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Understanding the Influence of the National and Organizational culture on the Adoption of Total Quality Management in Syrian Public Manufacturing Organisations

BBS Doctoral Symposium 23rd & 24th March 2009
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Abstract

Literature review has shown that there is an increasing recognition of the influence of national and organisational culture on the success or failure of TQM adoption.

An overview of the literature addressing the influence of national and organizational culture on total quality management adoption success in developing countries, and particularly Arab countries reveals that there has been lack of extensive empirical research on this area specifically in Syria. The majority of studies examining the above mentioned relationship have been conducted in developed countries.

The aim of this study is examine the influence of national and organizational culture on TQM adoption success in Syrian public manufacturing organizations.

This study contributes to the TQM adoption theory along with national and organizational culture theory. It is also one of the few empirical studies to test the relationship between these variables in developing countries and Arab world, and is the first leading study in Syria that concentrates on TQM transformation considering the influence of local national and organizational culture. The outcome of this study could produce an approach in the application of TQM that is compatible to cultural settings in this country and develop a new thinking about the adoption of TQM in different cultural contexts.

The purpose of this paper is to introduce a specific research question based on the literature review, and to present the proposed future research strategies direction which will help to answer the research questions and to achieve the research aim and objectives.
1. Introduction:

In today’s economy, a great number of governments and companies in different countries around the world have adopted and implemented TQM principles and practices (Juran, 1992; Lakhe, & Mohanty, 1994; Youssef and Zairi 1995). This is because they have recognised TQM as a means for achieving competitive advantage in today’s global markets (Dean and Bowen, 1994).

In evaluation the literature addressing TQM, the majority of studies examining its practices and implementation, barriers, and relationship with culture have conducted in developed countries, few empirical studies have been conducted on TQM and systematically confirmed its relationship with national and organisational culture in developing and Arab countries (AL- Kalifa and Aspinwal 2000). In the proposed research, the researcher is looking at the influence of national and organizational culture on TQM adoption in Syria which is one of the Arab and developing countries.

This paper will begin with a brief literature review on the research variables; TQM, national and organizational culture and the relationship between them. It will then briefly discuss the characteristics and problems of the Syrian economy and industry, followed by presenting the research question, aim and objectives. Then, the proposed research methodology and design which will be adopted to test empirically the influence of national and organisational culture on TQM adoption will be presented.
2. Literature review:

The area or field of this study consists of an integration of two streams of research, namely national and organisational culture one the one side and TQM on the other side. Narrowing it down, the author aims to analyse and examine the influence of national and organisational culture (independent variables) on the adoption and implementation of TQM (dependent variables).

2.1 TQM benefits:

Many researchers such as (Youssef & Zairi, 1995) argue that successful TQM implementation leads to positive influence on both microeconomics at individual firm’s level and macroeconomics at national’s level. The results of many recent empirical studies (e.g. Samson & Terziovski, 1999; Easton & Jarrell, 1998; Lemak et al., 1997) provide evidence of positive, direct and indirect, influence of successful TQM implementation on the overall business performance of the organisation.

In addition, many authors as well as former and current politicians such as (Tony Blair, Bill Clinton, Charles F. Wald; Dr Mohamed El-Baradei) considers that main reason of the terrorism is poverty (e.g. Pech & Slade, 2006; Loza, 2006; Manokha, 2008; Ford, 2001; Comfort, 2003; Byrd, 2006; Kamal, 2008). Therefore, the researcher considers that TQM implementation could help to preventing and combating Terrorism by eradicating poverty.
2.2 The relationship between national and organizational culture and TQM adoption:

Many researchers consider that culture acts as a main driver (Kujala and Lillrank, 2004; Kekale and Kekale, 1995; Al-Khalifa and Aspinwall, 2001) and barrier (Mellahi & Eyuboglu, 2001) for successful TQM adoption and implementation. Therefore, it is very important to study and consider the cultural issues. However, the issue of culture is so complicated, complex and varied. Therefore, the researcher decides to study it at adequate depth to clarify its impact and relation with TQM.

After an extensive review for the literature, the researcher concludes that national and organisational culture has positive and negative influences on the implementation of TQM (e.g. Tata & Prasad, 1998; Jung et al., 2008; Al-Khalifa and Aspinwall, 2001). Within the both national and organizational culture literature, studies have identified the dimensions of national culture and characteristics of organizational culture that influence the adoption and implementation of TQM (e.g. Tata & Prasad, 1998; Jung et al., 2008; Al-Khalifa and Aspinwall, 2001). Literature review has shown that the characteristics of group and adhocracy culture, (Dellana and Hauser, 1999; Chang and Wiebe, 1996; Al-khalifa and Aspinwall, 2000; 2001) and the attributes, values of culture in low power distance and uncertainty avoidance countries (e.g. Tata & Prasad, 1998) are the most supporters and facilitators for TQM implementation. Thus, they must be the dominant in any country and organisation to achieve successful TQM implementation.
In evaluation the literature addressing TQM, the majority of studies examining its practices and implementation, barriers, and relationship with culture have been conducted in developed countries, however, few empirical studies have systematically confirmed its relationship with national and organisational culture in developing and Arab countries (AL-Kalifa, Aspinwall, 2000) particularly Syria.

2.3 The influence of Arab and Islamic culture on TQM adoption

There is not any universal approach to TQM implementation because different countries have different cultures, environments and history, which lead to differences in their organizational cultures (Jung et al., 2008). As a result, successful TQM implementation in any country requires an approach which is and culturally feasible; suit the socio-cultural system in their countries (Kekale & Kekale, 1995) in order to decrease the resistance to the minimum degree (Kekale & Kekale, 1995; Al-Khalifa & Aspinwall, 2001).

In addition, many authors such as (Corbin, 2007; Moubayed; 2005; Haffar 2007) have noticed that the tension, growing gap and conflict between the west and the Islamic world which has recently increased as a result of series of events lead to increase the Re-islamisation; religiousness and reverting to Islam in many Arabic and Islamic countries This in turn pushes people to change and give up the western lifestyle in all different aspects of life (e.g. consumption (boycotting US and Danish products), business field…) (Corbin, 2007; Moubayed, 2005; Haffar, 2007). Therefore, the researcher considers that most probably the majority of people would tend to boycott and resist any western;
foreign theory approach such as TQM. In the proposed study, the researcher aims to develop framework to implement TQM suitable for Syrian culture and therefore decrease and overcome the resistance of accepting this approach which perceived to be coming from the west.

Therefore, the researcher has reviewed the factors that influence and shape Arab; Syrian culture at adequate depth to clarify its impact and relation with TQM. These factors are Islamic religion which is considered the most influential factor that shape Arab and Syrian national culture (Tayeb, 1997), as well as other forces that have contributed and affected the development of the Arabic cultural traits and the Arab behavior and practices at the present time, such as the influence of tribalism and ‘value’ system of the nomadic Bedouins of the Arabian Peninsula which has continued from the pre Islam period and still persists till today (Baali, 2004), the influences of Ottoman Empire and European Powers occupation on Arab culture, norms and values (Abbas, 2005).

The researcher has reviewed the interpretation of some Islamic texts and reviewed the literature that discusses the relationship between Islam and modernization (Fuller, 2000; Abbas, 2005), and compared between Islamic teachings and TQM principles. In addition, the researcher has talked; discussed with some Islamic scholars to get deeper understanding about the interpretations of some complex and not obvious texts related to business and quality of work in Islam. As a result, the researcher supports the opinion of many authors and politicians such as the former Prime Minister of Malysia; Mahathir Mohammed, who consider that Islam is not anti modernization. In addition, the researcher confirms and agrees with the conclusion of Al-Zamaney et al (2002) which indicated that there is no contradiction between the quality practices proposed by TQM
and the Islamic teaching. Moreover, the researcher considers that TQM practices and principles are not only similar to Islamic teaching but also as a part of Islamic teaching. This is because, the characteristics of group and adhocracy culture, and the attributes, values of culture in low power distance and uncertainty avoidance countries, which are considered as the most supporters and facilitators for TQM implementation, are mentioned and emphasised in the main sources of Islamic teaching; (Q’uran and Sunnah). Therefore, the poor record of modernization and low level of quality management practices in most of the Arab countries is not due to Islam religion but as a result of many other factors that make Muslims in modern Arabic states to be far away from Islam teaching. Theses factors are secularism (Abdel- Salam, 2007), and a mixture of fanaticism, capitalism, and feudalism (Chapra, 1992), which are the result of many historical events, Ottman Empire and then European occupation for the Arab countries (Hunter& Malik, 2005), as well as the pre Islamic values of nomadic tribes (Baali, 2004). As a result, the researcher proposes that the translation of TQM practices into Islamic framework is the most important element in the proposed framework which will be introduced in the end of this study.

3. Research context:

The Syrian non-extractive industry contributes to only 15% of the GDP (Gross Domestic Product). In 2007, 86% of all Syria's exports to the EU consisted of crude oil and petroleum products (SEBC, 2008). However, Dr Nabil Sukkar, an economist who heads the Syrian Consulting Bureau says “our oil reserves are falling” (Fifield, 2008).
Therefore, since oil as a natural resource might be depleted, the dependence on oil export does not help to achieve sustainable development and is a major threat to Syrian economy and national security in the future. Therefore, Syrian government must concentrate on non-oil products to supplement the national income through diversified sources. However, there are considerable defects in the productive sector in Syria (Naser et al., 2006). In addition, there is a low degree of conformity between the specifications of the majority of Syrian products and international standards and specifications (National Indicative Programme, 2006). Therefore, most of the Syrian products are stuck within national boundaries and are not able to pass to the international market and the trade balance of industrial products is also decreasing losing (Naser et al., 2006; SEBC, 2008). In addition, Syria witnessed integration into the world economy as evidenced by the Free Trade Area with the Arab States (Tyara et al., 2004), and also evidence of further integration with global economy would be the protocols that would make Syria an associate with EU and a member of WTO respectively, which is at the last stages presently (National Indicative Programme, 2006). These agreements breaks the traditional barriers and provides Syrian domestic industries with an opportunity to enter new international markets in the same way as it provides other countries access to Syrian domestic markets. Therefore, the Syrian Government will not be in a position to maintain protectionist policies (import restrictions, tariffs and different types of subsidies) for local industries (Tyara et al., 2004), Syrian industries and products therefore face the challenge of sharp international competition (National Indicative Programme, 2006).

In the last decade, the Syrian government has realized the importance of TQM. The deputy prime minister for Economic affairs in Syrian government Mr. Abdullah Dardari
mentioned that Syrian government has begun to realize the significance of quality as a strategic choice because it leads to enhance the competitiveness of Syrian products in the international markets and in turn on the competitiveness the Syrian economy (Faraj, 2007; Syria steps, 2007). Therefore, Syrian government encourages all organizations in public and private sector to get different ISO certificates and to adopt total quality management (Syrian Scientific Society for Quality, 2008). Therefore, nowadays many Syrian organizations have adopted different international standards and assess the level of assurance in their quality systems according to the ISO standards (Draj, 2007). In addition, some of them are about to adopt TQM. However, in the diploma award stage in Syria, the researcher has conducted a small research about the readiness for TQM implementation in terms of existence level of critical TQM successful factors and practices in (SPMs). Based on the result of this study and the few articles, publications and views from public and private newspapers and magazines (e.g. Naser et al., 2006; Tyara et al., 2004), as well as points raised by Youssef and Zairi (1995), the researcher argues and expects that the majority of Syrian organization are long away from maturity to adopt and implement TQM practices and they might face difficulties and considerable problems and therefore fail in TQM adoption because of their current organisational culture as well as Syrian national culture which contradict and oppose with that required to support TQM implementation.

The researcher considers that we must describe not only where Syrian organizations should be in terms of quality practices, but also describe where they are (current quality practices and cultural profile in their organizations). Therefore, the researcher will study the existing national and organisational culture to investigate and examine the
applicability of TQM in Syrian organisations. This will help to develop a suitable
recommendation and framework to help various Syrian organisations to move ahead in
terms of quality practices and overcoming cultural obstacles. This is turn would lead to
achieving successful TQM implementation is Syrian organisations.

To the best of the researcher’s knowledge, this is the first empirical study in the Syrian
context that integrates the TQM, culture (organizational and national) constructs. This
research is an effort to make a contribution to these under researched areas. It is
appropriate, therefore, to study TQM application and transferability in Syria, where the
need is even greater due to a lack of understanding and empirical research on TQM.

4. Research Question

The literature points to many research and case studies that indicate a high rate of failure
among many organisations adopting Total Quality Management (e.g. Mosadeghrad,
2006; Eskildson 1994; Sila and Ebrahimpour, 2002). Many researchers consider that
cultural barrier is one of the main reasons for successful TQM adoption and
implementation. Although few studies have been conducted in the Arab countries, most
of them concluded that TQM adoption has failed and faced many problems and barriers
in these countries (e.g. Youssef and Zairi 1995; Al-Khalifa and Aspinwall 2000; and Al-
Zamany et al. 2002). Some of them found that TQM is constrained by the current
organisational culture in these countries (e.g. Al-Khalifa & Aspinwall, 2001). Therefore,
it is significant to study cultural factors because it is one of the major factors that can help to increasing the rate of TQM adoption success.

The research questions of this study arise from the current gap in the literature regarding the influences of national and organizational culture on TQM adoption success in the developing countries and Arab regions particularly Syria. This leads the researcher to try to answer the following main research question:

*What influence does national and organisational culture have on the adoption of Total Quality Management in Syria?*

**5. Aims and objectives:**

The primary aim of this study is answer the above mentioned research question; “to examine the influence of national and organizational culture on the adoption of TQM in Syrian Public Manufacturing Organisations (SPMs)”. Then, this will lead to develop a model and framework which is compatible to cultural settings in Syria, through which Syrian manufacturing companies could follow through easily to implement and adopt TQM successfully.

Many objectives have been identified to achieve the aims of this research. These objectives are: Firstly, to examine the current practices, potential difficulties and barriers of quality and TQM related activities and as a result, to assess the readiness for TQM implementation in terms of existence level of critical TQM successful factors and practices in Syrian Public manufacturing organisations (SPMs). Secondly, to investigate the relationship between TQM philosophy and culture at both national and organizational
level in Syria. In addition, to investigate the level of compatibility of the current characteristics of culture in (SPMs) and that required; ideal, and facilitator for TQM adoption success. In other words, to assess the readiness for TQM implementation or for successful transformation of TQM in Syrian's manufacturing organizations in terms of their existing national and organisational culture. The last objective of this study is to suggest a framework and recommendation/ guidelines to help Syrian government and institutions to adopt and implement TQM successfully and therefore to compete in the local and international marketplace.

6. Contribution of the research

The proposed research will contribute to TQM adoption theory together with organisational and national culture theory as follows:

First: Research dealing with the influence of national and organizational culture on TQM adoption in developing and Arab countries has been quite rare (Al-khalifa & Aspinwall, 2001) specifically in Syria which has a unique culture. There is not much research has been undertaken on TQM in Syria. As far as the researcher is concerned, there are only few academic research studies for Masters Degree published in Arabic language in some of the Syrian universities. Other related secondary sources include non- academic publications and views from public media such as newspaper with no hard data. The researcher argues that these are filled with personal bias as they lack means of scientific verification. The current research study is considered the first PhD level research undertaken to study the influence of national and organizational culture in TQM adoption
success in Syria. This study would help in filling the gap and will make a contribution to these under research areas. In addition, it is anticipated that the outcomes of this research will add to the existing business literature additional empirical findings in the area of TQM adoption in developing and Arab countries.

Secondly, the researcher considers that this study will contribute to the Syrian government efforts to achieve economic development and social prosperity. Furthermore, it contributes to the international efforts to preventing and combating terrorism. This is because the framework which will be suggested to create an organizational culture that could function as fertile soil for successful adoption and implementation of TQM principles. This may ultimately lead to achieve economic development not only in Syria; but in many other Arabic and Islamic countries which in turn would decrease poverty; the main reason for terrorism.

Thirdly, many authors consider that the Islamic religion is the most influential factor that shapes the national culture in Arab countries (e.g. Tayeb, 1997); few authors have fully acknowledged and showed its role in business and management in the last century. However, nowadays, there is a growing body of research and academic publications with interest in the influence of Islam religion on business and management (e.g. Al-Zamaney et al., 2002; Fam et al, 2004; Abbas, 2005; Haffar, 2007). Therefore, this study contributes to the body of knowledge in this field which concerns the importance of Islamic religious principles, values and teachings in business and management particularly the relationship between Islamic teachings and TQM principles.
Recently, the increased conflict between the west and Muslim countries make many international policy makers and Academic researchers to seek information about Muslim and Arab culture and its influence on all aspect of people’s life and behaviour particularly in business organizations (Abbas, 2005). Therefore, this study will provide them with a very good reference about the previous link.

Also, as the translation of TQM practices into Islamic framework is the most important element in the proposed framework which will be introduced in the end of this study. The researcher proposes that the latter would help to take the opportunity and the advantage of the positive aspect of recent re-islamisation in Syrian society which is reflected by people’s desire to express their religiosity by directing people to implement the particular Islamic teaching and values which translate and reflect TQM principles in their workplace. Furthermore, this might help to combat the extremist who might take the opportunity of the recent re-islamisation negatively by directing and teaching people the wrong interpretations of Islamic texts which might lead to terror actions at national and international level.

Moreover, this research will provide a basis to help other researchers to do similar research in other organisations in Syrian public or private sectors in the future. Lastly, the researcher has proposed to use of a diverse sample including Syrian academics in management fields as well as Managers in (SPMs) to improve the validity of this study.
Research Methodology

This research follows a deductive approach, because the researcher would not build and formulate theory from the data that will be collected rather the researcher would formulate hypothesis based on literature review and then test them empirically (McDannel et al., 1998).

In order to answer the research questions and to achieve the research aim and objectives the researcher has proposed to use the following research strategies in phases (see table 1).

Table1. The proposed phases of this research study in order and their objectives

<table>
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<tr>
<th>Phase</th>
<th>Objectives</th>
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<tbody>
<tr>
<td>Phase 1: Literature review and collect the relevant secondary data from paper based and electronic sources</td>
<td>To identify research issues that would be addressed in the primary research and to develop the conceptual framework and hypothesis</td>
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<tr>
<td>Phase 2: Conduct few interviews (5-6) with management academics from Syrian university.</td>
<td>To discuss, verify and refine the initial conceptual framework, that examine the research question, as well as to discuss and ensure the validity of the hypothesis that will test the relationship between variables</td>
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<tr>
<td>Phase 3: Conduct a pilot study</td>
<td>The questionnaire survey which will be developed and proposed will be sent to</td>
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some experts in TQM field to ask about their opinion on the validity of the content of the questionnaire and their opinion about its structure. In addition, an Arabic version of the proposed questionnaire will be pilot tested among a group of Syrian managers who represent the targeted sample within the Syrian public manufacturing organisations as well as with some academics in relevant disciplines who have an experience about management in Syria in an attempt to obtain their views about the questions which will be asked and the variable used in the questionnaire, regarding the Syrian context. Based on the feedback of this pilot test and reliability and validity check, the researcher might make some adjustments, redesign, simplify in the proposed questionnaire before distributing the final version to the target sample.

**Phase 4: Distribute the final questionnaires to the target sample; managers in Syrian**

Surveys have been widely used to study the influence of organisational culture on TQM
Public Manufacturing organisations (SPMs) practices (e.g. Al-Khalifa & Aspinwall, 2001; Prajogo & McDermott, 2005; Jabnoun & Seadrani, 2005).

Quantitative questionnaire survey will be used as an explanatory tool not only to validate the framework empirically (Saunders et al., 2003), but also to determine the points that should be further explained, ascertained, observed and clarified during in depth interviews in the second stage of this research.

| Phase 5: Conduct in depth interviews with some managers from (SPMs), who responded to the questioner and accept to further participate and be interviewed, as well as some Academics from Aleppo and Damascus University who have an experience and have done research about various management and business issues in Syria. | To give further explanation and clarification of some points and confirm the results of the survey findings; and to confirm or reject the theoretical findings, as well as they will decrease the bias and increase the validity of the findings. |
In addition to the above mentioned the researcher has talked with academic experts in business and management environment in Syria, and with Islamic scholar when required during the literature review stage.

As mentioned in the above table, the researcher will collect the primary data by conducting a methodological triangulation; multi-design empirical method combining quantitative surveys and qualitative in-depth interviews to test empirically the influence of organizational and national culture (independent variables) on the adoption of TQM (dependent variable). This is because triangulation methods provide more viewpoints and perspective as well as deeper and broader information on the phenomenon being studied (Cooper & Schindler, 2003; Creswell, 2009; Zikmund, 2003) and to increase the quality, validity and reliability of the findings and decrease the degree of bias (Bouma, 1996).

The researcher decided to follow quantitative research methods; by conducting a questionnaire pilot test and then distributing the final surveys to the target sample, and then follow a qualitative research method by conducting semi-structured interviews.

**Research instruments**

The researcher will adopt, replicate and use three widely used, valid and reliable instruments in the questionnaire which fit and serve the aim and objectives of the current study. Firstly, to measure the current profile and characteristics of the independent variable of organisational culture, questions from Cameron & Queen’s (1999) model; the (OCAI) organisational culture assessment instrument will be used. Secondly, to measure the level of TQM practices, the instrument or framework based on MBNQA criteria
developed by Samson and Terziovski (1999) will be used. Thirdly, to measure the independent variable of national culture, Hofstede’s (2001) national culture elements and some questions; statements from his questionnaire will be adopted. Therefore, the researcher does not aim to develop new instrument to measure the level of TQM practices and to measure the national and organizational culture. This is because the above mentioned instruments (MBNQA criteria framework; criteria, Hofstede’s dimensions, (OCAI) organisational culture assessment instrument) are useful scientific tools that have the twin advantages of reliability and predictability, which are capable of clarifying the concepts under consideration of this research, a position which is backed up by the view of Fink (2006), that replicating standard questionnaires is very useful because they have been checked for validity and reliability. Also, he mentioned to another justification for using a valid established instrument; or questionnaire, that some one else has prepared, is that it will be easy for future research to compare new findings with others that have utilized similar instruments (Fink 2006),

**Research sample**

The target population of this research consists of all Syrian manufacturing public companies (SPMs) which include 96 companies work under the supervision of ministry of industry (Ministry of Industry – Syria, 2008).

The researcher tries to increase the response rate with lower cost at the same time; therefore, a probability or random cluster sampling technique will be adopted to deliver the questionnaires for many reasons:
Firstly, telephone interviews require high budget and long time due to the length of the questionnaire, which lead to higher costs. Also, the researcher has previously conducted a research in Syria about SPMs in the diploma award stage, the researcher noted that direct telephone number to the intended interviewees were not available but only general office number.

Secondly, based on the researcher’s experience and many research studies in Syrian context, there is a risk of low response rate in the use of the mail and e-mail questionnaire because most Syrian organisations do not respond to questionnaires an ignored mails as a result of their fearing of responsibility of their answers and comments if they do not know the person who sent them and if he does not deliver it personally and clarify the purpose face to face. Therefore, the researcher has proposed that self- administered questionnaire, delivered personally is best way to collect the data. However, the whole population of (SPMs) is distributed in four geographical locations in around ten cities. As a result, contacting and distributing questionnaires to all population companies in all areas is difficult due to the time and financial budget limitation of this research. Therefore, the researcher has divided the organisations which are located in four geographical areas into two clusters. A questionnaire instrument will be distributed to cluster sample of around 50 (SPMs) representing more than 50% of the population of 96 (SPMs). The sample size (number of respondents) will be about 200 managers drawn from (SPMs). The senior management executives and mid level mangers in (SPMs) will be the key participants in this research.
In the second stage of the research the qualitative interviews, a non probability; purposive quota sampling will be adopted. The sample size will be 5 Academics from Aleppo University, and 5 managers from (SPMs).

Data analysis

In order to analyse the quantitative data, the questioners which will be returned will be coded and entered into SPSS software (Statistical Package for the Social sciences). Then multiple statistical analysis techniques; which is suited to this research, will be conducted. In order to analyse the qualitative data; issues or themes which will be identified by interviewees, Content or thematic analysis will be used. This will help to confirm and explain the results which will be gained from quantitative analysis.

Limitations of this research

There are some shortcomings that will restrict the scope of this research are mentioned as follows:

Firstly, as culture is the most influential factor on TQM implementation, therefore, this study focuses on cultural issues and its influence on TQM adoption success or fail. However, in order to achieve TQM success the focus should not only relate to cultural issues, but also many other factors should be covered and considered and implemented (Awan et al., 2007; Arumugam et al., 2009). However, studying and assessing the current position of Syrian organisational culture would help to determine the gap between the
current organizational culture profile and characteristics in Syria and that required for TQM culture and therefore determine the changes needed to build and support total quality culture; approach in Syrian organisations.

Secondly, this research focuses on the manufacturing organizations in the public sector (SPMs). The researcher would not be able to extend it to cover larger sample and all kind of organisations due to the limitation in time and resources. This would affect the result of this research. However, the researcher hopes that this study will open new avenues for future research to include different types of organizations and sampling frame. Thus, he hopes that many other researchers in Syria would take this study as a basis and replicate it with other manufacturing companies in both public and private sectors and with different service institutions in the public and national sectors such as education, tourism, health, and banking sectors…

Thirdly, the sample size of this study is limited to about 50 (SPMs) in manufacturing sector. However, the researcher considers that this size is relatively suitable because it includes approximately about half of the total size; population of (SPMs) which is about 100.

In addition, this research concentrates only on one of the Arab countries namely Syria which is a part of the Arab League. The findings of this study and the proposed framework could be implemented to some Arab and Islamic countries that have similar cultural background such as Egypt where the dominant workforces are local people.
However, it may be hard to be implemented in most of the other Arab countries because the workforce in these countries is mix of many nationalities. Therefore, further studies should be conducted to compare the findings in other countries where there is a mix nationality in their management and workforce with this study which is totally about Syrian and Arab managers and workers.

Moreover, although there is cultural consideration, the researcher decides to use, replicate and adopt western developed instruments. However, this is the only choice because there is no Syrian; native or Arab- developed instrument available and the study does not aim to validate or develop new national culture, organisational culture, and TQM constructs

**Conclusion:**

The researcher has conducted a literature review on the influence of national and organisational culture on the adoption of TQM. The purpose of this paper was to introduce a specific research question based on the literature review, and thus develop the main aim and objectives of this research. In addition, this paper has presented the contribution of this research. Furthermore, it has presented the proposed future research strategies direction which will help to answer the research question and to achieve the research aim and objectives.

**Note:** this research is at the level of revising the relevant literature review. The next step is to develop an initial conceptual framework and hypothesis of this study based on the literature review.
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