

Culture and total quality management an empirical investigation of insurance companies in Sri Lanka

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The management in TQM implies that it's a management approach, not just a narrow quality control or quality assurance function. TQM is a highly people oriented and has many implications for the study and application of organizational behavior. Review of the existing literature, however, suggests that all quality programs fail to show improvement in organizational performance. One significant reason for these TQM failures is the implementation of TQM without understanding organizational culture. Accordingly the objective of the paper is to empirically investigate the impact of organizational culture on the success of TQM. This study limited to insurance companies in Sri Lanka. The sample of study consisted 180 executives and managers who are working under functional heads. The researcher used convenience sampling in selecting the subjects. The instrument used in the study was a survey questionnaire. The Correlation analysis explained a positive moderate relationship between culture and success of TQM ($r=0.521$, $p=0.000$) that is culture of an organization is positively related to the success of TQM. According to the regression analysis, 27% of success of TQM is accounted for by the culture. Accordingly this study implies that, TQM requires building a quality culture for getting success from TQM efforts.

Key words: Total Quality Management, Organizational culture, Management, Insurance companies.

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