

## **Influence of Organizational Culture on TQM in Tertiary Institutions in Asia**

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### **Abstract**

Total Quality management (TQM) approach has been proven to enhance quality in the educational field. TQM is a vision for continuous improvement, which tertiary institutions can easily achieve through school administrators' full commitment. However, several studies show the demand for a supportive organizational culture that could function as a kind of control for administrators to influence the kind of values that an institution develops for a successful TQM implementation. The purpose of the study is to determine the influence of organizational culture on total quality management among school administrators in seven selected tertiary institutions in Asia. This paper presents how Organizational Culture can influence TQM and highlights the relationship between these two factors. The respondents were 295 school administrators in 12 colleges and universities in seven selected countries in Asia. The study used a quantitative approach using descriptive-correlation. Survey findings suggest that four OC elements can influence the successful implementation of TQM in education namely; "involvement," "consistency," adaptability," and "mission.". School administrators must continuously practice positive organizational culture traits as evidenced by this study. These traits have strong influence to attain total quality management in education. Further, they must provide clear and transparent avenues to consult subordinates and colleagues on whatever decisions they may undertake.

**Keywords:** *organizational culture, Total quality management (TQM), continuous improvement involvement, consistency, adaptability, mission*