

The Impact of Enterprise Culture to Quality Management in Lilama

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Abstract: Since 1992, the concept of group culture has been under the influence of globalization. Corporate culture is frequently studied in multinational companies called cultural management. The expansion of the new market in the field of machine installation has made a great development of LILAMA. This paper examines the relationship between corporate culture and comprehensive quality management in LILAMA where contractor projects have been awarded contracts with high-value contracts. Data collected from 10 companies directly produced by Lilama were analyzed by using the Sem model. The results show that corporate culture impact on overall quality management, thus setting out management measures that create a competitive advantage for LILAMA and apply to other enterprises in Vietnam.

Keywords: Corporate culture, comprehensive quality management.

INTRODUCTION

Too the globalization and the business entry for the environment environment for the quick change. To be successful, the business must be suitable with the environment variable and making the persistent the best wall painting [1]. Nghiên cứu của Noe [2], text in business date today are an be in a section in the created of the community created for the business of the business development under the development. Text of business making a system that values that are all in the business, shared, accept, high title and application in which values.

Qua đó, văn bản tạo ra phần tạo nên sự khác biệt giữa các doanh nghiệp và được coi là nguồn của bức tranh cạnh tranh. LILAMA has large quy mô, length from North to Nam with a multiple users are a different people that the other user, the text level, get level, system, local region local, ideal text... different different making a environment and multicuity.

Cummings và Worley [3] định nghĩa: “Văn hóa doanh nghiệp là tiềm năng để thúc đẩy sự liên kết giữa các dịch vụ khác nhau, để phục vụ cho mục tiêu của tổ chức và phát triển mạch nhân, method set for transport through transparent information information”. The idea of total quality management is for the global performance for the product of the product of quality, the quality to the product and the rating to get the request of the quality and your choice customer [4]. However, the quality of production quality and text under business will be happen. The query research of the current research is an existing relationship between business and total quality at LILAMA. SEM configuration pattern configuration used for checking and verify this model.

OVERVIEW OF RESEARCH MATERIALS AND METHODS

Document overview

Corporate culture

Deal and Kennedy [5] define corporate culture as values: heroes, rituals and etiquettes, communication networks. Quinn and Cameron [6] propose a business culture framework that is measured against 39 performance indicators. The vertical dimensions distinguish the flexible organization and determines stability and control; horizontal horizontal orientation of internal harmony from external competition. Another approach to OC determination is based on characteristics: participation, consistency, mission and adaptability, developed by Denison [7]. The Denison model continues to divide each characteristic into three sub-dimensions and dimensions: participation, including group empowerment, and developmental potential; consistency, including core values, agreements, and coordination and integration; adaptability including change creation, customer focus and learning organization, and Look, strategic direction and purpose, and goals and objectives. Based on the context of this study, the Denison model is applied for further analysis.

Total quality management

Hendricks and Singhal [8] point out that the application of comprehensive quality management results in improved financial performance and comprehensive quality management assures higher product quality. Demirbag *et al.* [9] proposed seven factors to evaluate the implementation of comprehensive quality management, namely: quality of data and reporting, the role of management; staff relations, supplier quality management, training, quality policy and management process. Therefore, based on the above studies, this study used a model modification, including leadership, human resource management, management process, corporate management and continuous improvement. Advance quality and information.

RESEARCH METHODOLOGY

Research hypothesis

Many studies have proven that the success of implementing quality management is largely dependent on corporate culture. Rad [10] determined the impact of cultural values on the success of implementing

comprehensive quality management at a hospital in Iran. The results show that comprehensive quality management requires a quality-oriented corporate culture supported by commitment and involvement in senior management, organizational learning, sales, teamwork and collaboration, risk acceptance, continuous improvement, customer focus, partnerships with suppliers, quality monitoring and evaluation. Prajogo and MCDermott [11] found that differences in the implementation of comprehensive quality management were determined by differences in corporate culture. In particular, hierarchical corporate culture has shown a significant relationship with the practice of comprehensive quality management. According to the studies presented above, this study proposes the following hypothesis:

Corporate culture has a positive impact on quality management

Research model

Based on research hypotheses and literature reviews, the proposed research model:



Fig-1: The proposed research model

Question Design

The questionnaire consists of three parts: corporate culture, comprehensive quality management, and personal platform are answered using the Likert scale:

Corporate culture

Based on Denison's [12] model, four major structures are considered:

- Participation: refers to the extent to which the organization is focused on development, notification, involvement of people, and engagement from them, regarding the employee's ability, ownership and responsibility.
- Consistency: refers to the extent to which the organization has a strong and intertwined internal culture, with respect to common values, a way to

mediate disagreements, coordinate and integrate between different functional units.

- Tasks: refers to the extent to which the organization has a clear sense of purpose Long-term orientation, including vision, strategic direction, goals and objectives.
- Adaptability: the extent to which the organization's ability to adapt quickly to signals from the external environment, including the consumer and the market

Total Quality Management

Based on the literature [8, 9], comprehensive quality management has been measured by:

- Leadership: refers to the extent to which top management embraces the concept On quality management in the implementation of business to create a working environment mutual respect,

communication and participation in projects are facilitated.

- Human Resource Management: refers to the extent to which management leaders are able to fully support all plans.
- Management process: refers to the extent to which a construction company empowers project leaders or specialists to manage project implementation in the planning and design process.
- Collaborative management with companies: refers to the level of measurement of cooperative

relationships with external alliances, in terms of quality improvement, communication channels, as well as the delivery of directions. Bring clear requirements for quality to cooperate with companies.

- Continuously improve the quality and the information: refers to the company's strategy of continuous quality improvement

RESULTS AND DISCUSSION

Results

Table-1: Number and criteria of respondents

Criteria		Quantity (person)	Proportion (%)
Sex	male	203	74,36
	Nữ Female	70	25,64
Age	< 35	115	42,13
	From 35-50	120	43,96
	>50	38	13,91
Level	< University	184	67,40
	University	87	31,87
	> University	02	0,73
Seniority	< 5 year	84	30,77
	From 5 - 10 năm	105	38,46
	> 10 year	84	30,77
Income	< 3.000.000	24	8,79
	From 3-10.000.000	212	77,66
	> 10.000.000	37	13,55

Source: Survey data of the author in 2018

Table 1 presents the demographic characteristics of the sample, the data used in the sample

This includes responses from workers in the 10 LILAMA direct manufacturing companies. Each

company received 30 questions to answer. Thus, a total of 300 votes collected 273 votes (91%). Relative data is consistent with the organization of an installation company.

Table-2: Survey of structural and descriptive statistics for indicators

Measurement index	Level of significance	Std.dev	Cronbach's
Corporate culture	3.5752	0.5553	0.8961
Total Quality Management	3.5021	0.5113	0.8562

Source: Survey data of the author in 2018

Table 2 shows descriptive statistics for size, reliability and validity tests, reliability and validity for each structure with multivariate measures. Estimated coefficients & reliability were used for internal measurement

Check for reliability and validity

Reliability and validity tests were performed for each concept with multiple measures of random

variables. It is estimated that the Cronbach reliability index is used to measure the consistency of multivariable scales. In this study, a Cronbach of each structure greater than 0.8, will have reliability for the survey instrument. In addition, measures with item-correlation greater than 0.6 are considered to be of high standard value [13]. Table 3 gives the data in accordance with the requirements.

Table-3: Internal factor analysis and value for questions

Size	Element	Total correlation	Cronbach's
Corporate culture	Involvement	0,5899	0,9102
	adaptability	0,5852	0,9001
	mission	0,5122	0,8910
	consistency	0,5321	0,9012
Total Quality Management	Leadership ability	0,6124	0,8996
	Humanresource management	0,5452	0,8998
	Processmanagement	0,6356	0,8752
	Continuous quality Improvement and info	0,6124	0,9008
	Cooperation firms management	0,6325	0,9321

Source: Survey data of the author in 2018

The results of the exploratory factor analysis are presented in Table 3, a confirmatory factor analysis that includes convergence and discriminant values performed according to standard. The results show that all correlations are greater than zero and large enough to proceed with distinct values. Furthermore, the discriminant value was checked by counting the number

of times an item correlated highly with items from elements other than items from its own element. The results also

Show the value of full differential. This study demonstrates the value of convergence and discrimination.

Table-4: Observation of factor reliability

Size	Element	Observe the reliability index (R2)
Corporate culture	Involvement	0,61
	adaptability	0,63
	mission	0,68
	consistency	0,51
Total Quality Management	Leadership ability	0,59
	Humanresource management	0,58
	Processmanagement	0,66
	Continuous quality Improvement and info	0,57
	Cooperation firms management	0,55

Source: Survey data of the author in 2018

Analysis of the structural equation model

Structural equation model was applied to examine proposed models and hypotheses. Structured

Equation Model (SEM) is a multivariate statistical technique for testing structural theory [1]. The final results of the analysis are shown:

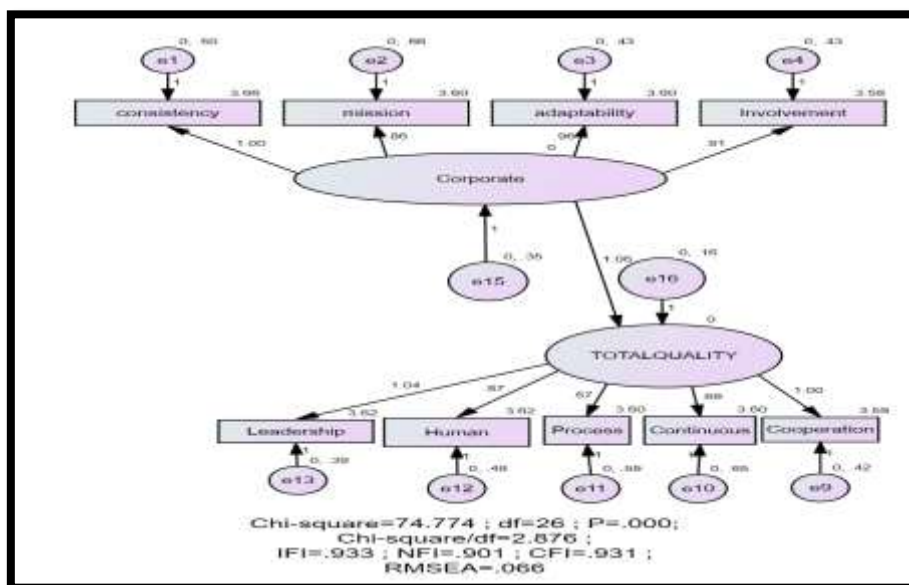


Fig-2: SEM model demonstrating the relationship of corporate culture and quality management

Source: Survey data of the author in 2018

Analysis of the SEM model is shown in Figure 2, and is consistent with absolute indices (IFI = 0.933, NFI = 0.901, CFI = 0.931, RMSEA = 0.066) indicating that structural or responsive models or higher limit, and thus represent a satisfactory fit for the sample data

collected. Statistics by chi-square for degrees of freedom also show a reasonable fit. Based on Figure 2, both hypotheses show statistical significance (see Table 5).

Table-5: SEM relationship of corporate culture and comprehensive quality management

			Es	S.E.	C.R.	P
Total Quality Management	<---	Corporate culture	1.055	.130	8.145	***
Involvement	<---	Corporate culture	1.000			
adaptability	<---	Corporate culture	.858	.122	7.059	***
mission	<---	Corporate culture	.956	.116	8.250	***
consistency	<---	Corporate culture	.910	.113	8.076	***
Leadership ability	<---	Total Quality Management	1.000			
Humanresource management	<---	Total Quality Management	.688	.084	8.218	***
Processmanagement	<---	Total Quality Management	.565	.077	7.337	***
Continuous quality Improvement and info	<---	Total Quality Management	.874	.083	10.483	***
Cooperation firms management	<---	Total Quality Management	1.038	.088	11.809	***

Source: Survey data of the author in 2018

DISCUSSION

Based on the results of the analysis, Conclusions Corporate culture has a direct positive effect on comprehensive quality management. Current research supports the findings of previous studies concerning the impact of corporate culture on overall quality management [10]. Specifically, after examining the Japanese contractors who have succeeded in adopting indigenous comprehensive quality management practices in a foreign country. The implementation of comprehensive quality management in the industry is constrained by the national market where local customers, subcontractors and employees are equally affected by corporate culture.

functional units in the company are in the same direction.

Finally, although the empirical results from this study mainly support the current model, at least two constraints need to be carefully considered. First, because individuality in providing empirical data, prejudices and preferences may exist due to differences in personal experience or training. Second, the data was collected at LILAMA; the characteristics of the companies surveyed may differ from companies from other regions or countries. Therefore, the present results should not be assumed to represent the general case. However, they may provide a basic reference for companies located in areas or countries with similar environments to LILAMA companies.

CONCLUSION

Existing documents show that corporate culture and comprehensive quality management are important factors in building a company [14]. Jabnoun & Sedrani [15] found that important factors affecting total quality management were: project management competence, management support, follow-up and participant feedback interactions between members and ownership capacity. Their findings reaffirm the author's findings that corporate culture is an important but implicit factor in influencing comprehensive quality management as an important factor in implementing a project. Quality projects

So implies that if a company wants to succeed in the customer-oriented market it needs to pay more attention in defining the organization's mission, values and strategies to cultivate the right thinking. "In the enterprise, such as the importance of trust with customers, on the other hand ensure that the needs of customers must meet. A standard implementation process must be in place to enable project teams to deliver quality products. This can only be done if all the

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