



EFFECT OF TOTAL QUALITY MANAGEMENT PRACTICES ON ORGANISATIONAL CULTURE AMONG DEPOSIT MONEY BANKS IN NIGERIA

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ABSTRACT

In addition to examining various organisational culture categories used by Nigerian banks, this study examined the effect of total quality management practices on organisation cultures among the listed deposit money banks in Nigeria. Primary information was used in the investigation. The marketing and transaction units of four Deposit Banks in Abuja employed 100 middle and upper management personnel as respondents to a questionnaire. Descriptive and inferential statistics were used to examine the data. The study found that banks in the study area adopted ten different organisational cultures, including group culture, which had a mean score of (4.53) and a percentage of (79.6 percent); developmental culture, which had a mean score of (4.01) and a percentage of (54.8 percent); rational culture, which had a mean score of (4.32) and a percentage of (67.7 percent); hierarchical culture, which had a mean score of (3.58) and a percentage of (28.0 percent); and (58.1 percent). The final findings revealed that organisational culture had a significant positive impact on the management quality of Nigerian banks ($F = 3.658$, $p 0.05$), with group culture ($t = 2.354$, $p 0.05$), adhocracy work culture ($t = 2.325$, $p 0.05$), macho culture ($t = 2.499$, $p 0.05$), and work hard/play hard culture ($t = 4.340$, $p 0.05$) contributing the most.

Keywords: Organisational Culture, Banking Industry, Total Quality, Management Practices and Deposit Banks.

INTRODUCTION

Over the past few years, particularly since the global economic crisis, the banking sector has experienced unusually fierce competition and shifts in customer expectations. Recent socio-political changes are to blame for the significance of the increased emphasis on customer service excellence in financial institutions (Bahri, Hamzah, & Yusuf, 2012). Economic globalisation has changed many things, including how customers behave regarding financial services (Beer, 2003). Deming (2019) regarded quality and process improvement activities as critical catalysts initiating an economic chain reaction. As a result of quality improvement,

lower costs, fewer errors, fewer delays, and better resource utilisation were discovered and established. This now leads to an increase in productivity, allowing a company to capture a larger market share, remain competitive, and create more jobs (Summers, 2006). Indeed, service quality will determine service providers' survival in the international market (Goffnett, 2004).

According to Ayankeng and Marcel (2015), in order to be more successful in their business operations and to be able to withstand new challenges around the world, the majority of money deposit banks have ingested new philosophies like Business Process Re-engineering, Total Quality Management (TQM), and others. The primary motivation behind these principles has been to optimise the organisation's internal and external performance throughout each target market. Total Quality Management is a method of running a corporation that aims to increase the entire enterprise's adaptability, competitiveness, effectiveness, and efficiency. All company employees must know that any operation or process that can be carried out more efficiently motivates quality improvement, increases value and customer satisfaction, and consumes resources less wastefully. Customers, the organisation, its employees, and society benefit from increased effectiveness and efficiency. The factors affecting quality and the execution of Total Quality Management programs in enterprises have been identified by prior studies. These include the following: a lack of management commitment and motivation; deeply ingrained organisational cultures; the perception that quality is an additional option; the conventional mentality that quality is expensive; a lack of collaboration between dealers and suppliers, trade unions, and management; unorganised and uninterested customers; insufficient political support; and a low level of the establishment (Lakhe & Mahanty, 1994; Djerdjour, 2000).

Furthermore, many companies rapidly join the quality bandwagon needing to properly comprehend what initiatives like overall quality management imply or the potential outcomes (Temtime & Solomon, 2002). The "soft" side of quality management neglect, or how poorly the organisational cultural and human resource components are handled, is highlighted by a lot of data from the literature on quality failure (Cruickshan, 2000; Wilkinson, Redman, Snape, & Marchington, 1998). Organisational culture is the all-inclusive method for dealing with such "soft" components of quality management. This is why organisational culture has been the focus of this study. In the literature on quality management, organisational culture has garnered interest. Since the early 1990s, there has been discussion about the interrelationship between TQM and organisational culture as well as the cultural influences on quality management (Ina, Apprimus Wissenschaftsverlag; Aachen, 2016; Waldman, 1993). Examining the interplay between management and culture in businesses in emerging nations like Nigeria is becoming increasingly important because research has shown that organisations today survive largely due to good management practices and a robust organisational culture.

However, the majority of these studies were carried out in industrialised nations. The small-scale studies carried out in developing countries mainly concentrated on industrial businesses, neglecting the banking sector, which makes up a significant segment of the economy, hence, the need for this study. The following study questions were attempted to be answered based on the problem mentioned above: What are the organisational cultural subcategories employed in the Nigerian banking sector? Furthermore, do management standards or qualities in Nigerian banks depend on organisational culture? This study's overarching goal was to evaluate how Nigerian banks' cultural environments affected quality control. The specific objectives were to (i). examine different organisational cultures adopted or practised in the



Nigerian banking industry; and (ii). analyse how organisational culture affects the standard of management in Nigerian banks.

LITERATURE REVIEW

Organizational Culture Concept

To completely understand the results of our study, it is important to concentrate on the theoretical foundations of organisational culture. According to Schein (1995), one can better comprehend how and why cultures evolve inside an organisation by outlining the demand for integration and sense in the members' behaviours. The emergence of shared components, such as beliefs, procedures, and shared values that are successful and consequently asserted through time, have surfaced or transpired due to the critical need for integration. These shared traits are passed on to new organisation members as part of the socialisation process. More so, it is possible to think of organisational culture as a concept that all the organisation's participants share. It comprises the accepted norms that carry unspoken rules for how the organisation's members should behave and collaborate. These norms serve as a representation of the organisation's identity. Organisational culture is regarded as a very latent construct, which implies that it is not readily apparent except for the cultural level of visible artifacts (Schein, 1995).

According to Schein (1992), an organisation's culture can be examined on three levels. At the level which is the highest, there are the visual representations of the organisation, which comprise its technological settings, office design, and audible behaviours. These are simple to see, but from the outside, you need help to grasp the underlying reasoning behind an organisation's behaviour, making it difficult to analyse the culture of an organisation just based on this level. The organisation's cultural values make up the second level of organisational culture. People within an organisation are aware of its values, which include its corporate philosophy, conventions, and reasoning. People do not have to think exactly alike, according to Lee & Choi (2006), but it is crucial that everyone shares some underlying principles and agrees on how to carry out tasks. According to the population, one can generally state that culture is defined by various factors (Husband & Mandal, 1999). National and industry cultures will both have an impact on organisational culture. The national culture shapes people's worldviews and represents the shared cultural and mental programming beyond country boundaries (Hofstede, 1980). Masculinity vs femininity, individualism vs collectivism, uncertainty avoidance, and power distance are the four categories used to define national culture. There will also be many subcultures within the organisation. An organisational culture most frequently varies between various departments and organisational units, despite being meant to be uniform throughout the entire organisation (Liker & Hoseus, 2008). According to Schein (1995), an organisation will contain many cultures if its structure includes functional, divisional, or geographical groupings.

The evaluation of organisational culture is a topic that is widely discussed. According to Cameron and Quinn (1999), one of the reasons there have been so many attempts to associate culture with dimensions and traits is the notion of organisational culture's incredibly broad definition. Since there is always more that may be claimed to be important, it is practically impossible to cover everything relevant. Additionally, few models evaluate organisational culture while carrying out organisational growth (Denison & Spreitzer, 1991). Denison and Spreitzer assert that the Competing Values Framework, developed by Quinn and Rohrbaugh in 1983, is a paradigm that has shown promise for this goal. It serves as a framework for studying organisational cultures. The Competing Values Framework has been demonstrated to be reliable due to its empirical derivation and incorporation of elements put forth by other

authors (Cameron & Quinn, 1999). This framework fulfils several purposes, including highlighting the values that each of the two organisational analysis components is based on and identifying the most crucial concepts to enhancing organisational performance. The Competing Value Model was initially developed to research measures for successful firms (Cameron & Quinn, 1999).

Campbell (1977) conducted a study on effectiveness, and Denison and Spreitzer (1991) described 30 elements from that research that are strongly related to organisational analysis. They contend that they are opposites because an organisation's effectiveness is essentially measured when it comes to analysis. In a separate empirical investigation by Quinn & Rohrbaugh (1983), 15 of 30 efficacy criteria were chosen. First and foremost, while seeking to assess organisational culture, the Quinn and Rohrbaugh (1983) paradigm offer a comprehensive framework for guidance. The Opposing Values Framework, according to Denison & Spreitzer (1991), "emphasises the conflicting tensions and conflicts that exist within many human systems."

The two elements on which the framework is created are structure (flexibility-control) and emphasis (internal-external), and they are placed in a coordinated system. On the horizontal x-axis, organisational focus can be understood as either organisational orientation (to the left) or human orientation (to the right). When a company is person-oriented, it is viewed as a socio-technical system (STS) where the employees have their own emotions, as opposed to the latter, who sees it more as a logically developed tool to perform its function and achieve the specified goals (Quinn & Rohrbaugh, 1983). In the coordination system, it appears that being on both sides of an axis is impossible because doing so leads to contradictions. However, it is crucial to note that although an axis depicts characteristics that seem at odds with one another, it is still feasible for a company to have elements of both at once, for example, being adaptable yet stable (Denison & Spreitzer, 1991). For instance, an organisation can prioritise great performance by gratifying its clients while still making investments in the training of its internal employees.

Organizational Culture Types

Hierarchy, Adhocracy, Clan, and Market are the four types of organisational culture that Quinn and Cameron differentiate.

- i. Families are the centre of Clan Oriented Cultures, which strongly emphasise teaching, fostering, and "doing things together."
- ii. Dynamic and enterprising, adhocracy-oriented cultures prioritise taking risks, innovating, and "doing things first."
- iii. Market-oriented cultures focus strongly on competition, success, and getting the job done and they are results-oriented.
- iv. In hierarchically organised cultures, efficiency, stability, and "doing the right thing" are prioritised.

Although there is agreement on the group behaviours, assumptions, values, and beliefs that guide organisation members in their daily work (Cameron & Quinn, 2013), many distinct definitions of organisational culture were discovered (Schroeder & Linderman, 2014). According to Schein (2010), who asserts that organisational culture is a pattern of shared fundamental beliefs created, discovered, or developed by a given group as it learns to address its issues with external adaptation and internal integration; newcomers must be taught organisational culture as the proper method to think, feel, and perceive a connection to those issues. As a result, managers are believed to need to use the organisational culture as a key instrument in shaping the course of their companies (Daft & Lane, 2018). As a result, the

right environment is created, which impacts the firm's operational and business performance (Cadden, Marshall, & Choi 2013).

Schein, Schein, Verlag Franz, Vahlen, & Gambi (2018) stressed that the true relevance of leaders inside firms derives from the formation and maintenance of culture to create a workplace suitability culture that can increase employee satisfaction and organisational performance. Organisational culture is essential for embracing and supporting change since it influences the adoption of initiatives like Total Quality Management to boost effectiveness (Cameron & Quinn, 2013). As it is claimed by Kaluarachchi (2010) and Mohammad Mosadegh (2006), one of the essential requirements for the successful implementation of Total Quality Management for all firms is a proper organisational culture. This suggests that a successful outcome is less likely if Total Quality Management and Organizational Culture do not coincide or harmonise (Gambi, Boer, Gerolamo, Jrgensen, & Carpinetti, 2015). In other words, because TQM deployment is incompatible with Organisational Culture, it usually fails to yield the desired outcomes (Idam, 2014). According to studies, according to studies, Yong & Pheng (2008); Juran & Gyrna (2005), TQM practices and organisational culture are advantageous mutually, especially in the context of organisational performance.

METHODOLOGY

The study was carried out in the Federal Capital Territory, Abuja (FCT). The FCT is home to several private and public groups with different ideologies and traditions, which is why this was chosen. Notable, considering that the study intends to assess how organisational culture affects management effectiveness in Nigerian banks. Furthermore, the FCT has a sizable representation of Nigeria's banks, particularly the ones considered for this study. This made it possible for the researcher to select relevant study components and draw generalisations. The sample frame comprises four deposit money institutions from the Nigerian banking industry: Guaranty Trust Bank, First Bank of Nigeria, United Bank for Africa, and Access Bank (Diamond Bank). These were chosen in particular because of the banks' exceptional performance compared to other Nigerian banks. The study sample is made up of a total of 100 out of 160 officials from the chosen banks. Each of the four chosen banks' has 25 bank officials who make up this group. Employees of the chosen banks served as primary sources for this study's data collection. A questionnaire created by the researcher served as the primary research tool. Structured questions, unstructured questions, and a Likert scale rating pertinent to the topic of the inquiry are all included in the questionnaire. Descriptive statistics such as frequency distribution tables, percentages, and measures of central tendency were used to analyse the data in the first step. The impact of the independent variable was determined using straightforward linear regression on the dependent variable.

RESULTS AND DISCUSSION

Data are presented, analysed, and discussed in this chapter. The findings of respondents drawn from the selected deposit banks were chosen randomly for the study, which was conducted in Abuja, the capital of Nigeria. In Abuja, 100 qualified respondents (workers) from Diamond Bank, Guaranty Trust Bank, First Bank of Nigeria, and United Bank for Africa received well-structured questionnaires; 93 were completed and returned. Using SPSS (version 22), the study's data was analysed.

Table 1: Different categories of culture adopted among Banks in Nigeria

CULTURAL STYLE	Agreed Strongly (%)	Agree (%)	Neutral (%)	Disagree (%)	Disagreed Strongly (%)	MEAN	RII	Total (%)
Group Culture	74(79.6)	2(2.2)	11(11.8)	4(4.3)	2(2.2)	4.53	1 ST	93(100.0)
Developmental Culture	51(54.8)	23(24.7)	2(2.2)	3(3.2)	14(15.1)	4.01	4 TH	93(100.0)
Rational Culture	63(67.7)	14(15.1)	4(4.3)	7(7.5)	5(5.4)	4.32	2 ND	93(100.0)
Hierarchical Culture	26(28.0)	34(36.6)	9(9.7)	16(17.2)	8(8.6)	3.58	10 TH	93(100.0)
Adhocracy Work Culture	61(65.6)	12(12.9)	-	8(8.6)	12(12.9)	4.10	3 RD	93(100.0)
Baseball Team Culture	10(10.8)	51(54.8)	21(22.6)	9(9.7)	2(2.2)	3.62	9 TH	93(100.0)
Club Culture	28(30.1)	40(43.0)	14(15.1)	5(5.4)	6(6.5)	3.85	6 TH	93(100.0)
Fortress Culture	7(7.5)	65(69.9)	10(10.8)	9(9.7)	2(2.2)	3.71	7 TH	93(100.0)
Macho Culture	52(55.9)	10(10.8)	2(2.2)	8(8.6)	21(22.6)	3.69	8 TH	93(100.0)
Work Hard/ Play Hard Culture	24(25.8)	54(58.1)	6(6.5)	3(3.2)	6(6.5)	3.94	5 TH	93(100.0)

Source: Field Survey, 2022.

According to Table 1 above, most respondents, or 79.6 percent of the workers, reported that the culture adopted in the organisation is a group culture. Furthermore, 54.8 percent of respondents indicated that the organisation's work culture is that of a developmental culture; 67.7 percent of respondents indicated that rational culture is practised in the organisation; 28.0 percent of respondents indicated that hierarchical cultural style is practised in the organisation; 65.6 percent of staff indicated that an adhocracy type of work culture is practised in the organisation; and 54.8 percent of respondents indicated that 43.0 percent of those polled agreed with the practice of club culture in the organisation; 69.9% of respondents felt that fortress culture should be used in the workplace. In addition, 55.9 percent of respondents strongly agreed with adopting a macho culture in the organisation, while 58.1 percent agreed with the use of work hard/play hard in the organisation. These findings are consistent with some existing literature. For example, Eskerod & Skriver (2007) highlighted group culture and adhocracy as organisational cultures that best align with Total Quality Management implementation. Additionally, Zu, Xingxing, Robbins, and Fredendall (2010) conclude that the organisational cultures that prove to be most crucial for successfully implementing quality management practices are the rational and group cultures. These cultures are linked to Total Quality Management and Six Sigma practices. Four important paradigms in organisational theory were also identified by Quinn and Kimberley (1984): Group culture, developmental culture, rational culture, and hierarchical culture.

Table 2: Regression analysis of Organisational Culture effect(s) on the Management Quality among Nigerian Banks

Model	Coefficients that are not Unstandardised		Standardised coefficients	T	Sig
	B	Std. Error	Beta		
Constant	3.452	.474		7.289	.000
Culture of the group	0.084	0.036	0.245	2.354	.021
Adhocracy work culture	.078	0.033	0.259	2.325	.023
Mach work culture	.065	0.026	0.251	2.499	.014
Work hard\play hard culture	0.191	0.044	0.438	4.340	.000
Model Statistics					

R	0.555 ^a	Sum Square Regression	5.578
R ²	0.308	Sum Square Residual	12.505
Adjusted R ²	0.224	Total	18.083
F- Statistics	3.658	Mean Square Regression	0.558
Sig F- Statistics	0.000	Mean Square Residual	0.152

Source: Field Survey, 2022

Table 2 uses multiple regressions to show how organisational culture affects managerial quality in Nigerian banks. The findings demonstrated a statistically significant relationship between organisational culture and managerial quality in Nigerian banks ($F = 3.658$, $p = 0.05$). The "t" values indicated the influence or impact of each independent variable or predictor variable on the dependent variables or response variables when the absolute t value was greater than 2 and the p-value was less than 0.05. The findings were as follows: macho culture ($t = 2.325$, $p = 0.05$), adhocracy work culture ($t = 2.325$, $p = 0.05$), group culture ($t = 2.354$, $p = 0.05$), work hard/play hard culture ($t = 4.340$, $p = 0.05$), and group culture. In contrast to the study's null hypothesis, the findings indicated that organisational culture significantly impacts the management calibre of Nigerian banks. The Standardised Coefficients' Beta column included the largest beta value. The case's largest beta coefficient of .438 indicates a society that places high importance on both work and pleasure. This demonstrates that when the variation explained by all other components in the model is controlled, this variable provides the most distinguished contribution to describing managerial quality. In Table 4.2, the values for R, R², and revised R² were also given. The modified R² value indicates how well the model considers the variation in the dependent variable (management quality) (organisational culture). The value, in this case, is 0.308, or 30.8 percent. This suggests that our organisational culture model may account for 30.8% of the variation in managerial quality in Nigerian banks.

The existing body of empirical literature and these findings are in agreement. TQM illustrates how a suitable culture is required to support the quality practice by Irani, Beskese, and Love (2004). Jinhui, Beskese, & Love have identified a recent development in the research literature that emphasises the significance of infrastructure quality management approaches (2011). They asserted that softer variables like mindset and culture had taken precedence over harder ones like procedures and tools in the discussion of quality management practices. Additionally, Naor, Goldstein, Linderman, and Schroeder (2008) concluded that while infrastructure management quality procedures and major management quality techniques may not directly influence improved operational performance, organisational culture and effective infrastructure management techniques and infrastructure management quality practices can.

SUMMARY AND RECOMMENDATION

Quality and Organizational Culture In the upcoming years, management will be a fundamental prerequisite for the banking industry's existence. Management is swiftly evolving into a critical component of banking. It is crucial to remember that a good mindset and a quality culture are necessary for quality to become ingrained in a business. A successful business should consistently look for ways to enhance the quality of its outputs and operational procedures; the bank should also balance product quality with the necessary level of productivity. Since management quality is a holistic system, it expands quality circles as a more comprehensive way to handle the desired quality. The study's primary objective was to

examine the various forms of organisational culture used by Nigerian banks. The study found that among the top five organisational culture types used by Nigerian banks that support the implementation of quality management practices are group culture, with a mean score of 4.53; rational culture, with a mean score of 4.32; adhocracy work culture, with a mean score of 4.10, developmental culture, with a mean score of 4.01, and work hard/play hard culture, with a mean score of 3.92 to be successful.

The research's second objective examined how organisational culture affected the managerial calibre of Nigerian banks. According to the study, organisational culture and management effectiveness in Nigerian banks are statistically related ($F= 3.658$, $p 0.05$). The study found that work hard/play hard culture ($t= 4.340$, $p=.000$), macho culture ($t= 2.499$, $p=.014$), group culture ($t= 2.354$, $p=.021$), and adhocracy work culture ($t= 2.325$, $p=.023$) all significantly contributed to the decline in managerial quality in Nigerian banks. According to the study's findings, organisational culture significantly affects the managerial calibre of Nigerian banks. The following suggestions are given in light of the analysis and field survey findings: Organisations that want to enhance the quality of their management should, first and foremost, consider implementing ideals. By doing so, they can boost performance by ingesting quality ideals like those promoted by Total Quality Management. This suggests that everyone working for the company believes they follow quality management, which lowers costs and raises the standard of their goods and services. Second, any business must comprehend the numerous quality management factors that are relevant to it before putting managerial quality into practice. This will enable them to evaluate the performance of the procedure as well as its implementation.

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