



Influence of organizational culture on total quality management; A study of Ghana Immigration Service in Secondi-Takoradi Metropolis

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Abstract

The study investigates the influence of organizational culture components such as organizational values and organizational behaviour on Total Quality Management in the Ghana Immigration Service Offices within the Secondi-Takoradi Metropolis. The study adopts the correlational research design to investigate the relationships between organizational culture dimensions such as organizational values and organizational behaviour and TQM. The study's population constitutes staff of GIS in Takoradi. The purposive sampling technique was employed to collect data from one ninety (90) employees of GIS in Takoradi. Primary data was gathered through questionnaire administration. The Statistical Package for Social Science version 21 aided the data analysis. Findings of the study showed a positive relationship between organizational values and TQM. Also, organizational behaviour was found to have a positive relationship with TQM. Policy implications and suggestions for future studies have been discussed

Keywords: Total Quality Management, Organizational Behavior, Organizational Culture. GIS

Introduction

The success or otherwise of an organization will depend on its ability to satisfy its customers. Customers are very central to the survival of an organization in that without the customers patronizing the product or service of the organization, the latter will have no reason to exist (Cahaya *et al.*, 2023) ^[7]. Gone are the days when the firm produces and expect its products or services to be purchased. The current era calls for consumer-oriented approach to doing business. This means products and services have to be tailored to meet customers' needs. The customer has thus become the focus of every organization.

To meet customer expectation and beyond, many organizations have resorted to the concept of total Quality Management (TQM). Defined as a management approach to ensuring customer expectations are met (Permana *et al.*, 2021) ^[21], Total Quality Management encapsulates all activities from the supplier through organizational processes until the product or service is finally delivered to the customer (Owusu-Kyei *et al.*, 2023) ^[18]. This does not end there; TQM also demands continuous improvement on the part of the organization at all times. The concept categorizes the customer into the internal customer and external customer.

The internal customer is the next in line in the production process. The internal customer is thus part of the organization who takes delivery of the product or service prior to his/her contribution (Xu *et al.*, 2023). According to Xu *et al.* (2023), the external customer on the other hand is the ultimate customer who pays for the product or service. This customer is the main focus in the TQM approach however, since the internal customer who happens to be part of the firm is also to be satisfied even before the external customer, the mantra in TQM has always been "do it right the first time" (Suhās & Sajjan, 2021) ^[25]

Though TQM is an initiative that must come from top management, the concept also demands that all employees within the organization be involved. In the views of Magd *et al.* (2021) ^[19], management must show commitment which

will encourage other employees to follow suit. The authors posit further that top level management must show this commitment by providing the necessary resources and training while encouraging employees by taking active part in the process to ensure the objective of meeting customer requirements are met.

This involvement of everyone within the organization implies that TQM calls for a reorientation of all workers as well as structural changes. For this to happen, the organizational culture must be dynamic enough to accommodate such changes. This means that the success or failure of every TQM effort is pinged on organizational culture. Tanjoyo *et al.* (2021) ^[26] intimated that a good TQM is bound to fail if the organizational culture is not adaptive enough to ensure its implementation.

As asserted by Pathiranage *et al.* (2021) ^[20], defining organizational culture is a very difficult task. This can be attested to by the numerous definitions by various authors. This notwithstanding, there is the need to extrapolate a common concept which will link all these definitions so as to set the premise for a successful study of the phenomenon. This is because whether we like it or not, organizational culture is a reality which has strong effect on the organization. Culture may be defined as the way of life of a group of people (Lubis & Hanum, 2021) ^[15]. With this definition, one can conveniently define organizational culture as "a way of life within an organization". This involves the belief system and attitudes. Organizational culture is what makes the organization distinct from others. Culture, though dynamic, is a deep rooted phenomenon which is very difficult to change within a short period.

Components of organizational culture can be divided into tangibles (hard) and intangibles (soft). The tangibles are what Hariani (2021) ^[12] will refer to as artifacts. These, he defines as "everything that can be seen or felt in the organization." According to Hariani (2021) ^[12], they are the first things to notice when one walks into the organization. Artifacts include dress code, symbols, colors and jargons.

The intangibles are the organizational values which serve as the guiding principles for behaviors within the organization (Hariani, 2021) ^[12]. These values are mostly subtly communicated and rewarded. They include such attributes that can be found in organizational behavior like task performance and organizational citizenship. Studies have shown that for a successful implementation of TQM, change is very essential (Errida & Lotfi, 2021) ^[8]. Organizational culture is however a deep-rooted phenomenon which is very difficult to change. This makes the implementation of TQM a very challenging task. The situation is worse when it comes to organizations which are fraught with bureaucratic complexities.

Public sector institutions in Ghana are governed by statutes mostly enacted by Parliament. This makes these institutions very rigid and bureaucratic. Implementing change in such highly regulated institutions is therefore a very daunting task. The situation becomes worsened if it has to do with regimental organizations like the Ghana Immigration Service (GIS) where command structures are imperative in their operations. This state of affairs tends to stifle creativity which is an essential aspect of TQM.

Studies such as Twum *et al.* (2021) ^[27] concluded that TQM is not a concept fit for public sector organizations, citing reasons attributable to the nature of TQM itself, work cultures and “the concept of customers in the public sector” The Ghana Immigration Service (GIS) is mandated by law to regulate and monitor the entry, residence, employment and the exit of foreigners in the Ghana. Its activities are governed by the Immigration ACT, 2000 (Act 573). In pursuance of this mandate, the Service processes passengers travelling in and out of Ghana and issues permits to non-Ghanaians who intend staying in the country for some period of time.

The challenge here is that aside being a regimental institution in which command structure plays a key role in their operations, clients of GIS are mandated by law to acquire permits from the Service to enable them legally reside in Ghana. With such compulsion, the Service will not need to crave for clients. This has the tendency for things to be taken for granted. This situation may not motivate management to consider pursuing TQM and focusing on the needs of the customer may not be a priority. However, aside winning customer loyalty, organizations embarking on TQM stands to gain in other areas which will inure to the benefit of the organization. This implies that public institutions like the GIS stand to benefit a lot from embracing the concept.

This study seeks to find out what aspects of the GIS culture within the Metropolis have influence on TQM.

Study Objectives

1. Examine the effects of organizational values as part of organizational culture on TQM
2. Evaluate the effects of organizational behavior as part of organizational culture on TQM

Literature review

Concept of Organizational Culture

Organizational Culture

The term “organizational culture” has proved extremely popular with management theorist and managers alike. The term “culture” has its theoretical roots within social anthropology and was first used in a holistic way to describe

the qualities of a human group that are passed from one generation to the next. Giuliano (2020) ^[10] describes culture when taken in its wide ethnographic sense, as that complex whole which includes knowledge, belief, art, morals, law and man as a member of society. Anthropological understanding of organizational culture is something that results from the interaction and is generated at all levels of the organization suggesting that while managers can influence culture, they cannot actually create or direct it because the generation of organizational culture is, by nature, not restricted to the domain of management (Stein, 2021) ^[24]. According to Schein (2023) ^[22], organizational culture can influence how people set personal and professional goals, perform tasks and administer resources to achieve them. Organizational culture affects the way in which people consciously and subconsciously is think, make decisions and ultimately the way in which they perceive, feel and act (Stein, 2021) ^[24]

Total Quality Management

TQM has been considered as an important mechanism for promoting the smooth running of companies and attaining a competitive advantage. This importance has guided researchers to study this management philosophy and analyse how to implement it successfully (Akao, 2020) ^[2]. Magd *et al.* (2021) ^[19] defined TQM as an integrated effort to achieve and maintain high-quality products based on the maintenance of continuous process improvement and error prevention at all levels and in all functions of the organisation with the aim of reaching and even exceeding customer expectations. As these and other authors show (Lutra *et al.*, 2020; Owusu-Kyei *et al.*, 2023) ^[18], TQM is a multi-dimensional concept. Within its component dimensions, the researchers emphasised two types of elements. The first are the more technical aspects of quality management and the second are the intangible aspects.

Organizational Value and Total Quality Management

Organizational culture has long been acknowledged to be important to the success of an organization. It is increasingly evident that top management must have an explicit focus on the development and maintenance of their organization's culture (Schein, 2023) ^[22]. Organizational value dimension of organizational culture such as and fairness, readiness to upgrade skills and responsible customer relations can enhance total quality management (TQM) and, according to Haffar (2022) ^[11], it is that aspect of dimensions that managers must focus on. Abane *et al.* (2022) ^[1] studied the performance of fairness in organizational value of organizational culture and observed cultural norms integrated into daily work practices. The authors concluded that fairness as organizational value dimension of organizational culture positively influences TQM. Accordingly, researchers have claimed that organizational values as part of organizational culture and total quality management (TQM) are complementary to each other (Fok *et al.*, 2023) ^[9] and especially in the context of organizational performance (Tanjoyo *et al.*, 2021) ^[26]. Issah *et al.* (2024) ^[13] found that managers in Ghanaian banking sector could create a positive relationship between organizational values and TQM standards. Korang (2024) ^[14] also found that an organizational value has a significant effect on total quality management (TQM). Consequently, the study hypothesized that

H1: Organizational value significantly impact TQM

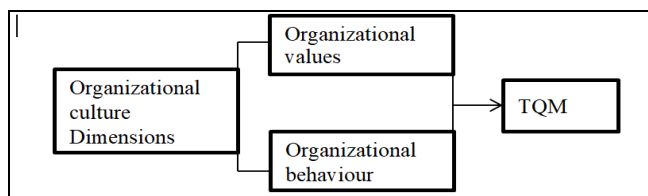
Organizational behaviour and Total Quality Management

Organization consists of individuals with different tasks attempting to accomplish a common purpose (Akpa *et al.*, 2021) [3]. Organizational behaviour is described as a social unit within which people have achieved somewhat stable relations among themselves in order to facilitate obtaining a set of objectives or goals (Brethower, 2022) [5]. Studies have shown that organizational behaviour factors such as teamwork and assistance offered to colleagues can influence organizational behaviour, including the organization’s culture, policies, and structure (Bryant & Merritt, 2021) [6]. These aspects can have an impact on total quality management (TQM) productivity and their commitment to the organization (Zhang *et al.*, 2024) [28]. Organizational behaviour in the context therefore, refers to a component of management activity which focuses on how individuals act within the organization. Using tools that enhance TQM, such as teamwork and employee assistance can help integrate regulations and standards into everyday operations while maintaining a high level of performance and productivity (Carvalho *et al.*, 2021). Several studies have shown that a high organizational behaviour dimensions such as teamwork and employee assistance is essential to strengthening TQM. Inferring from the literature, it was hypothesized that:

H2: Organizational behaviour positively impact TQM

Contextual Framework

Figure 1 depicts the framework that relates the concepts and the central themes of the study. The conceptual framework establishes the operationalization of organizational culture dimensions of organizational value and organizational behaviour and links it to TQM.



Source: Author’s Construct, 2025

Methodology

The study adopts the correlational research design to investigate relationships between organizational culture dimensions such as organizational values and organizational behaviour and TQM. According to Seeram (2019) [23],

correlational research design can be used to determine the strength and direction of the association between variables. The study’s population constitutes staff of GIS in Takoradi. The purposive sampling technique was employed to collect data from one ninety (90) employees of GIS in Takoradi. Primary data was gathered through questionnaire administration. The questionnaire administration took approximately three weeks where each respondent spent about twenty minutes to complete the questionnaire. Prior to the questionnaire administration, a pilot test was ensured to ensure validity of the study instrument. Also, the Cronbach Alpha coefficient was employed to establish the study’s reliability. The Statistical Package for Social Science version 21 aided the data analysis. Respondents were allowed to participate in the study at will without coercion. Also, the researcher ensured anonymity and confidentiality of respondents

Results

Demographic Characteristics of Respondents

Respondents were made up of 55 (61.10%) females (29%) and 35 (3.90%) males (41%) all aged between twenty and forty-five years. On attainment of education, 15 (16.70%) were pre-tertiary certificate holders, 55 (61.10%) were tertiary certificate holders whilst 20 (22.20%) were post tertiary certificate holders. The dataset demonstrates that all the respondents have attained varied educational qualifications with tertiary certificate holders being majority. From the study, majority of the respondents 80 (88.90%) were senior staff whilst 10 (11.10%) were junior staff

Multiple Regression Analysis

The objective of regression analysis is to predict a single dependent variable from one or more independent variables. When the problem involves two or more independent variables, it is a multiple regression. In this study, association was established between the use of two independent variables that is organizational value and organizational behaviour and one dependent variable TQM

Correlation Analysis

The study’s correlation results from the multiple regression analysis demonstrated a positive correlation between (organizational values and organizational behaviour) the independent variables and TQM (the dependent variable). Organizational behaviour was found to be the most significant with correlation value of .650 whilst organizational value recorded a correlation value of .520 at 0.1 confidence level. The results are presented in table 1

Table 1: Showing Correlation between the Independent variables and the and Dependent variable

		TQM	OV	OB
TQM	Pearson Correlation	1	520**	650**
	Sig. (2 tailed)		000	000
	N	90	90	90
Organizational value	Pearson Correlation	520**	1	
	Sig. (2 tailed)	000		
	N	90	90	
Organizational behaviour	Pearson Correlation	650**		1
	Sig. (2 tailed)	000		
	N	90		90

Source: Researcher’s Field Work, September, 2025.

** Correlation is significant at the 0.01 level (2-tailed).

***TQM, OV and OB denotes Total Quality Management, Organizational value and Organizational behaviour respectively

Conclusion

The conclusion is that, the components of organizational culture namely: organizational value and organizational behaviour positively influence Total Quality Management in the Sekondi-Takoradi offices of the GIS. With organizational value recording a correlation value of .520, the implication is that organizational value influences TQM by 52% whilst about 48% is influence by other variables not delineated in the study. Equally, organizational behaviour recording a correlation value of .650 implying that organizational behaviour influences TQM in the Sekondi-Takoradi offices of the GIS by 65% whilst about 35% is influence by other variables not delineated in the study. Hence, the null hypotheses of the study was accepted as we reject the alternative hypotheses

Policy implications

The study has some policy implication for the government and policy makers

The study found a positive relationship between organizational culture components such as: organizational value and organizational behaviour and Total Quality Management

The government must ensure that the GIS as a government institution has is built on strong culture to enhance TQM delivery. The institution should build a culture that allows individuals to grow as long as their growth is in line with the organization's aims. Also, the culture of the institution should ensure that duties and functions of employees are harmonized in a generally stable setting. Leaders of GIS must develop beliefs, norms and values that all staff can identify with and appreciate to enhance TQM delivery. This will enable staff develop a sense of belongingness which will make them committed to the organisation and subsequently enhance TQM delivery

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