

## **The Organizational Culture and its Role in Total quality management "Study on the 5th October factory for milling, pasta and feed" – with special reference to Sabha (Libya)**

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**Abstract:** Title of this study is "the organizational culture and its role in the application of total quality management" the community of the study focuses on the workers in the 5th October factory for milling, pasta and feed–Sabha. The total number of employees in this factory at different levels of management (upper – middle – lower) 200 employees, and by table (Kregcie and Morgan ,1970) the sample study reached (132) numbers, and the data collected by the questionnaire were analyzed by statistical package for social sciences SPSS.The study found out that organizational culture average was higher, but TQM in this study was low, and also there is a positive correlation between organizational culture and TQM.

**Keywords:** quality, management, statisticalSPSS

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### **I. Introduction**

Organizational culture works a lot like this. Any company has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture. In groups of people who work together, organizational culture is an invisible but powerful force that impact the behavior of the members of that group.

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. Let's explore what elements make up an organization's culture. Every organization has a distinct value for each of these characteristics, which, when combined, defines the organization's unique culture. Members of organizations make judgments on the value their organization places on these characteristics and then adjust their behavior to match this perceived set of values. Organizational culture is very important for a leader to understand an organization's culture in order to bring about improved results? Every organization has a culture that can have a significant influence on the attitudes and behaviors of organization members. The competencies and values of employees and leaders play a key role in determining the effectiveness and success of an organizational.

#### **1. Element of organizational culture**

- i. Values are Tendencies Personality is the combination of behavior, emotion, motivation, and thought patterns that define an individual. Personality psychology attempts to study similarities and differences in these patterns among different people and groups.
- ii. Custom is Practice or rule of conduct established in a particular community, locality, or trade, by long usage and obligatory on those within its scope. A valid custom must be certain, reasonable, not contrary to statute law.
- iii. Expectations are guess going to happen in the future.
- iv. Beliefs are come from real experiences but often we forget that the original experience is not the same as what is happening in life now

Organizational values considered an important element of organizational culture because it is very effect then another element of organizational culture.

#### **2. Statement of the problem: -**

The organizational culture has its large and clear influence on employees, and labor procedures in industrial and serving institutions equality. Culture, particularly in large organizations that have a great deal of internal momentum, can be difficult to influence or change. The size of an organization and the strength of its

culture are the biggest contributors to cultural inertia. Big and strong organizational cultures will have a powerful tendency to continue moving in the direction they are already moving (momentum). Therefore, managers must understand not only how to create culture, but also how to change it when necessary to ensure a positive, efficient and ethical culture. The negative culture is obstacles to application of (TQM), there is a decline of total quality management level and I believe that the organizational culture is the main cause of such decline and demolish of the total quality management in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha. So I would like to carry out a field study, in order to specify how far organizing culture can influence application of total quality management.

## II. Review of literature

### 1. Mohammed, A. 2002

Has stated in his research that “The philosophy of comprehensive quality management and application obstacles” There exist many obstacles of comprehensive quality management in Libyan industrial companies. The organizational culture does not fit with the overall quality management requirements, there is insufficient attention to human resources, there is no system for effective communication.

### 2. Tyosh, S. 2006

The result of the study was Average characterized organization culture by group work and the ability to adapt and innovation greater than average general of the study.

### 3. Hashemi, G. 2007

The results stated lack of understanding and familiarity the majority of the sample study and they believe that the concept of comprehensive quality management commodity products only.

### 4. Aeriqi, D. 2009

The results stated control culture is the first order application in company’s insurance. Culture that is responsive to the environment is the Second order. Performance Culture is the third and last one is relationship culture.

## III. Methodology of study

The community of study is consisted of the 5<sup>th</sup> October factory for milling, pasta and feed – sabha. sabha is located in the south of Libya, the population of sabha is around "68932". The total off the working staff is "200" and in accordance with table "1970" by "Kregcic & Morgan " the sample number reached "100" of the study community, the study sample choose by stratified random sample because I would like give same chance for all community to showed.

### First: analysis data related with variable of organizational culture.

Organizational culture in this study is independence variable, the study gauge by likert scales in this study I given (12) question to sample as following: -

- First item: paragraph (1-3) special for values variable.
- Second item: paragraph (4-6) special for beliefs variable.
- Third item: paragraph (7-9) special for custom variable.
- Fourth item: paragraph (10-12) special for expectation variable.

**Table No (1) Organizational culture**

Culture variables	NO	Strongly Agree		Agree		Neutral		Not agree		Strongly Disagree		Average	Standard deviation
		no	%	no	%	no	%	no	%	no	%		
values	1	15	0.15	29	0.29	18	0.18	35	0.35	3	0.03	3.18	1.15
	2	21	0.21	31	0.31	27	0.27	12	0.12	9	0.09	3.43	1.20
	3	22	0.22	34	0.34	9	0.09	29	0.29	6	0.06	3.37	1.27
beliefs	4	13	0.13	32	0.32	27	0.27	15	0.15	13	0.13	3.17	1.22
	5	19	0.19	36	0.36	12	0.12	23	0.23	10	0.10	3.31	1.29
	6	15	0.15	27	0.27	18	0.18	25	0.25	15	0.15	3.02	1.31
custom	7	22	0.22	29	0.29	22	0.22	19	0.19	8	0.08	3.38	1.25
	8	18	0.18	15	0.15	25	0.25	34	0.34	8	0.08	3.01	1.24
	9	8	0.08	19	0.19	31	0.31	32	0.32	10	0.10	2.83	1.10
expectation	10	17	0.17	21	0.21	21	0.21	32	0.32	9	0.09	3.05	1.25
	11	10	0.10	14	0.14	17	0.17	41	0.41	18	0.18	2.57	1.22
	12	13	0.13	19	0.19	33	0.33	23	0.23	12	0.12	2.92	1.19
												3.02	0.80

From table No (1) obvious the average of organizational culture in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha reached (3.02) and deviation (0.80).

**Table (2) First item: paragraph (1-3) special for values variables.**

Culture variables	NO	Strongly Agree		Agree		Neutral		Not agree		Strongly Disagree		Average	Standard deviation
		no	%	no	%	no	%	no	%	no	%		
values	1	15	0.15	29	0.29	18	0.18	35	0.35	3	0.03	3.18	1.15
	2	21	0.21	31	0.31	27	0.27	12	0.12	9	0.09	3.43	1.20
	3	22	0.22	34	0.34	9	0.09	29	0.29	6	0.06	3.37	1.27
												3.24	1.04

From table No (2) obvious the following: -

With regard to paragraph (1) "There is good relationship between boss and staff" agree in this point rate (0.44) the average reached (3.18) and deviation (1.15). With regard to paragraph (2) The administration of factory likes values such "uplift the employees inside the work on basis of competence and experience" agree in this point rate (0.35) the average reached (3.43) and deviation (1.20) and With regard to paragraph (3) " Feel employees' importance of their work in the factory", Agree in this point rate (0.56) the average reached (3.37) and deviation (1.27). Through the above note the average of organizational values (3.24) and deviation (1.04) is higher than general average (3) this is prove there is well values in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha.

**Table No (3) second item: paragraph (4-6) special for beliefs variables.**

Culture variable	NO	Strongly Agree		Agree		Neutral		Not agree		Strongly Disagree		Average	Standard deviation
		no	%	no	%	no	%	no	%	no	%		
values	4	15	0.15	29	0.29	18	0.18	35	0.35	3	0.03	3.17	1.22
	5	21	0.21	31	0.31	27	0.27	12	0.12	9	0.09	3.31	1.29
	6	22	0.22	34	0.34	9	0.09	29	0.29	6	0.06	3.02	1.31
												3.08	0.98

From table No (3) obvious the following: -

With regard to paragraph (4) "the employees have general beliefs change work is well for all the staff" agree in this point rate (0.45) the average reached (3.17) and deviation (1.22). With regard to paragraph (5) "cooperation the staff in the 5 October factory for milling, pasta and feed – sabha as a team". Agree in this point rate (0.55) the average reached (3.31) and deviation (1.29) and with regard to paragraph (6) "there is common vision between staff and boss", Agree in this point rate (0.42) the average reached (3.03) and deviation (1.31). Through the above note the average of organizational beliefs (3.08) and deviation (0.98) is higher than general average (3) this is proving there is well beliefs in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha.

**Table No (4) third item: paragraph (7-9) special for custom variables.**

Culture variable	NO	Strongly Agree		Agree		Neutral		Not agree		Strongly Disagree		Average	Standard deviation
		no	%	no	%	no	%	no	%	no	%		
custom	7	22	0.22	29	0.29	22	0.22	19	0.19	8	0.08	3.38	1.25
	8	18	0.18	15	0.15	25	0.25	34	0.34	8	0.08	3.01	1.24
	9	8	0.08	19	0.19	31	0.31	32	0.32	10	0.10	2.83	1.10
												2.99	0.81

From table No (4) obvious the following: -

With regard to paragraph (7) "the employees in a factory have good skill" agree in this point rate (0.51) the average reached (3.38) and deviation (1.25). With regard to paragraph (8) "the employees have same chance to hear what they need for work" agree in this point rate (0.33) the average reached (3.01) and deviation (1.24) and with regard to paragraph (9) "the staff feel equally in the factory" Agree in this point rate (0.27) the average reached (2.83) and deviation (1.10). Through the above note the average of organizational custom (2.99) and deviation (0.81) is lower than general average (3) this is proving there is not good custom in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha.

**Table No (5) fourth item: paragraph (10-12) special for expectation variable.**

Culture variable	NO	Strongly Agree		Agree		Neutral		Not agree		Strongly Disagree		Average	Standard deviation
		no	%	no	%	no	%	no	%	no	%		
expectation	10	17	0.17	21	0.21	21	0.21	32	0.32	9	0.09	3.05	1.25
	11	10	0.10	14	0.14	17	0.17	41	0.41	18	0.18	2.57	1.22
	12	13	0.13	19	0.19	33	0.33	23	0.23	12	0.12	2.92	1.19
												2.76	0.93

From table No (5) obvious the following: -

With regard to paragraph (10) "the 5<sup>th</sup> October factory for milling, pasta and feed – sabha interested for important of information to development their performance " agree in this point rate (0.38) the average reached (3.05) and deviation (1.25). With regard to paragraph (11) "the 5<sup>th</sup> October factory for milling, pasta and feed – sabha interested to give good serves to costumer" agree in this point rate (0.24) the average reached (2.57) and deviation (1.22) and with regard to paragraph (12) "the in staff the 5<sup>th</sup> October factory for milling, pasta and feed – sabha interested to use machines best use " Agree in this point rate (0.32) the average reached 2.92) and deviation (1.19). Through the above note the average of organizational expectation (2.76) and deviation (0.93) is lower than general average (3) this is proving there is not good custom in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha reached.

**Table (6) analysis data related with variable of TQM.**

TQM	NO	Strongly Agree		Agree		Neutral		Not agree		Strongly Disagree		Average	Standard deviation
		no	%	no	%	no	%	no	%	no	%		
	1	13	0.13	34	0.34	22	0.22	30	0.30	1	0.01	3.28	1.06
	2	18	0.18	31	0.31	30	0.30	14	0.14	7	0.07	3.39	1.14
	3	16	0.16	18	0.18	30	0.30	26	0.26	10	0.10	2.88	1.22
	4	7	0.07	24	0.24	19	0.19	30	0.30	20	0.20	2.68	1.23
	5	9	0.09	18	0.18	27	0.27	30	0.30	16	0.16	2.74	1.19
	6	6	0.06	20	0.20	23	0.23	37	0.37	14	0.14	2.67	1.12
												2.82	0.76

From table No (6) obvious the average of (TQM) reached (2.82) and deviation (0.76). And with regard to paragraph (1) "The factory engorgement staff to attend a conference abut TQM" agree in this point rate (0.47) the average reached (3.28) and deviation (1.06). With regard to paragraph (2) "there are obvious targets in the factory" agree in this point rate (0.49) the average reached (3.39) and deviation (1.14). with regard to paragraph (3) "There are decentralization administration in the factory" Agree in this point rate (0.34) the average reached (2.88) and deviation (1.22). with regard to paragraph (4) "There are stability administration in the factory" agree in this point rate (0.31) the average reached (2.68) and deviation (1.23). With regard to paragraph (5) "There are effective information system in the factory" agree in this point rate (0.27) the average reached (2.74) and deviation (1.19). And with regard to paragraph (6) "The factory working to assess the work purpose discovering mistake and correction it" Agree in this point rate (0.26) the average reached (2.67) and deviation (1.12).Through the above note the average of (TQM) is low because there are not decentralization administration in the factory ,there are not stability administration in the factory, there are not effective information system in the factory, and the factory does not assess the work purpose discovering mistake and correction it.

#### IV. Results

The study found the following results: -

- The average of organizational culture in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha reached (3.02) and deviation (0.80) is higher than general average this is prove there is high level of organizational culture in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha.

- Average of (TQM) is low because there is not decentralization administration in the factory, there are not stability administration in the factory, there are not effective information system in the factory, and the factory does not assess the work purpose discovering mistake and correction it.
- There is strength of association between the variables is very high (\*\*0.814) and that the correlation coefficient is very highly significantly different from zero ( $P < 0.01$ ).
- There is strength of association between variables of organizational culture and total quality reached (Values\*\*0.726, custom \*\*0.717, expectation \*\*0.673, beliefs \*\*0.676) that the correlation coefficient is very highly significantly different from zero ( $P < 0.01$ ).
- There is a statistical denotation between organizational culture and comprehensive quality in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha.
- There is a statistical denotation between Value sand total quality in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha.
- There is a statistical denotation between Custom and total quality in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha.
- There is a statistical denotation between expectation and total quality in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha.
- There is a statistical denotation between beliefs and total quality in the 5<sup>th</sup> October factory for milling, pasta and feed – sabha

### **Recommendations**

By the statistical analysis for related data in this study get the recommendation as following.

- The 5<sup>th</sup> October factory for milling, pasta and feed – sabha must working by decentralization administration.
- The 5<sup>th</sup> October factory for milling, pasta and feed – sabha should be development effective information system.
- The 5<sup>th</sup> October factory for milling, pasta and feed – sabha should be assess the work purpose discovering mistake and correction it.
- The 5<sup>th</sup> October factory for milling, pasta and feed – sabha must give to employee's same chance to hear what they need for work.
- The 5<sup>th</sup> October factory for milling, pasta and feed – sabha should be interested to give good serves to costumer.

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