

## RESEARCH ARTICLE

# The impact of organizational culture and total quality management on the organizational performance of healthcare service sector organizations: An empirical study

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## ABSTRACT

The primary aim of this research was to discern and substantiate the impact of the application of Organizational Culture (OC) and Total Quality Management (TQM) on the overall Organizational Performance (OP) of Healthcare service sector organizations that are operational in the region of Odisha. This study's data analysis technique used for elucidation was multiple linear regression analysis. This study explicated the various theoretically implied aspects of Organizational Culture (OC) and Total Quality Management (TQM); and explores its causality on the overall performance of the healthcare service sector organizations operational in Odisha's various districts. The data used for this study was obtained from secondary sources. As found from the results of this study, there was a positive influential relationship between the application of OC and TC on the overall Organizational Performance, which gave people associated with healthcare service sector organizations the required practical knowledge and showcased the importance of the cause and effect relationship of administering OC & TQM on the OP as well as what are the possible outcomes of it. The constructs and ideologies of Total Quality Management and Organizational Culture proved to be positive, influential components in enhancing Organizational Performance.

**Keywords:** Organizational culture; total quality management; organizational performance; healthcare; service sector

## 1. Introduction

Organizations that embrace modernization have showcased better performance than others. The

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techniques and methods of many experienced practitioners of Total Quality Management and its constructs have been explored in many studies. According to Brown<sup>[1]</sup>, the implications of Total Quality Management have shown superior quality enhancements from providing class apart services and enhancing the whole manufacturing process for many organizations by assisting in the production of exceptional quality products, which optimizes the satisfaction of the customers by meeting their expectations as well as growing beyond that, providing a competitive edge in the market among the competitors due to the improved quality of service and products and achieve goodwill and higher market shares. The possibility of survival in the highly competitive global market can only be ensured by the expansion of business and acquiring greater market share along with possessing a competitive edge over the leading market competitors; this can only be achieved through superior quality of services and products, which is facilitated by the implementation of TQM<sup>[2]</sup>. In the last few years, it has become the need of the hour for the majority of modernized organizations to optimize their performance. In this, Total Quality Management acts as an essential component, and it is facilitated by the establishment of a proper supporting Organizational Culture. An adequately established Organizational Culture can assist in the proliferation and adequate utilization of Total Quality Management; however, it sometimes even has the potential to become a barrier for TQM if there is an imperfection in proper implementation.

Most importantly, the foundation of TQM alongside a stabilized Organizational Culture is established by including all affected parties in the improvement of products, services, and processes. Crosby<sup>[3]</sup> and Deming<sup>[4]</sup> were among the first people to provide a theoretical approach to the executable concept of Total Quality Management in Indonesia, and some indigenous organizations implemented TQM promptly. However, in the case of practical implications in the real world, it still tends to be less effective in successfully administrating TQM at an organizational level. Moreover, there is a significant lack of proper empirical research that has been conducted appropriately, considering all theoretical aspects of TQM and Organizational Culture in the context of Odisha, India.

According to Cameron and Quinn<sup>[5]</sup>, it can be seen in the literature on Total Quality Management that the proper implementation of TQM organizational culture is essential. Both soft and hard TQM are affected by Organizational Culture (OC). According to Al-Khalifa<sup>[6]</sup>, for successful administration of TQM, an efficient working environment is provided by adhocracy and clan culture. As stated by Das<sup>[7]</sup>, many organizations cannot successfully implement the proper TQM process as they fail to contemplate that the administration of the TQM procedure is a significant elementary directional change in the values and culture of their organizations. According to the study by Brown<sup>[1]</sup>, recognition of OC is imperative for the efficacious administration of TQM and achieving desired Organizational Performance. As evidently proposed by the prior analytical research conducted in the context of Odisha, the barriers in the efficacious implementation of processes of TQM are more socio-cultural dynamic in nature as compared to technical-structural in Odisha.

According to Aziz and Morita<sup>[8]</sup> and Mokgari and Pwaka<sup>[9]</sup>, the proper administration of Total Quality Management plays a vital influential role in the formation of a proper Organizational Culture. Moreover, as found in the study of Jimenez-Jimenez et al.<sup>[10]</sup>, TQM shares a positive as well as strong relationship with the dual aspects of exploration and exploitation, where it was also indicated that TQM shares a higher degree of association with exploitation rather than exploration. Thus, according to the findings of the study, it could be concluded that exploration capability was the only aspect that showed some positive influence over organizational performance concerning the effects of exploitation and exploration. Hence, it was confirmed that TQM had a positive influence on the overall organizational performance (OP). From the findings of the study conducted by Aziz<sup>[11]</sup>, it could be deduced that the constructs of TQM act as a philosophy for

continuous amelioration of OP of the organization based on the plan statement and vision, leadership, teamwork, training, and education, reward and recognition, benchmarking, a continuous improvement process, employee involvement, customer focus, and supplier quality management. Perles<sup>[12]</sup> stated in their study that there exists a significant gap in knowledge regarding the linking factors of Total Quality Management as well as the skills and competencies of leadership that are required for the proper and effective administration of the constructs of TQM within an organization.

The essence of this study is the management of quality along with the culture of organizations and how they influence the overall organizational performance; this would be of significant importance for both its users as well as the academicians for further study in this regard. The main aim of the research is the exploration of the relationship as well as the causality that exists between the successful administration of TQM, the influence of OC, and its effects on the overall Organizational Performance (OP) of the organizations in the healthcare service sector which are operating in the Odisha market. The findings of the current study contribute towards the better comprehension of the principles and philosophy of TQM along with the facilitation of contemplation of the possibilities of emerging theories and practices associated with and having a significant relationship among TQM, OC, and OP.

The theories and principles of Total Quality Management have exhibited many different viewpoints regarding organizations. On the basis of specified requirements, interests, and objectives, many researchers have formulated many different constructs and conceptual frameworks regarding TQM that tend to their customized needs in the area of administration of TQM in an organization. The positive impacts of the administration of Total Quality Management were demonstrated on the business's overall performance after applying TQM<sup>[13]</sup>. The measurement of a business's overall performance includes factors like customer satisfaction, product and service quality, employee satisfaction, and strategic business performance. Another study explored the causality of the administration of TQM on the operational efficiency and performance of the business, empirically<sup>[14]</sup>. Some studies have shown that TQM is a ceaseless philosophical approach of quality management and assurance leading towards better Organizational Performance under proper Organizational Culture on the basis of influential factors like vision and plan statement, employee involvement, leadership, teamwork, supplier quality management, benchmarking, recognition and reward, training and education, customer focus, continuous improvement process<sup>[11, 15-17]</sup>. Further elucidations of the touchstones are discussed below:

### **1.1. Teamwork**

According to Morrow<sup>[18]</sup>, mutually created results are not only considered to be more creative and superior but also give rise to a higher degree of commitment to the final outcome. Initiation of properly defined and well-coordinated teamwork facilitates the solving of problems, management of change, administration of plans, creation of empathy, preservation of finances, generation of a feeling of involvement, invigorating morale and innovation, and increase in efficiency.

### **1.2. Continuous improvement**

As stated by Bhuiyan and Baghel<sup>[19]</sup>, it was observed that the model of continuous improvement contemplates a culture that continuously supports improvements by targeting and eradicating scrapes across all processes and systems within an institution. This model provides a solution that does not necessitate the consumption of a higher level of capital investment, accumulating all the required resources for the combination of all the aspects required for improvement. The evaluation of the prevailing methods and practices is included in the administration of the continuous improvement mindset. In terms of both quantity and quality, commitment towards overall improvement is a relentless continuous endeavour towards

improved working relationships with different departments as well as teammates, improved internal processes, enhanced management of products, efficient procedures in the achievement of goals & objectives, and providing better customer service.

### **1.3. Benchmarking**

Benchmarking is the process of examining the services and products provided by an organization and selecting the best product among the products and services introduced in the same industry by market competitors or in the case of industries that follow somewhat the same kind of processes. It is a process of identifying and transforming particular weak spots into the firm's strength. Continuous improvements are taking place as well, and the performance of the market competitors keeps on increasing, thus making the previously determined benchmarks obsolete rapidly<sup>[20]</sup>. One of the major advantages of benchmarking is that it facilitates the measurements of the weaknesses and strengths of an organization along with the capability of identifying innovative methods in which better products and services could be provided to the customers to cater to their demands, exponentiation of innovative methods and ideologies to facilitate continuous evolution and enhancement of the processes that are currently prevailing<sup>[21]</sup>.

### **1.4. Supplier quality management**

According to Das et al.<sup>[7]</sup> and Haseeb et al.<sup>[22]</sup>, it is observed that costs of the products increase significantly and the final quality of the products reduces drastically when the raw materials provided by the supplier are of inferior quality. The suppliers are held accountable for the quality of raw materials they supply thus making them responsible for the process of supplier quality management. However, world's leading organizations who administer Quality Management Systems (QMS) always tend to measure and monitor the inferior quality materials supplied by the supplier. In order to boost the suppliers' abilities and lessen the potential of producing inferior quality products and the associated unnecessary costs, constant investments are made by the leading global companies that operate QMS.

### **1.5. Customer focus**

In the present-day scenario, customer focus has achieved significant popularity. Proper "implementation" papers, which give a definite model or procedure or construct about how to administer Total Quality Management without any chance of failure successfully, do not exist yet. "Impact-on-performance" papers, these studies reveal that only a handful of researchers have acknowledged the relationship that exists between the problems of marketing as well as performance and Total Quality Management; this highlights the crucial gap in the literature of TQM relating to this context<sup>[23]</sup>.

### **1.6. Leadership**

According to Zhang <sup>[24]</sup>, through the provision of various techniques and tools for efficient communication of systems and values, the top-level management plays a critical role in attaining the organization's objectives and goals. One of the primary causes of faultiness in the administration of Total Quality Management is the insufficient commitment of the top-level management<sup>[1]</sup>.

### **1.7. Employee involvement**

According to the assumptions stated by Zhang <sup>[24]</sup>, any employee who is completely involved in the procedure of enhancement of quality would understand the benefits & importance of better quality, thus acquiring the feeling of accomplishment and obtaining new knowledge. Employee involvement has the potential to improve the service capability of the employees while empowering them, which contributes to their pride in workmanship, job commitment, and job satisfaction.

### **1.8. Vision and plan statement**

According to Zhang <sup>[24]</sup>, the positioning of the organization in the domain that it has chosen is explained by the vision and plan statement. On the basis of this theory, it could be stated that the most crucial component for any business enterprise administering TQM is a properly implemented vision and plan statement. An eloquent vision statement that has been properly explained to the employees assists in contemplating the value of their work and thus motivates them towards hard work, which enhances quality. Fundamentally speaking, the top-level management formulates the vision and plan statement, which should be properly communicated to all employees across the hierarchy, and it is expected that all employees would follow the same.

### **1.9. Education and training**

Studies indicated that the investment done in the education and training of the employees plays a pivotal role in the success of TQM. For better comprehension of the general quality of the employees of the organization, investment in training and education of workers in the various conceptions, techniques, and tools associated with quality are of utmost importance<sup>[24,25]</sup>.

The research aim of the current study is to explore the impact of Organizational Culture and Total Quality Management (TQM) on the organizational performance of healthcare service sector organizations in Odisha, India. The current study's objectives are to evaluate the relationship and causality between the successful administration of TQM<sup>[8]</sup>, the influence of organizational culture <sup>[5]</sup>, and their effects on overall organizational performance. The research materials include a survey instrument based on validated models from previous studies. The questionnaire design comprises Likert scale questions with seven points ranging from "Strongly Disagree" to "Strongly Agree." The questionnaire includes sections on organizational culture dimensions (hierarchy culture, market culture, clan culture, and adhocracy culture) and TQM indicators (teamwork, reward and recognition, continuous improvement process, benchmarking, customer focus, supplier quality management, leadership, vision and plan statement, employee involvement).

The research tools include statistical analysis methods such as regression analysis to evaluate the relations between TQM, organizational culture, and organizational performance. The research methodology employs a triangulation approach, establishing relationships between healthcare service sector organizations' performance, TQM, and organizational culture. The study uses existing models for TQM and organizational culture, confirming their validity through regression analysis. The questionnaire's effectiveness and reliability are ensured through rigorous testing and validation processes, ensuring that it captures relevant data to address the research objectives effectively.

## **2. Hypothesis**

The present study includes three distinctive hypotheses. There are four dimensions for defining the organizational culture i.e. (adhocracy culture, clan, market culture and hierarchy culture) that affects the TQM. The third hypothesis states the TQM and performance of the organization. To understand the TQM, there are ten indicators: Teamwork, Reward and Recognition, Continuous improvement process, Benchmarking, Customer focus, Supplier Quality Management, Leadership, Employee involvement, Vision and plan statement, and Employee Involvement.

### **2.1. Hypothesis formulation**

**Hypothesis H1:** There exists significant impact of Organizational Culture on administration of TQM. Organizational culture illustrates four important components which are hierarchy culture, market culture, adhocracy culture, and clan culture.

**Hypothesis H2:** There exists a significant impact of Organizational Culture on Organizational Performance. The performance represents two aspects which are nonfinancial performance along with financial performance.

**Hypothesis H3:** TQM administration has significant impact over organizational performance. TQM Implementation represents ten factors: Teamwork (TQM1), Reward and Recognition (TQM2), Continuous Improvement Process (TQM3), Benchmarking (TQM4), Supplier Quality Management (TQM5), Customer Focus (TQM6), Leadership (TQM7), Employee Involvement (TQM8), Vision and Plan Statement (TQM9) and Education and Training (TQM10).

**Table 1** below signifies the data distribution that is considered for the analysis to understand the TQM, performance of organizational culture, and performance of healthcare service sector organizations.

**Table 1.** Respondents Profile as per their position and industry specific.

Job position	Frequency	Percentage (%)	Industry	Frequency	Percentage (%)
Supervisor (worker level)	18	15.25	Private Hospitals	63	29.3
Human Resource Manager	18	15.25	Government Hospitals	32	14.88
Clinical Manager	5	4.23	Dental Clinics	3	1.39
Inventory Manager	3	2.54	Pharmaceuticals	23	10.69
Quality Manager	8	6.77	Nursing	52	24.18
Top Manager-CEO/GM/Director	53	44.91	Occupational Therapy	2	0.93
Others	13	11.01	Physiotherapy	2	0.93
			Others	38	17.67

As per the research objective, the paper used the four components of organizational culture as independent variables, while the remaining two, i.e., organizational cultures as dependent variables and TQM as constructs. The following variables are regressed and presented in **Table 2** for analyzing hypothesis H1, i.e., whether the organization leads the TQM significantly.

The observation of **Table 2** states that adhocracy culture and clan shows a positive and significant effect upon the TQM. In the case of hypothesis H2, only Hierarchy culture establishes a positive with a significant level of effect on both non-financial and financial performances.

In implementing the TQM, the organizational culture plays a crucial role. The Clan culture includes teamwork, employee involvement, communication, commitment, and development that lay an inclination toward internal strength. If we consider the adhocracy culture, it highlights the adaptability, flexibility, creativity, and innovativeness in both cultures' dimensions that state an effective execution of TQM. This output supports the past works of literature<sup>[6,26]</sup>.

**Table 2.** Test of regression analysis between the TQM, performances, and organizational culture.

Predictors (Organizational Culture)			Adhocracy	Clan	Market	Hierarchy
	R= 0.721	$\beta$	0.425	0.298	0.133	0.056
<b>TQM</b>	F-value=32.789	$t$	3.256	3.331	0.896	0.478
	Sig. 0.0000	$Sig.$	.003**	.006**	0.422	0.682

Predictors (Organizational Culture)			Adhocracy	Clan	Market	Hierarchy
Financial	R= 0.568	$\beta$	0.229	-0.096	-0.003	0.233
	F-value=6.338	$t$	0.836	-0.388	-0.322	2.742
	Sig. 0.0001	Sig.	0.512	0.798	0.832	0.022
Non-Financial	R= 0.623	$\beta$	0.422	-0.89	-0.032	0.574
	F-value=9.886	$t$	1.789	-0.233	-0.735	2.463
	Sig. 0.0000	Sig.	0.213	0.896	0.499	0.023

**Table 2.** (Continued)

**Note:** \* refers to 0.05 level of significance, \*\* refers to 0.01 level of significance

The table output supports the past works of literature [27, 28]. Hence, both financial and non-financial performances hold a correlation with leadership. Leadership can be considered an important component in various ways. To achieve organizational goals, the Indian companies focus on education, training, and leadership. They tend to develop through problem-solving, a sense of empathy and engagement, teamwork, and planning implementations. Juran and Gryna<sup>[29]</sup> stated that the company can increase its productivity, cut failures, and enhance efficiency by following the TQM.

**Table 3** below states a significant effect of organizations performance on the TQM which is confirmed after regression analysis that agrees to hypothesis H3. The financial performance is found to be positively affected by TQM implementation (teamwork, reward and recognition, Supplier Quality Management, Leadership education, and training) while benchmarking confirms a negative effect. Similarly, if the paper looks towards non-financial performances, then it states that the TQM implementation (recognition and reward, leadership, continuous improvement process, teamwork, and supplier quality management) confirms a positive effect while benchmarking and vision and plan state negative effects.

Furthermore, **Table 3** depicts the vision and plan statements and benchmarking as the negative effects on organizational performances. One way to face these challenges is to raise the sales turnover, cut down production costs, and enhance product quality. Adding to this, with respect to long-term effects, the vision and plans show no evidence to increase the organization's performance. On the contrary, Zhang<sup>[24]</sup> disproved the existing output when he found that the vision and plan statement provides a clear overview of strategies for achieving its goals. Vision states about the path of transformation.

**Table 3.** Analysis of regression between the performance and TQM.

Predictors (TQM Constructs)	Financial			Non-Financial		
	$\beta$	$t$	Sig.	$\beta$	$t$	Sig.
	R= 0.769			R= 0.932		
	F-value=42.77			F-value=59.77		
	Sig. 0.0000			Sig. 0.0000		
Teamwork	0.332	34.122	0.001**	0.426	6.889	0.000**
Reward and Recognition	0.403	5.223	0.000**	0.478	6.223	0.000**
Continuous improvement process	0.078	1.332	0.231	0.332	3.118	0.003**
Benchmarking	-0.662	-0.633	0.000**	0.423	6.103	0.000**

Predictors  (TQM Constructs)	Financial			Non-Financial		
	<b>R= 0.769</b>			<b>R= 0.932</b>		
	<b>F-value=42.77</b>			<b>F-value=59.77</b>		
	<b>Sig. 0.0000</b>			<b>Sig. 0.0000</b>		
	$\beta$	$t$	Sig.	$\beta$	$t$	Sig.
Supplier Quality management	0.278	3.862	0.000**	0.203	2.653	0.019**
Customer focus	-0.032	-0.403	0.89	-0.068	-1.248	0.329
Leadership	0.236	3.264	0.023*	0.369	4.037	0.000**
Employee involvement	-0.036	-0.268	0.799	-0.023	-0.223	0.988
Vision and plan statement	0.239	1.769	0.223	-0.228	-2.039	0.051*
Education and Training	0.363	2.792	0.005**	0.133	1.652	0.186

**Table 3.** (Continued)

*Note* \* refers to a 0.05 level of significance, and \*\* refers to a 0.01 level of significance.

**Table 3** demonstrates that the employee involvement doesn't affect the organization performances significantly. Indian companies do not have employee-centric policies to increase performance. The purpose of involving employees is to increase the sense of belongingness that will, in return, increase productivity. However, it is observed that most companies consider employees as the company's resources. Thus, the best strategy is to bring trust and loyalty among the employees and ensure that the organization takes care of every individual.

### 3. Discussion

The outcomes of the current research add to the understanding of the relations that exist among organizational culture, Total Quality Management (TQM), and organizational performance in the healthcare service sector. The results support the hypotheses that organizational culture significantly impacts the administration of TQM (H1) and organizational performance (H2). Specifically, adhocracy culture and clan culture positively and significantly affect TQM, while only hierarchy culture has a significantly positive impact on non-financial and financial performances.

Moreover, the study confirms that TQM implementation significantly impacts organizational performance (H3). Financial performance is positively affected by aspects of TQM such as teamwork, reward and recognition, supplier quality management, leadership, and education and training, while non-financial performance is positively influenced by recognition and reward, leadership, continuous improvement process, teamwork, and supplier quality management. Firstly, if an organization exhibits a strong adhocracy culture, possessing the characteristics of adaptability, flexibility, creativity, and innovativeness, it is likely to effectively implement TQM practices. This could result in improved teamwork, employee involvement, communication, commitment, and development, leading to enhanced internal strength and performance.

Secondly, a clan culture emphasizing a sense of belonging, loyalty, and trust among employees can also positively influence TQM implementation. Employees who feel valued and supported are more likely to actively engage in quality improvement efforts actively, potentially boosting overall organizational performance. Thirdly, hierarchy culture's positive impact on non-financial and financial performances suggests that a structured and controlled work environment can contribute to the successful implementation



of TQM. Clear hierarchies and procedures may lead to more efficient operations and better adherence to quality standards.

However, it is essential to note that certain facets of organizational culture, like market culture, may not have a significant direct impact on TQM or organizational performance in this context. Organizations with a market culture focused on competitiveness and achieving results may need to supplement their approach with other cultural elements to implement TQM and improve performance effectively. Overall, the findings suggest that organizations in the healthcare service sector can enhance their performance by fostering a culture that supports TQM principles, including teamwork, employee involvement, leadership, and continuous improvement.

## **4. Conclusion**

This study found the relationship and impacts between the administration of all the overall first-grade management as well as the traditions followed by the organizations on organizational performance in Odisha for the provision of a pragmatic acknowledgment for the practitioners in Odisha and to comprehend the illustriousness of the administration of overall better control and the organizational lifestyle on the performance of the healthcare service sector organizations. In the improvement of Organizational Performance, a crucial role was played by the overall satisfactory control designs. These constructs played a pivotal role in improving overall organizational performance. The factors that were found to be inevitable for the constructs of TQM are recognition and rewards for quality management, teamwork, provider first-class management, training and education, and non-stop improvement. There exists some scope for future research. These were the variegated demographics, subjective and dependent data that depended on the respondents' conceptions for data collection, and the financial indicator perhaps could be considered as a point for more research in the future.

## **Author contributions**

Conceptualization, LS, AK, and SKB.; methodology, AK.; software, AK and AKM.; validation, AK, MSA, and SKB.; formal analysis, AK.; investigation, LS, AK, and DD.; resources, LS, MSA, AKM, and DD.; data curation, AK.; writing—original draft preparation, LS.; writing—review and editing, LS.; visualization, Anuj Kumar and SKB.; supervision, AK and SKB; project administration, AK, Anuj Kumar, and SKB. All authors have read and agreed to the published version of the manuscript.

## **Conflict of interest**

The authors declare no conflict of interest.

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