

The Mediating Role of Organizational Culture in The Relationship Between Total
Quality Management and Organizational Performance in the UAE

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DEDICATION

“To Almighty Allah, who gave me strength and wisdom to complete this work”

To my beloved family, my dear father and mother for her immeasurable support and care. To my wife and my children for their pure love, devotion, care and prays that helped me always.



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ABSTRACT

Total quality management (TQM) is important for the improvement of performance and organizational culture. However, prior literature showed that there are mixed results on the effect of TQM on organizational culture and performance. In addition, most of prior literature focused on the developed nations. The purpose of this study is to examine the effect of TQM on organizational culture and organizational performance. In addition, the study examines the mediating role of organizational culture between TQM and the organizational performance of Abu Dhabi Agriculture and Food Safety Authority (ADAFSA) divided into three branches (Abu Dhabi, Al Ain, Al Dhafra). Building on the TQM models and the contingency theory, the study proposed that TQM has a positive effect on organizational culture and organizational performance. Organizational culture is expected to affect positively the organizational performance and mediate the effect of TQM on organizational performance. In this quantitative research work, a structured questionnaire was used as the instrument for data collection with a sample of 54 branches represented by senior employees and managers from ADAFSA. The validity and reliability of the measurement and structural models were established; PLS-SEM was used to test the hypotheses of the study. The results showed that there was a significant and positive effect of TQM on organizational culture and organizational performance. In addition, the results revealed that organizational culture affected positively organizational performance and mediated the effect of TQM on organizational performance. Decision makers are recommended to improve the implementation of TQM and to establish a culture based on a fair process of promotion, cooperation, and respect. Future work can extend the findings of this study by examining the TQM in the context of other organizations and other countries.

ABSTRAK

Pengurusan kualiti menyeluruh (TQM) adalah penting untuk peningkatan prestasi dan budaya organisasi. Walau bagaimanapun, literatur terdahulu menunjukkan bahawa terdapat keputusan yang bercampur-campur mengenai kesan TQM terhadap budaya dan prestasi organisasi. Di samping itu, kebanyakan kesusasteraan terdahulu tertumpu kepada negara maju. Tujuan kajian ini adalah untuk mengkaji kesan TQM terhadap budaya organisasi dan prestasi organisasi. Di samping itu, kajian mengkaji peranan pengantara budaya organisasi antara TQM dan prestasi organisasi Abu Dhabi Agriculture and Food Safety Authority (ADAFSA). Berdasarkan model TQM dan teori kontingensi, kajian itu mencadangkan bahawa TQM mempunyai kesan positif ke atas budaya organisasi dan prestasi organisasi. Budaya organisasi dijangka memberi kesan positif kepada prestasi organisasi dan menjadi pengantara kesan TQM terhadap prestasi organisasi. Dalam kerja penyelidikan kuantitatif ini, soal selidik berstruktur telah digunakan sebagai instrumen untuk pengumpulan data dengan sampel 54 cawangan yang diwakili oleh pekerja kanan dan pengurus dari ADAFSA. Kesahan dan kebolehpercayaan model pengukuran dan struktur telah diwujudkan; PLS-SEM digunakan untuk menguji hipotesis kajian. Keputusan menunjukkan terdapat kesan TQM yang signifikan dan positif terhadap budaya organisasi dan prestasi organisasi. Di samping itu, keputusan menunjukkan bahawa budaya organisasi mempengaruhi prestasi organisasi secara positif dan menjadi pengantara kesan TQM terhadap prestasi organisasi. Pembuat keputusan disyorkan untuk menambah baik pelaksanaan TQM dan mewujudkan budaya berdasarkan proses promosi, kerjasama dan penghormatan yang adil. Kerja masa hadapan boleh memanjangkan penemuan kajian ini dengan mengkaji TQM dalam konteks organisasi lain dan negara lain.

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PTTA UTHM
PERPUSTAKAAN TUNKU TUN AMINAH

LIST OF ABBREVIATIONS

ADAFSA -	Abu Dhabi Agriculture and Food Safety Authority
AVE-	Average Variance Extracted
R ² -	Coefficient of Determination
CR-	Composite Reliability
CI-	Confidence Interval
EFQM-	European Foundation for Quality Management
FAO-	Food & Agricultural Organization
INFOSAN-	International Network of Food Safety Authorities
α -	Level of Significance
MBNQA-	Malcolm Baldrige National Quality Award
NEF-	New Economics Foundation
PLS-	Partial Least Squares
PROMQACS-	Project management quality cost system
PPMS-	Project Performance Monitoring System
QPTS-	Quality Performance Tracking System
REDF-	Roberts Enterprise Development Fund
SPSS-	Statistical Package for Social Sciences
SEM-	Structural Equation Modelling
TQM-	Total Quality Management
UAE-	United Arab Emirates

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Total quality management (TQM) is a widely used management philosophy across many sectors. Thus, organizations implement TQM to gain a competitive advantage in quality, productivity, customer satisfaction, and profitability (Shafiq *et al.*, 2019). According to Ghani Al-Saffar & Obeidat (2020), who examined the effect of TQM practices on employee performance from Qatar's interior, and how knowledge moderates the relationship. Ghani Al-Saffar & Obeidat (2020) found a significant inconsistency in employee performance, which may be because of the inability to apply quality management principles appropriately in the ministry. Therefore, if TQM practices are correctly applied, participation will play a major role in creativity, excellence and full employee performance (Ghani Al-Saffar & Obeidat, 2020).

TQM and Performance's relationship represents a major academic topic in recent years (Anderson & Sohal, 1999; Ahmad *et al.*, 2013; Aquilani *et al.*, 2017; Anil, 2019). When customers demand improved quality, then the top and senior managers of the organization are poised to address the questions, “what quality management approach leads to the best organization performance? What managerial practices produce the highest quality of service and customer satisfaction? Hence, there becomes an increased demand to determine the strategic and operational variables that can account for the relationship between TQM and organizational performance.

Some significant differences exist between business organizations and regulatory & control organizations. These differences lie particularly in their propensity for profit generation and maximization. While business organizations seek to adopt the tools that would enable them to maximize profits for their organizations,

regulatory organizations or agencies are mostly concerned with regulating, safeguarding, and ensuring that business operators adhere to specified quality and performance standards (Ismail Salaheldin, 2009).

Al Ameri and Al Ameri (2017) assert that the great optimism and passion for quality improvement in the UAE had created the imperative for all government entities to deliver quality service to the community. Hence, municipalities and government authorities are beginning to implement TQM as a prerogative for continuous quality improvement and attaining the government's objectives. The call for the Abu Dhabi Agriculture and Food Safety Authority (ADAFSA) to secure and safeguard the Emirate's food and agricultural produce by the government of Abu Dhabi has led to the implementation of TQM (ADAFSA, 2016).

TQM is a holistic quality improvement approach that firms utilize to improve their performance in terms of quality and innovation (Zehir *et al.*, 2012). Similarly, Eniola *et al.* (2019) explain that TQM is an integrative organizational-wide management philosophy that aims to continuously improve the quality of processes, products, and services by focusing on, meeting or exceeding customer expectations. TQM implementation has been linked to operational performance as well as several indicators of organizational performance, with organizational culture as an intervening variable as reported by some researchers (Ahmad *et al.*, 2013; Al-Dhaafri *et al.*, 2016; Anil, 2019; Aziz & Morita, 2016; Baird *et al.*, 2011).

However, the inconclusive nature of the association between TQM, culture and performance has raised more questions and mixed reactions among academicians (Al-Dhaafri *et al.*, 2016; Anil, 2019; Duarte *et al.*, 2011; Eniola *et al.*, 2019; Kanapathy *et al.*, 2017). For instance, Eniola *et al.* (2019) stressed that various studies have shown that about three-quarters of TQM implementations are problematic and fail to achieve any results, causing severe financial loss and threatens the organization's survival. Similarly, Al Ameri and Al Ameri (2017) explained that the implementation of TQM in public service organizations in the UAE was challenging and sometimes fails to achieve the desired results in terms of quality performance as well as organizational-wide performance. The mixed and inconclusive nature of the TQM-Performance relationship has raised questions of compatibility between TQM and performance, especially in public and regulatory agencies where quality service and outputs supersede financial profits or gains as questions regarding what elements contribute to

the success of this association. As Al Ameri and Al Ameri (2017) pointed out candidly, TQM as a construct is variable, adaptable and contingent on time and context. Hence, its successful implementation may depend on context and some underlying and intervening variables such as culture.

Research has shown that both organizational culture (Al-Dhaafri *et al.*, 2016; Anil, 2019; Aquilani *et al.*, 2017; Eniola *et al.*, 2019; Haffar *et al.*, 2019) and corporate culture (Islam & ALNasser, 2013; Jabnoun & Sedrani, 2005) are positively and significantly correlated with performance and TQM. However, prior literature indicated that there is a mixed findings regarding the role of organizational culture as a mediating variable. For instance, researchers found insignificant mediating role of organizational culture (Nutt, 2006; Abdullah *et al.*, 2015; Paz *et al.*, 2020) other found significant mediating role (ALmahasneh *et al.*, 2022; Cranick, 2022). Further, researchers also pointed out that there is lack of studies related to the relationship between organizational culture and organizational performance and the findings are mixed (Imran *et al.*, 2021). In addition, much has not been reported about the mediating role of organizational culture in the relationship between TQM and performance, especially in a regulatory authority like the ADAFSA.

Furthermore, Aziz and Morita (2016) examined the relationship between organizational culture, TQM implementation, and Indonesian firms' performance. Findings from the study revealed a positive correlation between organizational culture and TQM implementation and performance positively. Aziz and Morita (2016) further stressed that many companies fail to successfully implement TQM because they do not recognize that its implementation may go against their companies and employees' direction, values, and culture. Therefore, organizational culture can determine the degree of success or failure for TQM implementation and how this, in turn, impacts performance.

TQM has become a crucial and indispensable management practice in the modern business landscape. This is business organizations seeking to improve performance have been reported to realize these performance metrics when they successfully implement TQM practices across their business operations (Abdul Rasit *et al.*, 2018). Similarly, researchers in TQM have proposed several models for TQM implementation; however, many of these models are based on theories and practices derived from business settings (Adeoye Abayomi Olarewaju & Elegunde, 2012;

Ahmad, Zakuan, Jusoh, Yusof, & Takala, 2014; Albuhihi, & Abdallah, 2018; Alghamdi, 2018; Anil & K.P 2019; Abbas, 2020). Therefore, whether these models can work well in terms of influencing quality performance in control and regulatory agencies like ADAFSA remains to be determined empirically. Thus, there is a little evidence of the associations between TQM and performance metrics, especially in regulatory and control organizations in the context of the UAE (Esam & Yahya, 2020).

Therefore, in this chapter, the introduction is followed by a discussion on the research background. The chapter also presents the study's problem statement followed by the research questions and objectives of the study, its significance and the scope of the study also discussed. This introductory chapter brings the outline of the research and a summary of the chapter.

1.2 Background of the Study

Organizations are facing many challenges in the current competitive world as a result of a rapid introduction of new products, processes, and technologies, as well as the preferences of customers (Alosani *et al.*, 2019). Therefore, TQM is described as a comprehensive method for organization management using the continuous improvement of business performance to satisfy explicit and implicit customers and stakeholders' expectations (Dawabsheh *et al.*, 2019). In the modern business landscape, both quality and innovation have become essential concepts that guide business organizations' optimal performances (Zehir *et al.*, 2012). As a result, organizations (whether for-profit, not-for-profit or regulatory ones) pay particular attention to optimizing and maximizing organizational resources to attain success by employing strategic leadership and management techniques (Ahmad *et al.*, 2013; Aziz & Morita, 2016). One such strategic management approach that has stood out amongst contemporary management approaches and has gained widespread attention from industry and academia is TQM (Haffar *et al.*, 2019; Jimoh *et al.*, 2019; Panuwatwanich & Nguyen, 2017).

According to Eniola *et al.* (2019), TQM is an integrative organizational-wide management philosophy that aims at continuously improving the quality of processes, products and services by focusing on meeting or exceeding customer expectations to enhance customer satisfaction and organizational performance (Baird, Jia Hu, &

Reeve, 2011; García-Bernal & Ramírez-Alesón, 2015; Sadikoglu & Olcay, 2014). Thus, organizations that implement TQM improve their business performance by differentiating their products and gaining a competitive advantage in the market (Herzallah, Gutiérrez-Gutiérrez, & Munoz Rosas, 2014; Pérez & Gutiérrez Gutiérrez, 2013); thereby leading to positive results with increasingly higher profits, market share and superior performance (Eniola *et al.*, 2019; Kim, Kumar, & Kumar, 2012).

Several recent studies have found that the implementation of TQM in an organization has a tremendous and significant association with organizational performance (Al-Dhaafri, Al-Swidi, & Yusoff, 2016; Kanapathy *et al.*, 2017; Sinha & Dhall, 2018). However, in contrast, some other researchers have found no association or, in some cases, negative associations between TQM and a firm's performance (Duarte *et al.*, 2011; Yeung & Chan, 1998). The mixed and inconclusive nature of TQM and organizational performance is because of the level of TQM implementation within organizations. Arguably, an organization with a higher level of implementation of TQM principles have been shown to have higher levels of performance, whereas firms with lower levels of TQM implementation have resulted in no association or sometimes negative associations with organizational performance (Aquilani *et al.*, 2017; Eniola *et al.*, 2019; Nawelwa, Sichinsambwe, & Mwanza, 2015).

Furthermore, Eniola *et al.* (2019) explained that these mixed results lead to questions regarding the compatibility of the TQM-Organizational performance relationship and questions regarding what elements contribute to the success of this association. This view is corroborated by Nair (2006) who asserted that “the nature of these indirect and interactive relations among quality management practices and performance lack generalized agreement among researchers”. Hence, addressing the nature of the relationship between TQM and performance becomes necessary for an investigation to foster more consensus among management practitioners and academics regarding the exact nature of the TQM-performance relationship and the characteristics or elements that support their association.

Research literature has also shown that the culture adopted within organizations is one of the utmost and critical factors responsible for enhancing performance through the implementation of TQM (Flynn & Saladin, 2006; Gimenez-Espin, Jiménez-Jiménez, & Martínez-Costa, 2013; Hofstede & Minkov, 2010; Kull & Wacker, 2010). This implies that culture is also an important determinant in the TQM-

performance relationship. For instance, Jabnoun and Sedrani (2005) assert a consensus among managers and practitioners that TQM implementation is mainly dependent on corporate culture. Similarly, many scholars blame the failures of TQM implementation on corporate cultures (Jabnoun & Sedrani, 2005; Kull & Wacker, 2010; Utley, Westbrook, & Turner, 1997). Furthermore, Aziz and Morita (2016) explain that organizational culture differences may also influence the management practices implemented in various organizations, including the public and private sector organizations, which may be an important determinant of quality management success and organizational performance.

This study examines the effect of TQM and organizational culture on performance of ADAFSA. ADAFSA is one of such regulatory bodies entrusted and charged with the responsibility of controlling and inspecting the Emirates' food and agricultural establishments, farms, agricultural inputs, imported and exported food and agricultural items or those produced in the country and circulated in the Emirate to ensure access to safe food for local communities. The ADAFSA is also charged with supervising the establishment and management of emergency food reserves in cooperation with the other competent authorities. Despite the distinguishing features that separate the ADAFSA from other business enterprises and organizations, one similarity, however, exists: all organizations, whether regulatory or business-oriented, crave to achieve a high standard of performance.

Given that ADAFSA is responsible for ensuring that the Emirates' food and agricultural produce, as well as those from imports and exports, meets the acceptable standards required for consumption by the local populace, they face the challenge of maintaining a consistent and high degree of quality throughout their operational processes, as well as issues of food security, sustainable agricultural production and maintaining a higher level of customer satisfaction. This has led to implementing strategic leadership approaches across the ADAFSA (Aziz & Morita, 2016; Jabnoun & Sedrani, 2005). One of such strategic leadership approaches is the integration of TQM across the operational processes of the ADAFSA. Implementing TQM is a necessary undertaking that can bring about many benefits to an organization. For instance, TQM implementation has been reported to bring about improved productivity, customer satisfaction, improved quality, employee participation, teamwork, improved working relationships, employees' satisfaction, and

communication (Ahmad *et al.*, 2013; Besterfield, 2004). Hence, since the ADAFSA's major priority is centred on food safety and security, which are also dependent on quality performance, the degree to which TQM is implemented at the ADAFSA becomes of paramount importance.

Traditionally organizations have often assessed their performances in terms of how well they perform financially (Anil, 2019). This, according to Anil (2019), is because financial performance has been considered the ultimate goal of an organization. However, with the implementation of TQM, other performance dimensions are now seen as equally important. More so, in a regulatory agency such as the ADAFSA, where food safety and security outweigh financial performance, more important performance indicators are considered. Anil (2019) identified seven performance indicators that are equally as crucial as financial performance, especially when the organization implements TQM.

These include Quality Performance (QOP) which constitutes quality cost, reduction in the number of litigation claims, competitiveness and improved quality; Customer Satisfaction Level (CSL) i.e. the level of satisfaction, customer retention, maintaining good relationships with customers, and resolving complaints rapidly; Employee Performance (EP) i.e. improved employee satisfaction, reduced number of absenteeism, improved employee skills, improved communication and reduced employee turnover ratio; Operation Performance (OP) i.e. prompt product delivery, cycle time reduction, decline in defect rate of product, improved productivity and reduced machine breakdown; Innovation Performance (IP) i.e. speed I introducing new products to the market, use of latest technological innovations, innovative work processes, high technological competitiveness; Society Results (SR) i.e. improved social image of positive impact on the society, improved safety and reduced accidents and environmental protection; Financial performance (FP) i.e. return on total assets, sales growth in revenue, operating expenses and gross profit margin.

The relationship between TQM and these performance indicators is important for investigation, specifically to determine how TQM influences various aspects of performance within an organization. However, given that the ADAFSA is a regulatory agency and authority whose sole purpose is to ensure food safety and security across the agricultural produce in the Emirate, including imports and exports, the performance indicators examined are only necessary to align with the ADAFSA's

mission and goals. Hence, in this study, the performance indicators will constitute quality performance, society results, and employee performance. Hence the study would examine the direct relationship between TQM and performance, as well as the direct relationship between TQM and Quality Performance (QP), Society results (SR) and Employee Performance (EP). This is because the ADAFSA is first and foremost concerned with maintaining a level of quality for food and agricultural products that are deemed safe for consumption. Hence quality performance in this regard is considered an important aspect of the performance of the ADAFSA.

Similarly, employees' performance is considered important because the ADAFSA needs employees with a high level of satisfaction, productivity level, and competencies to carry out their duties, which have a consequential effect on the quality and outcomes of the agency. Also, society results is another performance indicator that is worthy of inclusion in this study because it embodies how the public perceived the image of the ADAFSA and their impact on society and their propensity for environmental protection and safety. Furthermore, the study would examine the mediating role of organizational culture in the relationship between TQM and Performance. Hence, after the study, it is expected that the researcher would be able to determine whether organizational culture mediate the TQM-Performance relationship, hence contributing to a culturally inclined mediated model of TQM and performance.

Furthermore, ADAFSA was charged with fulfilling this responsibility. In 2015, it was reported in ADAFSA (2016) that the ADAFSA scored around 90% in the food safety performance evaluation carried out by the United Arab Emirates (UAE) Ministry of Environment & Water in conjunction with the Food and Agricultural Organization (FAO) of the United Nations (UN) (ADAFSA, 2016). The evaluation came as part of the Ministry's effort to develop and enhance the country's food safety situation. It was executed with a team of experts from the FAO (ADAFSA, 2016).

However, in terms of performance measures such as quality performance, employee performance, and society results, there were no reported parameters or scores; hence they may not have performed optimally in those areas. It is important to note that the ADAFSA being a food control authority, is required to assess their performance in terms of; maintaining and upholding a certain measure of quality performance, reporting on the extent to which their employees perform (employee

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PTTA UTM
PERPUSTAKAAN TUNKU TUN AMINAH

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