CORRELATING ORGANIZATIONAL CULTURE AND LEVEL OF UNDERSTANDING OF TOTAL QUALITY MANAGEMENT PHILOSOPHY AMONG MANUFACTURING AND OTHER RELATED COMPANIES IN THE CALABARZON REGION, PHILIPPINES

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Abstract- Implementing changes in the organization such as Total Quality Management requires better understanding of its philosophy. The success of its implementation is dependent upon several factors, one of which is the way of life in the organization aptly called organizational culture. This organizational culture is viewed as a system of shared assumptions, values, and beliefs, which govern how people behave in organizations. Organizational culture provides values and behaviors that contribute to the unique social and psychological environment of the organization. In this study, organizational culture is viewed along with purpose, governance, relationships, structures, management, resources, leadership, rewards and attitude towards change. With 109 participants in the study representing manufacturing companies in the CALABARZON region, it was found out that purpose, management, leadership, attitude toward change and relationships are the concentrations of the companies in its effort to make their TQM implementation a success. Success of TQM implementation draws from the fact that the employees have better understanding of the underlying concepts and philosophy behind this. Results of the study further showed that the companies have better understanding of TQM principles such as being a management philosphy and practice, the importance of teamwork and participation, the role of training and education, the importance of statistical techniques and the necessity of management leadership and commitment for the successful implementation of this management philosophy. When correlated with knowledge of TQM, the organizational culture has a significant relationship with it. The study recommends that companies should further strengthen their cultural dynamism along with rewards, governance, structures and resources. Moreover, they should deepen their understanding on the role played by provision of adequate resources by the management, doing initiatives like Kaizen, suggestion scheme and quality cicles, creation of a work environment conducive for improvement, appreciation that TQM is about customer satisfaction and the importance of supplier involvement in support of quality improvement. All of these will help strengthen the relationship between a strong organizational culture and TQM implementation.

I. INTRODUCTION

Organizational culture provides an impetus to the development of a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. This culture represents the way of life in the companies in Region 4A-CALABARZON. Region 4A-CALABARZON is no doubt a rising cosmopolitan and host to a number of manufacturing and other related industries. Located south of Manila, CALABARZON is one of the three largest regions with 12.6 million population, along with National Capital Region (11.8 million) and Central Luzon (10.1 million). As one of the hubs for manufacturing industries in the Philippines, it posted a growth rate of 3%. The World Bank Office Manila reported in its quarterly economic updates released in December 2012 that manufacturing accounts for two-thirds of industrial output. It benefitted from a rebound in exports and grew 5.7% in the third quarter. In the attempt of the companies to make their operations better, they have advocated on implementing Total Quality Management. Performance of these companies are dependent somehow depended on several factors. This research points to effective and efficient management as probable tools that enable them to achieve their business objectives. At the outset, employees should not only participate in TQM implementation but they should have a higher level of understanding of the underlying concepts and philosophy behind Total Quality Management (TQM). BS7850: Part 1 (1992) defines TQM as a "management philosophy. To gather empirical data on this, a correlational study on the organizational culture and the level of understanding on TQM concepts among companies in the CALABARZON was conducted.

II. LITERATURE REVIEW

Organizational Culture

Organizational culture in an organization is responsible for the development of values and behaviors that contribute to the unique social and psychological environment of the organization. In the context of this research, organizational culture is seen in the following aspects, purpose, management, leadership, attitude towards change, relationships, rewards, governance, structures, and resources. Talking about culture, Fowter (2009) ruled out that an organizational culture is essentially the personality of

the organization. It composed of many factors including but not limited to leadership styles, professional growth, internal communication, life-work balance, employee satisfaction, reward programs, and the performance of the organization. Shein (1999) identified three levels of organizational culture. The most visible of which according to him is the artifacts. Artifacts are the observable level of culture that consists of what is seen, heard, and felt in group. This level includes things such as the physical environment, language, technology, interactions between members, manners of dress, ritual, ceremonies and published values, vision and mission.

Total Quality Management Philosophy

Several studies had been conducted to illuminate concepts and ideas about Total Quality Management. TQM according to BS7850: Part 1 (1992) is a management philosophy and company practices that aim to harness the human material resources from an organization in the most effective way to achieve the objectives of the organization. Likewise, BS4778: Part 2 (1991) considers TQM as a management philosophy embracing all activities through which the needs and expectations of the customer and the community, and the objectives of the organization are satisfied in the most efficient and cost effective way by maximizing the potential of all employees in a continuing drive for improvement.

TQM had its earlier development with Deming (1986) who postulated a major philosophy in quality improvement through statistical control and reduction of variability. Juran (1988) shared his definition of quality as “fitness for use” which attained widespread although not universal acceptance.

He further theorized on the quality trilogy: quality planning, quality control and quality improvement. In 1980, Crosby conceptualized zero defects. This is the attitude of defect prevention and involves doing the “right job right the first time.” Quality according to Crosby (1980) is free, but it is not a gift. Feigenbaum (1991) empahsizes total quality control. According to him, a company must set quality standards, appraise conformance to standards, act when conditions are not met and plan to make improvements. Finally, Ishikawa (1995) advocated the use of statistical techniques to improve quality in Japanese industry and his greatest achievement was the successful introduction of Quality Control Circles into Japan.

The CALABARZON Region in the Philippines

CALABARZON is one of the regions of the Philippines. It is designated as Region IV-A and its regional center is Calamba City in Laguna. The region composed of five provinces, namely: Cavite, Laguna, Batangas, Rizal, and Quezon; whose names form the acronym CALABARZON. The region is also more formally known as Southern Tagalog Mainland. The region is located in southwestern Luzon, just south and east of Metro Manila and is the second most densely populated region. CALABARZON and MIMAROPA were previously together known as Southern Tagalog, until they were separated in 2002 by virtue of Executive Order No. 103. Executive Order No. 246, dated October 28, 2003, designated Calamba City as the regional center of CALABARZON.

The largest city of the CALABARZON Region and the second most highly urbanized city is Antipolo City, with Lucena City being the first. CALABARZON is the most populated region in the Philippines, with a population of 12,609,803 inhabitants. CALABARZON is the second largest contributor to the national GDP, accounting for 17% of the gross domestic product.

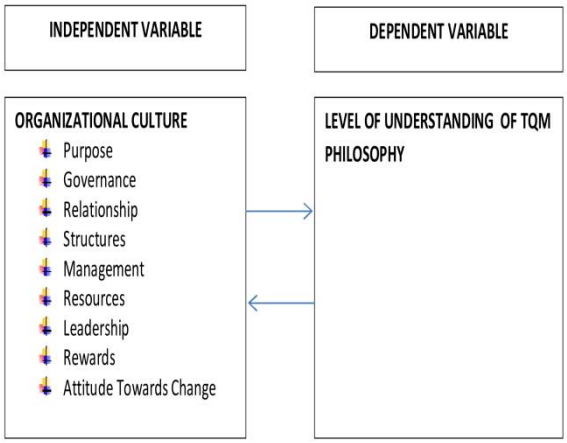
The region boasts a 2.1% inflation rate, lower than the national average of 3%. The region has a 9.2% unemployment rate which is higher than the national average of 7%. CALABARZON, much like the rest of the country, comprised of industrial and an agricultural economy. Due to CALABARZON's proximity to Metro Manila, a large amount of urbanization has taken place over the years. Cavite and Laguna in particular are sites of manufacturing and high-tech industries, with companies like Intel and Panasonic setting up plants in the region. Santa Rosa, Laguna, is home to a host of semi-conductor and automotive companies such as Amkor and Toyota, while Gen. Trias is home to Cavite's largest economic development zone, the PEC Industrial Park.

CALABARZON still has a large agricultural base. As of 2002, the region had 282,700 farms, covering 588,500 hectares, or 36.3% of the region's total land area. Cavite alone has almost 70,500 hectares of agricultural land. Laguna is home to the International Rice Research Institute, which can be found within the University of the Philippines Los Baños, whose main goal is find sustainable ways to help rice farmers. Batangas, meanwhile, is home to a large pineapple and coconut industry,

which is used to make Barong Tagalogs and native liquors such as lambanog and tuba in Tayabas City. Quezon is the country's leader in coconut products such as coconut oil and copra. Rizal is known for its piggeries. Region IV-A's agricultural base, however, is slowly decreasing. Due to their proximity to large bodies of water, Laguna and Batangas also have sizable fishing industries. Taal Lake is a large source of fresh water fishes for the country.

CONCEPTUAL FRAMEWORK

Figure 1. Proposed Conceptual Framework



The conceptual framework shows the relationship between dependent and independent variables of the study. The relational diagram implies that the aspects of organizational culture could be significantly correlated with the level of understanding of the TQM concept. Organizational culture is measured along with purpose, governance, relationship, structures, management, resources, leadership, rewards, and attitude towards change. Understanding of the TQM philosophy is measured using ten (10) indicators. T-test will be used to determine if there exists significant relationship between the two variables previously mentioned.

III. RESEARCH METHODOLOGY

Sampling Design

A total of 109 randomly selected respondents participated in the study. Majority of them are from manufacturing companies in account of around 67.05%. Other respondents were drawn from related industry or sectors like services.

Research Procedure

The World Bank Office Manila reported in its quarterly economic updates, released in December 2012 that manufacturing accounts for two-thirds of industrial output. It benefitted from a rebound in exports and grew 5.7% in the third quarter. Knowing that the CALABARZON region is a host to a number of manufacturing companies located in various industrial parks of the region, the researcher taught of conducting a study on operations of these companies. The researcher decided to correlate organizational culture of the companies with their level of understanding on TQM concepts. A questionnaire was designed based on the instrument used in the study entitled "Survey on the Implementation of Total Quality Management in Malaysian Automotive Suppliers" conducted by Univirsiti Teknologi Malaya. After the modification of the aforementioned instrument, the modified questionnaires were then distributed to targeted respondents. After which, the said instruments were retrieved. Responses were tallied using MS Excel and corresponding statistical tools were applied such as frequency and percentage, weighted means and correlation analysis.

IV. DATA ANALYSIS

Question 1. What is the profile of the respondents?

This part shows the description of the respondents of the study. A total of 109 respondents participated in this study. The following tables show their characteristics.

Table 1
Nature of the Business Affiliation of the Respondents

Nature of the Company	Frequency (F)	Percentage (%)
Manufacturing	74	67.05
Service	21	19.86
Design	3	2.50
Assembling	2	1.59
Powerplant	1	1.00
Education	1	1.00
Agriculture	1	1.00
Remanufacturing	1	1.00
Warehousing	1	1.00
Refurbishing	1	1.00
BPO	1	1.00
Real Estate	1	1.00
Construction	1	1.00
TOTAL	109	100.00

Table 1 shows the distribution of the respondents by type of business or company. Majority of them are from manufacturing companies accounting to seventy-four or 67.05%. A total of twenty-one or 19.86% represented the service sector. The other respondents are from design, assembling, powerplant, education and other sectors. Manufacturing companies outnumbered the other respondents which means that the data generated in the study would particularly show relationship of TQM practices in the context of manufacturing businesses.

Table 2
Quality Initiatives Implementated by the Companies in CALABARZON

Quality Initiatives	Frequency (F)	Percentage (%)
Customer satisfaction initiatives	60	15.11
Developing strategies for total quality	54	13.60
Employee involvement to improve quality	54	13.60
Development of a quality system	41	10.33
Setting up a quality department	38	9.57

Applying Statistical Process Control	37	9.32
Establishing measures of quality progress	37	9.32
Business process improvement	30	7.56
Supplier involvement program	27	6.80
Cultural change program	19	4.79
TOTAL	397	100.00

*Multiple Response

Table 2 shows the quality initiatives implemented in the companies of the respondents. Customer satisfaction was reported as the number one initiative promulgated by their company as shown in the total frequency of sixty or 15.11%. This is being followed by employee involvement to improve quality and developing strategies for total quality with a frequency of 54 or 13.60%. Development of quality system comes next with a frequency of 41 or 10.33%. Other initiatives include setting up of quality department, applying Statistical Process Control, establishing measures of quality progress, business process improvement and supplier involvement program. As reported, the companies did not give much focus on initiating cultural change program as reflected in the frequency of 19 or 4.79%.

Table 3
Quality Certification Attained by the Companies

Certification	Frequency (F)	Percentage (%)
ISO 14001	50	34.25
ISO 9001-2000	41	28.08
ISO 9002-2000	18	12.33
QS 9000	17	11.64
TSI 16949	11	7.53
ISO 9001-2008	4	2.12
ISO 14969	3	2.05
OHSAS 18001	1	1.00
Halal Certification	1	1.00
TOTAL	146	100.00

*Multiple Response

Table 3 shows the quality certifications achieved by the companies in the CALABARZON Region. A total of fifty or 34.25% reported to have achieved ISO 14001 certification. This was followed by those who have achieved ISO 9001-2000 certifcation. A total of 18 or 12.33% have reported that they gained ISO 9002-2000. Other certifications received include QS 9000, TSI 16949, ISO 9001-2008, ISO 14969, OHSAS 18001 and Halal Certification.

Table 4
Quality Awards Received by the Companies

Quality Awards	Frequency (F)	Percentage (%)
Quality Management Excellence Award	46	36.80
Industry Excellence Award	44	35.20
None	25	20.00
State Quality Award	2	1.00
Safety	2	1.00
PEZA Outstanding	1	1.00
2013 PMAP	1	1.00
Award from Ford	1	1.00
Yearly Top Sales	1	1.00
MERALCO Energy Conservation Award	1	1.00
Golden Dove Award	1	1.00
TOTAL	125	100.00

*Multiple Response

Table 4 shows the quality awards received by the Companies in the CALABARZON Region. On top of the list is Quality Management Excellence Award as reported by forty-six or 36.80% of the respondents. Forty-four or 35.20% have reported to receive Industry Excellence Award. Twenty-five or 20% have reported to have received none. Other awards received include state quality award, safety, PEZA outstanding, 2013 PMAP, Award from Ford, Yearly Top Sales, MERALCO Energy Conservation Award and Golden Dove Award.

Question 2. What is the respondents' assesment of their organizational culture?

Table 5
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Purpose

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	I understand the purpose of this organization.	1.61	Slightly Agree	1

2	The goals of this organization are clearly stated.	1.83	Slightly Agree	2
3	We tend to spend our money and energy to fulfill our highest priorities.	2.20	Slightly Agree	3
	GENERAL WEIGHTED MEAN	1.88	Slightly Agree	

Table 5 shows the weighted mean of organizational culture of the companies in terms of purpose. The weighted mean of 1.88 shows that the respondents have a slight agreement on the three indicators of organizational culture along with purpose. Degree of agreement is highest in the indicator stating that they understand the purpose of their organization. Lowest degree of agreement was given to the indicator stating that their companies tend to spend money and energy to fulfill their highest priorities.

Table 6
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Governance

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	The board reflects the community's demographics and racial mix and has a balance of the needed skills, contacts, and access to resources.	1.96	Slightly Agree	1
2	New board members are oriented to their tasks and given a written description of their responsibilities.	2.03	Slightly Agree	2
3	Board members get timely information in order to fulfill their job, agendas, minutes, financial reports, etc.	2.09	Slightly Agree	3
4	Enough board members are committed to the organization and devote enough time so that the board is effective.	2.14	Slightly Agree	4
5	Board meetings are mostly concerned with matters of policy, planning, funding, and financial management, not day-to-day details.	2.65	Uncertain	5
	GENERAL WEIGHTED MEAN	**2.17**	**Slightly Agree**	

Table 6 shows the weighted means of the organizational culture along with governance. The general weighted mean of 2.17 shows slight agreement of the respondents on the five indicators. That their board reflects the community's demographics and racial mix and has a balance of the needed skills, contacts, and access to resources received the highest degree of agreement. Lowest degree of agreement was on the indicator stating that board meetings are mostly concerned with matters of policy, planning, funding, and financial management, not day-to-day details.

Table 7
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Relationships

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	I know most of the board members and staff well enough to understand their skills.	2.01	Slightly Agree	1
3	Newcomers to the organization are quickly made to feel welcome.	2.03	Slightly Agree	2
2	When conflicts arise, we cope with them.	2.21	Slightly Agree	3
	GENERAL WEIGHTED MEAN	**2.08**	**Slightly Agree**	

The weighted mean of the organizational culture of the companies is shown in Table 7. Slight agreement was the general rating given by the respondents on the three indicators of relationships component. This is articulated in the weighted mean of 2.08. Higher degree of agreement was given to the indicator saying that they have knowledge that most of the board members and staff well enough to understand their skills. Lowest agreement was given to the indicator saying that when conflicts arise, they cope with them.

Table 8
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Structures

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	When decisions are made, it is clear who is responsible to do what by when.	1.95	Slightly Agree	1
2	There are adequate systems to assure that volunteers, staff, board members, and the committees communicate with each other.	1.97	Slightly Agree	2
3	Someone is clearly responsible to monitor volunteer and staff fulfillment of committed tasks.	1.99	Slightly Agree	3
4	Detailed operations decisions are not made by the board.	3.02	Uncertain	4
	GENERAL WEIGHTED MEAN	**2.23**	**Slightly Agree**	

Assessment of organizational culture along with structures is articulated in Table 8. The weighted mean of 2.23 shows slight agreement on the four indicators of structures component. Highest agreement was given to the indicator stating that when decisions are made, it is clear who is responsible to do what by when. Lowest level of agreement was given to the indicator stating that detailed operations decisions are not made by the board.

Table 9
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Management

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	Staff members have job descriptions and understand their responsibilities.	1.68	Slightly Agree	1
2	Meetings are used to effectively make decisions and accomplish important tasks.	1.89	Slightly Agree	2
3	I understand my responsibilities.	1.91	Slightly Agree	3
4	Staff, volunteers and professionals are regularly evaluated.	2.28	Slightly Agree	4
	GENERAL WEIGHTED MEAN	1.94	Slightly Agree	

Table 9 shows the organizational culture assessment made by the respondents on the area of management. The general weighted mean of 1.94 shows slight agreement. Staff members have descriptions and understand their responsibilities was the indicator to receive the highest degree of agreement. While the indicator stating that staff, volunteers and professionals are regularly evaluated received the lowest level of agreement.

Table 10
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Resources

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	I understand the financial condition of this organization.	1.95	Slightly Agree	1
2	This organization prepares an annual budget which is regularly monitored to see if expenses and revenues are on target.	2.14	Slightly Agree	2
3	Staff and board members have timely, accurate financial information.	2.53	Uncertain	3
4	We have a balanced source of funding from grants, donations, and earned revenue.	2.92	Uncertain	4
	GENERAL WEIGHTED MEAN	2.39	Slightly Agree	

Table 10 shows the degree of agreement of the respondents on the organizational culture along with resources. Receiving the highest degree of agreement is the indicator which states that the respondents understand the financial condition of their organization. Lowest degree of agreement was received by the indicator stating that the companies have a balanced source of funding from grants, donations, and earned revenue.

Table 11
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Leadership

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	This organization identifies and nurtures new volunteer leadership.	1.85	Slightly Agree	1
2	The board has an ongoing process for determining leadership needs and recruiting new board members.	2.00	Slightly Agree	2
3	For every program, it is clear who is in charge.	2.08	Slightly Agree	3
	GENERAL WEIGHTED MEAN	**1.98**	**Slightly Agree**	

Table 11 shows the degree of agreement on the indicators of the leadership component of the organizational culture. In general, they have slight agreement on the three indicators as evident in the general weighted mean of 1.98. Highest degree of agreement was received by the indicator saying that their organization identifies and nurtures new volunteer leadership. Lowest degree of agreement was given to the indicator saying that for every program of the company, it is clear who is in charge.

Table 12
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Rewards

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	I feel like my efforts are recognized and appreciated.	2.10	Slightly Agree	1
2	Staff has adequate salaries, and benefits.	2.11	Slightly Agree	2
3	I clearly benefit from my association with this organization.	2.15	Slightly Agree	3
	GENERAL WEIGHTED MEAN	**2.12**	**Slightly Agree**	

Table 12 shows the degree of agreement on the indicators of the reward component of the organizational culture. In general, they have slightly agreed on the three indicators as evident in the general weighted mean of 2.12. Highest level of agreement was received by the indicator stating that they feel like their efforts are recognized and appreciated. Lowest degree of agreement was received by the indicator saying that they clearly benefit from their association with their organization.

Table 13
Weighted Means of the Organizational Culture of the Selected Companies in the CALABARZON Region in terms of Attitude toward Change

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	This organization is open to changes.	1.95	Slightly Agree	1
2	New ideas are fairly considered in this organization.	2.05	Slightly Agree	2
	GENERAL WEIGHTED MEAN	**2.00**	**Slightly Agree**	

Table 13 shows the weighted mean showing the degree of agreement of the respondents on the indicators of the attitude towards change component of the organizational culture. They have slight agreement on the two indicators of attitude toward change as evident in the general weighted mean of 2.00.

Question 3. What is the level of understanding of the respondents on the concept of Total Quality Management?

Table 14
Weighted Means of the Level of Understanding of the Selected Companies in the CALABARZON Region on TQM Concept

NO.	INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION	RANK
1	TQM is a management philosophy and practice to ensure effective and efficient use of all available resources.	4.19	High	1
2	Teamwork and participation are important for achieving a continuous improvement culture.	4.17	High	2
3	Training and education are vital elements with respect to TQM implementation.	4.15	High	3
4	Statistical techniques (such as Statistical Process Control, Design of Experiments, etc.) are important to ensure consistency of product and process quality.	4.13	High	4
5	Management leadership, commitment and support determine the success of new change initiatives.	4.11	High	5
6	Management must provide adequate resources in every aspect of the business.	4.07	High	6
7	Initiatives such as Kaizen, suggestion schemes, quality circles, etc. will motivate employees to participate in quality improvement.	4.03	High	7
8	A work environment, which is conducive for improvement, is created through management-worker partnerships.	4.02	High	8
9	TQM aims to make customer satisfaction as the focus of the company.	3.96	High	9.5
10	Supplier involvement is vital in supporting quality improvement.	3.96	High	9.5
	GENERAL WEIGHTED MEAN	4.08	HIGH	

Table 14 shows the level of understanding of the respondents on TQM concepts. They have posted a general weighted mean of 4.08 which indicates that level of understanding of TQM. From the ten indicators, top three raters include the following. First, the indicator saying that TQM is a management philosophy and practice to ensure effective and efficient use of all available resources. Second, teamwork and participation are important for achieving a continuous improvement culture. Third, training and education are vital elements with respect to TQM implementation. In the bottom are the indicators stating that TQM aims to make customer satisfaction as the focus of the company and supplier involvement is vital in supporting quality improvement.

Question No. 4. Is there any significant relationship on the organizational culture and level of understanding the concept of TQM?

Table 15
t-Test Results to Determine if there is a Significant Relationship Between Aspects of the Organizational Culture and Level of Understanding of TQM Concepts

	ASPECTS OF ORGANIZATIONAL CULTURE CORRELATED WITH LEVEL OF UNDERSTANDING THE TQM CONCEPTS	t-STATISTIC	CONCLUSION
1	Purpose	31.8423	Significantly correlated
2	Governance	26.2185	Significantly correlated
3	Relationship	32.0607	Significantly correlated
4	Structure	29.1622	Significantly correlated
5	Management	29.3960	Significantly correlated
6	Resources	28.1612	Significantly correlated
7	Leadership	31.4040	Significantly correlated
8	Rewards	31.1453	Significantly correlated
9	Attitude Towards Change	33.7967	Significantly correlated

*t-critical:1.9822 @ 0.05 level of significance, two-tailed

Table 15 shows the results of t-test to determine if there is a significant relationship between organizational culture dimensions and level of understanding of TQM concepts. The t-stat values are all greater than the t-critical value of 1.9822. This signifies that there exists a significant relationship between the following aspects of organizational culture (purpose, governance, relationship, structure, management, resources, leadership, rewards and attitude towards change) and the level of understanding of TQM philosophy.

CONCLUSION AND DISCUSSION

It was theorized at the outset of the study that there could be a relationship between organizational culture and level of understanding of TQM philosophy. This study concludes that based on the typical profile of the respondents, they have implemented TQM along with the prevailing organizational dynamics. It was found out in the study that the companies have established organizational culture along with purpose, management, leadership, attitude towards change and relationships. These findings on organizational culture are related to findings of previous studies like that of Grondahl and Martinsson (2011) where they have found out that the rational culture is supporting several quality practices, which have been used to bring suggestions on how the unit can continue to develop their quality management. They concluded that in order to achieve high performance in the process management practice, it is important to increase the feeling of empowerment among employees and to involve the people closest to the process. According to Lawal and Chukwuebuka (2007), it is necessary that leadership recognizes the needs of the workers, employ appropriate motivational tool such as promotion of staff based on merit skills, provide suitable working environment and provide appropriate leadership style that will encourage free flow of information among employer, superior officers and other employees. In terms of understanding the TQM philosophy, the study found out that there is relatively higher level of understanding that TQM is a management philosophy and practice that ensure effective and efficient use of all available resources. They also have high level of understanding that teamwork and participation are important for achieving a continuous improvement culture; training and education are vital elements with respect to TQM implementation; statistical techniques are important to ensure consistency and management leadership commitment and support determine the success of new change initiatives. As a recommendation of this study, the companies need to focus more on rewards, governance, structures and resources aspects. On the level of understanding of TQM philosophy, they should continue to heighten their level of understanding on the following TQM philosophies, management must provide adequate resources; initiatives such as Kaizen, suggestion scheme, quality circles will motivate employees to participate in quality management; a work environment which is conducive for improvement should be created; TQM aims to make customer satisfied and supplier involvement is vital in support of quality improvement.

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