arabia, people see themselves as subjugated to their environment and thus will tend to take passive approach towards change.

If change is possible, how long will it take to bring it about? A culture’s time orientation can help us answer this question. Societies that focus on the long term, such as Japan, will demonstrate considerable patience while waiting for positive outcomes from change efforts. In societies with short-time focus, such as United States and Canada, people expect quick improvements and will seek change programs that promise fast results.

Is resistance to change greater in some cultures than the other? Resistance to change will be influenced by a society’s reliance on tradition. Italians as an example, focus on the past, while Americans emphasize present. Italians, therefore, should generally be more resistant to change efforts than their American counterparts.

Does culture influence how change efforts will be implemented? Power distance can help with this issue. In high-power distance cultures, such as the Philippines or Venezuela, change effort will tend to be automatically
implemented by top management. In contrast, low-power distance cultures value democratic methods. We had predicted, therefore, a greater use of participation in countries such as Denmark and Israel.

Finally, do successful idea champions do things differently in different cultures? The evidence indicates that the answer is “Yes”. People in collectivist culture, in contrast to individualistic cultures, prefer appeals for cross-functional support for innovation efforts; people in high-power distance cultures prefer champions to work closely with those in authority to approve innovative activities before work is conducted on them; and the higher the uncertainty avoidance of society, the more champions should work within the organization’s rule and procedures to develop the innovation.

These findings suggest that effective managers will alter their organization’s championing strategies to reflect culture values. So, for instance, while idea champions in the United States might succeed by ignoring budgetary limitations and working around confining procedures, champions in Venezuela, Greece, Italy or other cultures high in uncertainty avoidance will be more effective by closely following budgets and procedures.

Evans and Lindsay (2002 p. 524) have discussed the issue of quality culture in an organization and have asserted as; why can some companies like Motorola and Xerox make radical changes and be successful while others fail miserably? Many Total Quality (TQ) efforts fail simply because organizations are unable to adapt to change. A prerequisite to implementing TQ is a corporate culture that will allow change. A corporate culture is a company’s value system and its collection of guiding principles. A survey conducted by the Wyatt Company, a Washington, D.C., consulting firm, found that the barriers to change cited most often were employee resistance and “dysfunctional corporate culture”—one whose shared values and behavior are at odds with its long-term health; An example of a dysfunctional culture is a high-tech company that stresses individual rewards while innovation depends on teamwork. To change their management practices, organizations must first address their fundamental values.

Cultural values are often seen in the mission and vision statements of organizations. For example, it is not unusual to see statements like “We will continuously strive to improve the level of quality in all our products” or “Teamwork is essential, to our mutual success” in corporate mission and vision statements. Culture is a powerful influence on behavior because it is shared widely and because it operates without being talked about and indeed, often without being thought of. Culture is reflected by the management policies and actions that a company practices. Therefore, organizations that believe in the principles of total quality are more likely to implement the practices successfully. Conversely, actions set culture in motion. Behavior leads people to think in certain ways. Thus, as total quality practices are used routinely within an organization, its people learn to believe in the principles and cultural changes can occur.

Developing a total quality culture depends on the following factors (Evans & Lindsay, 2002).

- Top management leadership
- A relentless focus on the customer
- Systematic improvement of all business practices
- Decentralization of decision-making responsibility
- Breaking down of organizational barriers
- Improvements that are linked to company objectives
- Realignment of reward and measurement systems

One powerful example of these principles at work is the case of Wainwright Industries. During the 1970s and 1980s, Wainwright lost millions in sales;
operations slowed to three days a week; and tensions grew between employees and management. Recognizing that the problem lay with management, the CEO made some radical changes. Workers were called “associates,” and everyone was put on salary. Associates are paid even if they miss work and still receive time-and-a-half for overtime. The company has maintained over 99 percent attendance since this change. Managers shed their white shirts and ties and everyone from the CEO down wears a common uniform, embroidered with the label Team Wainwright. A team of associates developed a profit-sharing plan, whereby everyone receives the same bonus every six months. Everyone has access to the privately held company’s financial records (Evans & Lindsay, 2002).

In addition, all reserved parking spaces were removed; walls—including those for the CEO’s office—were replaced with glass. Customers, both external and internal, are treated as partners, with extensive communication. The most striking example occurred when one worker admitted having accidentally damaged some equipment, even though most workers were afraid to report such incidents. The CEO called a plant-wide meeting and explained what had happened. Then he called the man up, shook his hand and thanked him for reporting the accident. Reporting of accidents increased from zero to 90 percent, along with suggestions on how to prevent them. Wainwright’s culture can be summed up as a sincere belief and trust in people. One measure of Wainwright’s success is that the number of implemented suggestions per person per year exceeds 50, while the previous benchmark that Wainwright identified (Milliken) was 15 (Evans & Lindsay, 2002).

To build a strong quality culture requires a few main steps as follows:

- Collect information to determine the present quality culture
- Identify what is required to be achieved and.
- Take the steps necessary to change the culture (to close the gap).

### Determining the Present Quality Culture

Learning about the present quality culture in a firm can be accomplished by a carefully planned attitude survey on quality for various levels of operations supervision and the work force. However, be prepared for some sobering results. Different research studies have been used on attitude survey of American, Russians and Asian. The analysis of the results made use of several tools, including cause-and-effect diagrams, analysis of means on performance versus importance of factors, regression analysis, interrelation digraph and quality function deployment. The road to developing a positive quality culture is lengthy and difficult—though essential for survival. The general approach to organizing for quality, the manager’s role and so on is germane to quality culture.

### Changing the Quality Culture as Desired

Developing a positive quality culture involves five key elements as follows:

- **Create and Maintain an Awareness of Quality.** This means we must create and disseminate information on our current status of quality. The message must go to upper management, middle and lower management, and all other personnel—using languages that fit each territory.

- **Provide Evidence of Management Leadership on Quality.** This is not only cheerleading but serving on a quality council, doing strategic planning for quality, providing resources for quality, and doing a host of other tasks to plan and deploy quality goals.

- **Provide for Self-Development and Empowerment.** This includes designing jobs for self-control, selection and training for jobs, organizing work using approaches for self-development such as self-managing teams, and encouraging personal commitment for quality.
• **Provide Participation as a Means of Inspiring Action.** The forms of participation are almost endless: serve on a quality council, a quality circle, or an improvement team; be a process owner; take part in a product or process design review; or make presentations on quality.

• **Provide Recognition and Rewards.** These expressions of esteem play an essential role in inspiring people on quality. Recognition takes the form of public acknowledgment for great performance on quality. Rewards are tangible benefits (salary increases, bonuses, promotions, etc.) for quality.

Aside from these specifics, some countries that are moving toward democracy in the workplace must address basic "quality of life" issues (e.g., clean bathrooms and other working environment before attempts at changing the quality culture that will succeed.

**QUALITY AND THE NATIONAL CULTURE**

Not only organizational but national culture is also a phenomenon for successful implementation of any quality initiatives. Juran (2000 p. 36.1 - 4) has asserted that; the growth of international trade and of multinational companies has required that attention be directed to understanding the impact of national culture on managing for quality.

The subject matter is of interest and importance to those engaged (or contemplating engagement) in operation of an international nature. Such operations are becoming ever more extensive as trade barriers are progressively removed. However, removal of governmental barriers has little effect on cultural barriers. These remain as a continuing problem until the cultural patterns (and the reasons behind them) is understood, appreciated and taken into account.

There are many of these differences including language; many countries harbor multiple languages and numerous dialects. These are a serious barrier to communication. Language, Customs and Traditions and related elements of the culture provide the precedents and premises which are guides to decisions and actions.

In the economic sense, the capitalistic developed countries are the "vital few." The developing countries are the most numerous, occupy most of the land surface and include most of the human population. However, it is the capitalistic developed countries which produce the bulk of the world’s goods and services. This great importance (in the economic sense) suggests that those who engage in international trade should acquire a working knowledge of the cultures which prevail in the respective countries.

**ORGANIZATIONAL CULTURE - A PRE-REQUISITE TO QUALITY IMPLEMENTATION**

A study (PIQC, July-September 2006) reveals that most of the managers find it very difficult to implement or sustain quality management in their companies. They are apprehensive regarding many implementation issues. The most critical one is considered as organizational culture, e.g. leadership styles, core values, social responsibility, power concentration, customer orientation, senior junior relationships, employees motivation, historical context, resistance to change, top management commitment, inter departmental conflicts, behavior problems and relationships with vendors etc.

The study of TQM implementation also reveals that organizational culture has a strong influence on its success. Most of the practitioners suggest that in order to effectively implement TQM, organizations need to improve their organizational culture to make it more conducive to Quality Improvement program. Many researches prove a strong correlation between organizational culture and the success or failure of TQM implementation. Thus, the successful alignment of organizational culture with Quality Management program is an important contributor for its success or failure. It is not just a technical issue, but a social challenge for the organizations.
Kundi (2006) while discussing the critical success factor of six-sigma, a TQM initiative, has taken ‘organizational culture change’ as one of the critical success factor as pre-requisite for successful implementation of six-sigma. It is of great interest to note that “creating an effective culture change” as a critical success factor has been ranked highest (6 on a scale of 7) by the respondents of the survey. He has asserted from figure 5.10 that “this figure indicates that an effective organizational culture change and top management support were rated as the two most critical factors for successful implementation of six-sigma” which is a quality initiative.

The hard aspect of quality management deals with mechanics of management, organization, its types (service/manufacturing), types of industries, its growth rate, products and area of marketing etc. However, these tools and techniques are implemented in a complex organizational framework where the softer aspects of management are also extremely important. Issues of commitment, leadership attributes, motivation, and quality culture and management styles are just a few examples of soft aspects of quality management. Leadership and communication will have a direct bearing on how successfully these tools and techniques can be implemented or used in an organization. Discussing all these hard and soft aspects in this paper is beyond its aim and scope. However, following are just a few important requisites for implementation.

- Top Management’s Commitment
- Education and Training
- Facilitation
- The Working Environment
- Quality Culture of the Organization

Quality culture has been included as one of the critical issue for implementation of TQM initiatives. Create a culture that is conducive to and supportive of TQM implementation. The culture barrier has been one of the frequently mentioned obstacles faced by organizations attempting to implement TQM. Many organizations do an excellent job of committing to total quality by adopting the aforementioned TQM principal, but neglect to create culture conducive to the establishment and continual improvement of quality. It should be recognized that the organization culture interweaves key TQM principal and allows the organization’s energies to move in the same direction toward the achievement of total quality.

**RESISTANCE TO CHANGE**

It is an established fact that most of the people hate any change that doesn’t jingle in their pockets (Robbins & Coultar, 1996 p. 425-6). Resistance to change can be linked to culture non-acceptance and un-readiness. An individual is likely to resist change for any of the three main reasons;

- The ambiguity, uncertainty and even fear for unable to do so
- Concern over personal loss or losing something already possessed
- The belief that the change is not in the organization’s best interest or the change is incompatible with the goals of the organization

**TECHNIQUES FOR REDUCING RESISTANCE**

Six tactics have been suggested for use by managers or other change agents in dealing with resistance to change (Robbins & Coultar, 1996 p. 426-28).

- Education and Communication; here the resistance stem from misinformation or poor communication or misunderstanding.
- Participation; it’s difficult for individual to resist change decision in which they participated. Their involvement in decision making can reduce resistance and obtain commitment to seeing change succeed.
- Facilitation and Support; it varies in arrange. When employees’ fear and anxiety are high, employee counseling and therapy, new skills training or a...
short paid leave of absence might facilitate adjustment.

- **Negotiation**; to exchange something of value for a reduction in the resistance. Negotiation is done to meet individual specific requirements.

- **Manipulation and Cooptation**; manipulation refers to covert attempts to influence. Cooptation is a form of both manipulation and participation. It seeks to ‘buy off’ the leaders of a resistance group by giving them a key role in the change decision. The leader advice is sought for endorsement.

- **Coercion**; mean using direct threats or force on the resisters which include threat of transfer, loss of promotion, negative performance evaluation or poor letter of recommendation.

### Changing Organization Culture

Organization culture is made of relative stable and permanent characteristics tend to make that culture very resistant to change. A culture take a long time to form and once established it tend to become entrenched and then resist to change. Even under the most favorable conditions, cultural change has to be viewed in years, rather than weeks or months. Cultural change is affected by a few factors as;

- **Situational factor**; may act as leverage or catalyst to help a culture change like a dramatic crisis occur, change of top leadership, organization is young and small and its culture is weak or not yet established a few tactic’s are involved in culture change as;
  - Unfreeze the current culture which require a comprehensive and coordinated strategy to manage these changes for this purpose carry out culture analysis (audit to assess the present culture against the culture that is desired so as to find the culture element that need that need a specific change).
  - Make the crises more visible so that employee see the change an urgent need to respond to it and put in effort to change and support.
  - Change of top management change can offer a chance and role model to offer an opportunity to change the culture. The employees see a chance for change and remain loyal to the new vision.
  - Shakeup of the key management personnel and reorganization can provide an opportunity or window for a change in culture.

All the above are shown in Table 3 as follows.

<table>
<thead>
<tr>
<th>Table 3: Strategy for a Culture Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct a culture analysis to identify cultural elements needing change</td>
</tr>
<tr>
<td>2. Make it clear to employees that the organization’s survival is legitimately threatened if change is not forthcoming.</td>
</tr>
<tr>
<td>3. Appoint new leader with new vision</td>
</tr>
<tr>
<td>4. Initiate a reorganization</td>
</tr>
<tr>
<td>5. Introduce new stories and rituals to convey new vision.</td>
</tr>
<tr>
<td>6. Change the selection and socialization processes and evaluation and reward systems to support the new values</td>
</tr>
</tbody>
</table>

### Techniques for Managing a Change for Quality Initiative

Robbins & Coulter (1996 p. 435-36) have presented their point of view on implementation of a quality initiative, like TQM. The requirements of this quality initiative are; focus on customer needs, emphasizes participation and teamwork, create a culture of continuous improvement of quality, customer response time and work processes. In order to achieve these requirements, changes are required in the following three major areas; Structure, Technology and People. However, a strong change agent or leadership with visions and its continuous demonstration is required for any quality initiative.

- **Change Agent** - there is an important person who manages all these changes
is called change agent or change manager.

- **Changing Structure** - which includes its complexity, formalization, centralization and job redesign etc. structure may be decentralized with reduced vertical differentiation and long span of control with cross functional teams. This mean a flatten organization structure.

- **Changing Technology** - which include work processes, methods, tools and equipment, computerization, flexibility and automation etc.

- **Changing People** - changing their attitude, expectations, perception and behavior. Organizational development is a term referring to all types of changes, essentially focused on techniques and programs to change people and the nature and quality of interpersonal work relationships. Organizational culture is a requisite for a successful change. The most popular techniques to develop an organization culture or develop more effective education and training and interpersonal work relationships include; sensitivity training, survey feedback, in process consultation, teambuilding inter-group development and performance evaluation and reward system.

All the above changes for quality initiatives, like TQM, can give benefits of improved profitability, boosted customer satisfaction, enhanced safety and reduced order backlog etc.

**CONCLUSION**

Quality culture is a major phenomenon for consideration in change management which is mostly ignored at planning stage. Implementation failures have causal relationship with the non-readiness of corporate culture to accept and accelerate the change process. Cultural phenomenon is visible and differentiable in behavior, belief and norms at individual, group, corporate and even national level. The fields of psychology, sociology and social sciences deal with people at these levels.

Culture readiness and acceptance of a change has become a pre-requisite for any quality initiative. Organization must provide environment, occasion and facility to develop a corporate quality culture.

Any changes require sound planning as it is bound with resistance due to apprehension and fear. Resistance to change must be tackled in a very systematic manner. Change agent can play a vital role in successful completion of a change process. Culture gap analysis must be carried out and action plan must be made before embarking on any change program. Culture phenomenon is vital and has become a critical issue for any quality initiative to be successful and should not be ignored during planning phase of any change program.

**ANNEXURE ‘A’**

**CORPORATE QUALITY CULTURE**

1. Create a quality culture                      (Wright, 1996)
2. Corporate quality culture      (Ho, 1995)
3. Customer focused supportive corporate culture   (Berry, 1991)
4. Quality culture                              (Puay et al., 1998)
5. Poor quality image requires culture change   (Eicher & Makil, 1993)
6. Organization culture is important for TQM success (Wilson & Reavill, 1995)
7. Coverage of both technical and cultural issues is necessary (Hutton, 1994)
8. TQM requires a change of attitude (culture)   (Hemphill, 1996)
9. Culture as a root cause to good quality implementation (Greene, 1993)
10. Start with changing working practices for the better. This will in time alter people’s behavior (Gilberth, 1992)
11. Organization culture                      (Sallis, 1993)
12. Substantial culture change a must - Fontana (Zubair, 1996)
13. Proactive culture and self motivation       (Zaidi, 1996)
14. Culture represents the informal organization governed by a
shared belief and value system  
(Murad, 1996)

15. Corporate culture has an influence on quality  
(Moosa, 1996)

16. TQM embodies the values, belief, ethos, mutual respect of all stakeholders in the organization and thus total quality is intrinsic to every activity, decision and action  
(Choppin, 1995)

17. Company culture  
(Weinstein, 1996)

18. Inability to change of the organization’s culture - a barrier to TQM success  
(Master, 1996)

19. For success in TQM efforts, requires creating of a culture continuous quality improvement  
(Tatikonda & Tatikonda, 1996)

20. Development of attitudinal and quality culture  
(Mohanty, 1995)

21. Corporate quality culture (common values, beliefs and behavior)  
(Black & Porter, 1995)

22. Management behavior is necessary to create an environment and a culture for TQM  
(Weinstein, 1996)

23. Culture change - one of the most important aspects of TQM success  
(Weinstein, 1996)

24. Establish the mind set change - a difficult aspect of a quality program  
(Perry et al., 1995)

25. An open organization, trusting organizational culture  
(Powell, 1995)

26. Total quality culture - a Shingo Prize factor  
(Weinstein, 1996)

27. The old attitudes toward quality are no longer acceptable  
(Besterfield, 1994)

28. TQM requires a change in the corporate culture  
(Weinstein, 1996)

29. Culture change  
(Fries, 1995)

30. Quality must be an integral part of corporate life and should not be restricted to particular activities and departments  
(Goulden & Rawlins, 1995)

31. Overall culture change route to be adopted  
(Macdonald, 1995)

32. Quality and climate are required for a change in culture  
(Haigh & Morris, 1995)

33. Attitude change takes place over a long time  
(Reavil, 1995)

34. The quality culture change is required  
(Cameron, 1994)

35. Management support is required for a corporate culture change  
(Ziaul Haq, 1996)

36. Culture change requires leadership  
(Graham, 1992)

37. Management culture and attitude change are required for TQM implementation  
(Prabhu et al., 1993)

38. Commitment to change through people or a culture change required (Atkinson, 1990)

39. Change the culture and value of the organization to promote ‘client centered’ quality service  
(Plumptre, 1995)

40. Ethics and quality have common characteristics - both are attitudes - attitude of doing things right  
(Buban, 1995)

41. Recognize that it is easier to change systems and processes than it is to change people  
(Hawley, 1995)

42. A company requires cultural revolution in attempting to establish total quality or development of a supportive corporate culture  
(Evans & Lindsay, 1996)

43. The change is cultural in the sense that it demands a different kind of behavior from management and reset things that bring about change in employee attitude  
(Macdonald & Piggot, 1990)
44. Create a quality culture on integrity, trust, respect and fairness, it must never be violated (Saylor, 1992)
45. A cultural revolution is required for a preventive approach (Crosby, 1979)
46. A fundamental change in behavior, attitudes, value and culture is required (Lascelles & Dale, 1993)
47. Quality culture, value and belief (Moosa, 1997)
48. Change of behavior and culture by all managers and employees (Orcunus, 1997)
49. The culture of a quality organization supports and nourishes the improvement efforts of every group and individual in the company (Sajid, 1997)
50. Cultural change through team work (Oakland & Porter, 1995)
51. Probably, the most successful method to achieve culture change is to cascade training throughout the organization (Choppin, 1995)
52. Status of quality consciousness, managing the job and understanding quality control (JUSE, 1996)
53. It is necessary to create an organizational quality culture that is conducive to continuous quality improvement and in which everyone can participate (Dale et al., 1994)
54. Corporate development of quality culture (Kehoe, 1996)
55. Quality value, attitude and behavior (BSI, 1992b)
56. Assessing organizational culture (Bounds, et al., 1994)
57. Poor quality culture in a company - a barrier to TQM (Lascelles & Dale, 1994)
58. Total quality culture (Pike & Barnes, 1994)
59. Defining and creating a responsive corporate culture (Baker, 1988)
60. An important measure of the organization’s performance is the attitude of the workforce (Peratec, 1994)
61. Company quality culture is required (Spenley, 1992)
62. Maintaining the TQM culture (Holmes, 1992)
63. Company quality culture (Lascelles & Dale, 1993)
64. TQM provides the company quality culture (Scrimshire & Wootton, 1995)
65. Human culture is closely related to quality (John, 1996)
66. Quality culture (Bell et al., 1994)
67. Quality management culture (Bank, 19920)
68. Attitude towards quality and corporate culture (Crosby, 1989)
69. Corporate quality culture in the specific collection of norms, standards and values that are shared by its members (Hill & Jones, 1995)
70. Corporate culture (Stahl, 1995)
71. Quality culture (Oakland, 1995)
72. Building a quality culture (Drummond, 1992)
73. Changing a quality culture (McNealy, 1993)
74. Company quality culture (Gershon, 1989)
75. Quality culture development (Harvey, 1989)
76. Quality culture change (Randall, 1989)
77. Quality culture (Hedge, 1989)
78. Quality culture (Sugden, 1989)
79. Long term company wide culture change (Vanham, 1989)
80. Culture change (Oakland, 1991)
81. Corporate quality culture (Black, 1993)
82. Total quality culture (Dale & Cooper, 1992)
83. Corporate quality culture (Peters & Waterman, 1982)

84. Creating an organizational quality culture (White, 1996)

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