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Role of Organisational Culture in Enabling Effective Communication and Total Quality Management Practices in Champion Breweries Plc, Uyo, Akwa Ibom State, Nigeria.

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Abstract

Organisational culture shapes communication patterns and effectively implements Total Quality Management (TQM) practices. However, there is limited empirical research on how organisational culture influences these aspects, especially in developing countries like Nigeria. This study aimed to examine the role of organisational culture at Champion Breweries PLC in Akwa Ibom State, Nigeria, in enabling or hindering communication and TQM practices. A quantitative survey was conducted with a sample of 278 employees. The results revealed that while Champion Breweries' culture encourages openness and continuous improvement to some degree, enhancements are needed in organisational transparency, cross-departmental collaboration, employee involvement, and learning orientation to support communication and TQM fully. Key cultural aspects that facilitate effective practices include teamwork, shared goals and customer focus. However, empowerment and continuous improvement mindsets need reinforcement. Leadership is pivotal in championing culture evolution focused on greater openness, collaboration and empowerment. The study concludes that shaping a quality-focused culture is crucial for optimal TQM implementation and communication effectiveness. It provides insights into realigning organisational culture with quality objectives through initiatives targeted at assumptions, values, structures and leadership role modelling. It is recommended that, the leadership at champion breweries, needs to spearhead culture change through their communication and behaviours, consciously. Also should transparency, collaboration, learning and empowerment that are vital for commination and TQM effectiveness.

Keywords: Organisational Culture, Total Quality Management, Communication, Nigeria, Employee Empowerment

Introduction

Organisational culture, refers to the shared values, beliefs, assumptions, perceptions, norms, artefacts, and behavioured patterns within an organisation (Martins & Terblanche, 2003). It gives members meaning to events and actions as it shapes attitudes, behaviours, and communication (Lok & Crawford, 2004). Organisational culture has been identified as one of the most critical factors determining the success or failure of total quality management (TQM) practices and programs (Zu *et al.,* 2010). TQM practices emphasise continuous improvement, teamwork, employee empowerment and engagement, customer satisfaction, and data-driven decision-making (Kanji & Wallace, 2000). Implementing TQM requires organisational values and norms that promote collaboration, flexibility, learning, and participative decision-making (Dahlgaard *et al.,* 1998). A supportive organisational culture creates the foundation for the open communication flows needed for identifying quality issues and improving processes (Zairi, 2013).

However, aspects of organisational culture in Nigeria, like high power distance, lack of trust, low employee empowerment, and poor information sharing, can negatively affect communication, teamwork, and engagement essential for TQM (Kuye & Sulaimon, 2011; Okpala, 2020). Traditional bureaucratic cultures focusing on hierarchy and control rather than flexibility can impede effective TQM programs (Adebanjo & Kehoe, 1999). As a leading brewery in Nigeria, Champion Breweries PLC, must leverage its organisational culture to promote communication, collaboration, and engagement for successful TQM implementation. However, there is limited empirical research on Champion Breweries' specific organisational culture and how it influences communication and quality management practices.

This study, aims to address this knowledge gap by examining the role of organisational culture at Champion Breweries PLC in enabling or hindering effective communication and TQM practices. It will provide insights into how cultural aspects like leadership style, employee empowerment, team orientation, information flows, and organisational values at Champion Breweries facilitate or impede open communication, employee participation, and collaboration needed for effective TQM programs. The findings, recommend changes to organisational culture at Champion Breweries to improve communication, engagement, adaptability, and alignment with quality objectives. This can enhance TQM practices, efficiency, competitiveness, and overall performance. The study contributes to scarce research on organisational culture, communication, and TQM in Nigerian organisations.

Statement of the Problem

Organisational culture, often considered the bedrock of a company's values, beliefs, and practices, is pivotal in determining how communication flows and how quality management practices are implemented and sustained (Martins & Terblanche, 2003). Effective communication is indispensable for properly implementing Total Quality Management (TQM) practices, as it ensures that all levels of the organization, align with the company's quality goals (Zairi, 2013). However, the intricate relationship between organisational culture, communication, and TQM is sometimes straightforward and may vary from entity to entity (Prajogo & McDermott, 2005). Like many other companies, Champion Breweries PLC, a renowned beverage company in Uyo, Akwa Ibom State, strives for excellence in its products and services, seeking continuous improvement. However, the degree to which its organisational culture fosters effective communication and supports TQM practices remains to be determined. There needs to be more empirical studies investigating this intersection, particularly within the context of the

beverage industry in Akwa Ibom State (Okpala, 2020).

The absence of this critical knowledge might hamper the company's ability to identify potential cultural hindrances to communication and TQM practices, which, in turn, could limit the efficiency and competitiveness of the organisation (Zu *et al.,* 2010). Thus, there is an urgent need to understand the role of organisational culture in enabling effective communication and promoting TQM practices in Champion Breweries PLC. Addressing this gap can provide actionable insights for the company's management, informing strategies to bolster quality management and organisational effectiveness (Kanji & Wallace, 2000).

Research Questions

1. How does the organisational culture at Champion Breweries PLC, influence communication practices and quality management?
2. What aspects of organisational culture at Champion Breweries PLC facilitate or hinder effective communication and TQM practices?
3. What changes to the organisational culture at Champion Breweries PLC could improve communication and enable more effective TQM practices?

Objectives of the Study

1. To examine how Champion Breweries PLC's organisational culture influences communication practices and quality management.
2. To identify aspects of organisational culture at Champion Breweries PLC that facilitate or hinder effective communication and TQM practices.
3. To recommend changes to the organisational culture at Champion Breweries PLC that could improve communication and enable more effective TQM practices.

Theoretical framework

Schein's organisational culture theory was proposed by Edgar Schein, a prominent organisational psychologist, in the 1980s and 1990s (Schein, 2010). The main idea behind this theory is that organisational culture is a pattern of shared basic assumptions, values, and beliefs that shape the functioning, behaviours, and actions of organisational members (Schein, 2010). According to Schein (2010), culture manifests at three levels - artefacts, espoused values, and underlying assumptions. Artefacts refer to the visible elements of culture, like rituals, language, stories, and the physical environment. Espoused values, are the stated values and rules of behaviour. Underlying assumptions are the unconscious beliefs and thought processes that guide behaviours. Analysing all three levels provides a comprehensive understanding of organisational culture (Appelbaum *et al.,* 2017).

Schein argues that culture is embedded and transmitted to organisational members by leaders, who play a crucial role in communicating values, modelling desired behaviours, and reinforcing cultural norms through teaching, coaching, and problem-solving (Schein, 2010). The theory emphasises how leaders shape culture creation, embedding, evolution, and destruction in organisations (Sharma & Good, 2013). This theory, provides a relevant framework to examine how the different elements of organisational culture at Champion Breweries, shaped by its leadership, influence communication practices and TQM implementation. The multilayered perspective, allows for systematically, assessing the cultural artefacts, values, and assumptions that enable or impede open communication and TQM practices (Pentareddy & Suganthi, 2015). It also aligns with the research objectives of identifying specific cultural aspects that facilitate or

hinder communication and quality management.

Literature Review

Organisational culture refers to the shared values, beliefs, assumptions, and practices that shape behaviours and operations in an organisation (Martins & Terblanche, 2003). It is critical in influencing organisational outcomes, including performance, effectiveness, innovation, and employee engagement (Lok & Crawford, 2004). Total Quality Management (TQM) represents a philosophy of continuous improvement, customer satisfaction, employee involvement, and teamwork (Kanji & Wallace, 2000). For successful TQM implementation, organisational culture must enable key enablers like communication, collaboration, and flexibility (Zu et al., 2010). This literature review, analyses existing research on the linkages between organisational culture, communication, and TQM. It examines how different dimensions of culture can promote or hinder communication flows and TQM practices in organisations. The review focuses on three key themes – the role of culture in facilitating communication, the impact of culture on TQM, and creating a quality culture.

Effective communication is critical for organisational success, enabling information sharing, feedback, and collaboration (Carrière & Bourque, 2009). Communication represents sharing information, meaning and understanding within and across different organisational levels (Eisenberg *et al.,* 2019). It is a vital process enabling coordination, knowledge exchange, feedback and engagement. However, organisational culture consisting of shared assumptions, values, artefacts and behavioural norms profoundly influences organisational communication patterns (Keyton, 2011). Studies across sectors and countries establish that, flexible, open cultures, characterised by involvement, transparency and shared values facilitate communication satisfaction, multidirectional information exchange and knowledge sharing in organisations (Carrière & Bourque, 2009; Willis, 2015; Mishra et al., 2014). Clan or team-oriented cultures founded on mutual trust, employee engagement and participation provide a positive communication climate by enabling transparent information sharing and collaborative decision-making (Mazzei, 2014; Eisenberg et al., 2019).

In a survey of nurses in U.S. hospitals, clan cultures had significantly higher communication satisfaction versus hierarchical cultures (Willis, 2015). Such flexible cultures empower employees to openly share ideas and feedback that can improve organisational functioning (Madlock, 2008). A case study of Nigerian firms found that adaptive cultures facilitated better internal communication by promoting cross-departmental collaborations (Makinde *et al.,* 2019). Research in Chinese companies revealed that informal, employee-centred cultures enabled effective communication and knowledge transfer from ex-pats to local employees (He et al., 2014). The cultural dimensions valued in an organisation thus shape the openness and patterns of communication exchange.

In contrast to flexible cultures, studies establish that rigid, centralised cultures centred around control, formal structures and authority limit communication effectiveness in organisations (Zeffane *et al.,* 2011; Orysia et al., 2022). Such hierarchical cultures focused on rule enforcement and top-down communication provide limited opportunities for open feedback, collaboration and information sharing across levels (Albrecht et al., 2015). Bureaucratic cultures in the Middle East stemming from high power distance and authoritarian leadership constrain participative decision-making and the flow of ideas bottom-up (Al-Khouri, 2014). A case study in Ukraine, highlighted that competitive organisational cultures restricted knowledge exchange between teams (Orysia *et al.,* 2022). Analysis of 30 firms showed mechanistic cultures had

poorer knowledge transfer than organic cultures (Uddin *et al.,* 2022).

According to a U.S. study, organisational norms of mistrust, lack of transparency, and excessive hierarchy create communication barriers even in supposedly flexible high-technology firms (Gibson *et al.,* 2020). Thus, rigid cultures limit information diffusion, feedback and engagement, vital for communication effectiveness. However, increasing diversity and complexity, requires the adoption of flexible, open cultures. Leaders, play a pivotal role in shaping organisational culture and modelling open communication through their behaviours, actions and influence (Keyton, 2011). Research indicates that democratic, coaching-oriented leadership approaches, facilitate open, transparent communication cultures compared to authoritative styles (Madlock, 2008). Leaders communicate and reinforce the values that define an organisation's culture. A survey of emergency responders found that leadership communication style drove perceptions of organisational support that impacted communication satisfaction (Carrière & Bourque, 2009). Another study, revealed that a participative leadership culture enabled open internal communication in Nigerian media firms (Odunaike *et al.,* 2022).

Senior management can develop engaging communication climates by demonstrating interest in employee viewpoints, providing growth opportunities and recognising achievements (Mishra *et al.,* 2014). Consistent leadership communication and behaviours that model transparency and collaboration are vital to nurturing cultures that value the free exchange of ideas, feedback and participative decision-making. However, researchers emphasise that organisations must intentionally develop flexible, open cultures supporting effective organisational communication (Keyton, 2011; Eisenberg *et al.,* 2019). Leadership should clearly articulate cultural values like transparency, inclusion and teamwork and consistently demonstrate associated behaviours (Mazzei, 2014). Structures that support collaboration, such as cross-functional teams and committees, facilitate interdepartmental communication flows (Makinde *et al.,* 2019). Training can enhance participative decision-making and employee communication efficacy down the hierarchy (Madlock, 2008). Providing channels for upward communication, like town halls and open-door policies, creates a climate of trust (Mishra *et al.,* 2014). Benchmarking communication practices helps assess cultural readiness to enable open internal communication (Eisenberg *et al.,* 2019). Consciously, embedding cultural change is vital for continuous improvement.

Impact of Organizational Culture on TQM Practices

Total quality management (TQM), has become an increasingly important strategy, for organisations seeking to improve quality, increase efficiency, and achieve competitive advantage. TQM is a management philosophy focusing on continuous improvement, meeting customer expectations, reducing rework and defects, increasing employee involvement, and teamwork. Successful implementation of TQM practices requires an organisational culture that supports fundamental TQM principles such as customer focus, continuous improvement, empowerment of employees, and teamwork.

Organisational culture refers to the values, beliefs, assumptions and practices shaping an organisation's operations (Schein, 2017). Culture affects every aspect of an organisation, including communication, decision-making, policies and procedures. Researchers argue that organisational culture is a key determinant of whether TQM practices will succeed or fail in an organisation (Alkhaldi & Yusoff, 2016; Prajogo & McDermott, 2005). TQM requires a culture, focused on collaboration, learning, excellence, and meeting customer needs. Organisations, with cultures resistant to change, lacking vision, or poor internal communication will need help to

create an environment where TQM can thrive (Valmohammadi & Roshanzamir, 2015).

Several studies have found a positive association between organisational culture and successful TQM implementation. Alkhaldi and Yusoff (2016) surveyed 208 managers in UAE healthcare organisations and found that organisational culture significantly predicted the success of TQM practices. A culture of involvement, consistency, and adaptability were key enablers. McKenna, Hyllegard and Linder (2013) interviewed managers in the U.S. manufacturing industry and concluded that organisational culture supporting open communication, participative decision-making, and willingness to change, is vital for TQM's success. A review of the literature highlights some key aspects of organisational culture that facilitate effective TQM practices, including:

Customer focus: A culture that values understanding customer needs, provides high-quality products/services, and promptly resolves customer complaints helps drive TQM's success (Prajogo & McDermott, 2005; Valmohammadi & Roshanzamir, 2015). Regularly gathering customer feedback is more likely when an organisation is culturally aligned to being market-driven and customer-oriented.

Continuous improvement: TQM aims to refine processes, reduce errors, and improve productivity. Organisations with cultures supportive of learning, innovation, and willingness to evolve enable the ongoing search for improvement central to TQM (Alkhaldi & Yusoff, 2016; McKenna et al., 2013).

Teamwork and collaboration: Solving problems and improving quality requires collaboration, knowledge sharing, and effective coordination between departments, teams, and individuals. Organisations whose culture emphasises interdependence, cooperation, and team rewards are better positioned for TQM success (Hietschold et al., 2014; Valmohammadi & Roshanzamir, 2015).

Empowerment of employees: Cultures that support employee involvement, autonomy, and decision-making authority facilitate TQM by leveraging insights from all levels of the organisation (Alkhaldi & Yusoff, 2016). Employees are more committed to TQM initiatives when the culture empowers them to contribute ideas and influence processes.

Open communication: Sharing information cross-functionally, honesty in interactions, and openness to feedback enable coordination and problem-solving central to TQM practices (McKenna et al., 2013). Organisations where communication flows top-down only face barriers to implementing TQM.

Alignment of TQM and cultural values: Attempts to implement TQM are likely to fail if at odds with firmly embedded cultural values (Prajogo & McDermott, 2005). Assessing and adapting the culture to align with TQM principles is vital.

While the right organisational culture can enable effective TQM, researchers also note how specific cultural attributes create barriers, such as:

- resistance to change: Cultures comfortable with the status quo and averse to experimentation obstruct continuous improvement efforts (Alkhaldi & Yusoff, 2016; Valmohammadi & Roshanzamir, 2015).
- lack of vision: The absence of a cohesive purpose and direction hampers organisation-

wide commitment to quality initiatives (Alkhaldi & Yusoff, 2016).

- poor communication: Cultural norms that discourage open exchange of information, constructive feedback, and knowledge sharing impede process improvements (McKenna *et al.,* 2013).
- individualism: Values emphasising individual goals and performance over teamwork and collaboration are detrimental to TQM practices that require cross-functional coordination and problem-solving (Hietschold *et al.,* 2014).
- control vs. empowerment: Heavily bureaucratic, controlling cultures conflict with empowering employees to identify quality improvements (Prajogo & McDermott, 2005).
- inconsistent application of practices: Failures to consistently apply policies and procedures erode quality management efforts (Alkhaldi & Yusoff, 2016).

Given the importance of organisational culture, creating an environment conducive to TQM is critical. Recommendations from the literature include:

- top management commitment to quality culture (Hietschold *et al.,* 2014).
- align organisational vision, values, and policies with TQM philosophy (Valmohammadi & Roshanzamir, 2015).
- provide extensive TQM training at all levels (Alkhaldi & Yusoff, 2016).
- develop teams across departments and functions (McKenna *et al.,* 2013).
- empower employees to share ideas and participate in decisions (Prajogo & McDermott, 2005).
- adopt recognition and rewards aligned to TQM goals (Hietschold e*t al.,* 2014).
- benchmark against quality-centric organisations to identify cultural gaps (Alkhaldi & Yusoff, 2016).
- continually assess the culture and realign as needed (Valmohammadi & Roshanzamir, 2015).

Developing a Culture of Quality

Organisational culture significantly influences the effectiveness of Total Quality Management (TQM) programmes and initiatives. Research highlights the imperative for organisations to consciously cultivate a quality-focused culture aligned with TQM philosophy's underlying assumptions and values for optimal implementation (Zu *et al.,* 2010). This requires moving away from assumptions of control, hierarchy and departmental silos towards flexibility, engagement, and collaboration. Studies, emphasise the role of leadership in driving this culture shift by clearly articulating and communicating the changes in mindsets, behaviours and practices needed to align with quality objectives (Sinha *et al.,* 2016). Setting a vision of transparency, customer centricity, and continuous improvement directs culture change. Leaders must also consistently demonstrate and model values like openness, teamwork and participative decision-making to embed the cultural realignment.

Research reveals management commitment and involvement manifested through empowering employees, fostering collaboration across boundaries, and an orientation towards learning facilitate the transformation towards a culture of quality (Huq, 2005). Structures, processes and people management practices also require realignment to reinforce assumptions of

engagement and flexibility rather than control. Integrating quality targets into individual performance management represents one approach to shaping behaviours and driving accountability (Banuelas & Antony, 2002). In addition to processes, developing a culture of quality requires instilling quality-focused mindsets and behaviours across the organisational hierarchy (Sunder, 2016). Extensive training and workshops that enhance skills, knowledge and motivation for practices like continuous improvement, cross-functional teamwork, and data-based decision-making help ingrain quality values organisation-wide. Storytelling highlighting achievements related to problem-solving or innovations, reinforces the cultural orientation.

Given the scale of change involved, the research emphasises structured approaches to assess cultural transformation progress, identify potential subcultures acting as barriers, and sustain the culture shift over time, through audits, surveys and benchmarking (Detert *et al.,* 2000). Regular feedback from employees, provides insights into gaps that need reinforcement from leadership. Reviews of quality, cultural indicators through self-assessments and leadership involvement enable course correction to address conflicting assumptions or behaviours (Sunder, 2016). The right organisational culture, represents a strong foundation for impactful quality management initiatives.

While administrative processes are necessary, cultivating an organisational culture, aligned with openness, collaboration, and continuous learning, is fundamental for the success and sustainability of TQM programmes. This requires, concerted efforts from leadership in communicating and modelling cultural realignment, aligning systems and shaping mindsets through training and goal setting. Planned change, management processes and continuous assessment can help institutionalise assumptions of transparency, accountability and flexibility integral to a culture that enables quality.

Methodology

This study, adopted a quantitative, survey methodology, to examine the role of organisational culture in enabling communication and TQM practices at Champion Breweries PLC. The population consisted of all 347 employees at Champion Breweries PLC, based on data obtained from the company's Human Resource (H.R) department. Using Philip Meyer's sampling table for a population size of 347 at a 95% confidence level, a sample size of 278 employees was surveyed (Meyer, 2004). Structured questionnaires were utilised for data collection as they allowed gathering perceptions from the sample about organisational culture, communication patterns and TQM practices at Champion Breweries in a standardised manner (Sreejesh *et al.,* 2014). The questionnaire used Likert-type scale responses to assess cultural aspects, communication quality, employee involvement, process improvements and other variables identified from the literature review. The instrument's content validity was ensured through expert validation and pilot testing on 30 employees.

The questionnaire was administered through print and online formats to enable wider reach and participation across the Brewery (Wargo, 2015). Data collected, was analysed using descriptive statistics of frequency, percentages, means and standard deviations to determine the role and relationships of organisational culture with communication and TQM practices (Creswell, 2014). Inferential statistics, also provided additional insights (Creswell, 2014). The data analysis, was conducted using SPSS software. Ethical principles of anonymity, confidentiality and informed consent were ensured.

Data Analysis

Two hundred seventy-eight questionnaires were distributed to employees at Champion Breweries PLC, to gather insights about the organisational culture, communication patterns, and TQM practices. Out of the 278 surveys, 226 completed responses were retrieved, yielding a response rate of 81%. The data analysis was based on these 226 responses valid questionnaires. The survey questionnaire contained 15 Likert-scale statements grouped into 3 sections, aligned to the three research questions. Each section, had five statements on a 4-point scale of Strongly Agree, Agree, Disagree and Strongly Disagree. Frequencies, percentages, means, and standard deviations were calculated using SPSS to analyse the results.

Table 1: Role of Organizational Culture in Enabling Communication and Quality Management

Statement	SA	%	A	%	D	%	SD	%	Mean	Std. Dev.
The leadership style supports open communication across levels	80	35%	100	44%	20	9%	26	12%	3.06	0.96
There is a high level of transparency in information sharing	70	31%	90	40%	35	15%	31	14%	2.91	1.02
Employees are encouraged to provide feedback and ideas	60	27%	110	49%	28	12%	28	12%	2.96	0.9
The culture enables cross-department collaboration	50	22%	100	44%	40	18%	36	16%	2.78	0.99
The organisational values emphasise excellence, learning and improvement	90	40%	80	35%	25	11%	31	14%	3.03	1.04

Source: Authors compilation

The data in Table 1, provides insights into how the organisational culture at Champion Breweries influences communication and quality management practices. The results show that the leadership style at Champion Breweries is perceived to support open communication across hierarchical levels to some extent, with 79% of respondents agreeing with this statement. However, the mean score of 3.06 indicates the scope for further enhancing communication openness through leadership approaches. Regarding transparency, in information sharing, only 71% expressed agreement, and the mean score was lower at 2.91, implying that greater transparency could improve information flows. While 76% of respondents, agreed that employees are encouraged to give feedback and ideas, the moderate mean of 2.96, suggests that employee involvement could be further strengthened to support communication.

Collaboration between Departments was identified as an area of concern, with only 66% agreeing that the culture enables cross-Departmental collaboration and a low mean score of 2.78. This indicates that siloed mindsets may prevail rather than a collaborative orientation. However, the organisational values were seen to positively emphasise excellence, learning and improvement by 75% of respondents. However, the mean of 3.03 shows that reinforcement of such values would be beneficial. Overall, while Champion Breweries' culture does encourage openness, improvement and employee voice to some degree, transparency across the

organisation, cross-boundary collaboration and maximising employee input need enhancement to align the culture better with communication and quality management effectiveness.

Table 2: Aspects of Culture Enabling/Hindering Communication and TQM

Statement	SA	%	A	%	D	%	SD	%	Mean	Std. Dev.
The culture promotes teamwork and shared goals	85	38%	95	42%	21	9%	25	11%	3.11	0.96
Employees are empowered to participate in decisions affecting their work	55	24%	105	46%	33	15%	33	15%	2.85	1.02
Mistakes are seen as opportunities for learning and improvement	62	27%	98	43%	32	14%	34	15%	2.89	1.01
There is resistance to changing processes or ways of working	30	13%	40	18%	70	31%	86	38%	2.2	1.02
Customer satisfaction is a key priority driving decisions and improvements	80	35%	100	44%	18	8%	28	12%	3.05	0.98

Source: Authors compilation

Table 2 presents survey data regarding the aspects of organisational culture that promote or hinder communication and TQM practices at Champion Breweries PLC. The results revealed that the cultural dimension of teamwork and shared goals has a positive influence, with 80% agreement and the highest mean score of 3.11. However, only 70% of respondents felt employees are empowered to participate in decisions affecting their work, and the mean of 2.85 indicated that this critical area of employee involvement needs to be developed. Mistakes, needing to be consistently seen as opportunities for learning and improvement, were another concern, with a moderate level of agreement at 70% and a mean score of 2.89. This suggests that entrenching a culture of continuous learning orientation would be beneficial.

On a positive note, resistance to changing processes was low, with only 31% perceiving this as an issue, and the mean of 2.20 implies receptiveness to change. Customer satisfaction is a crucial cultural priority, driving decisions and improvements. This was affirmed, by 79% of respondents and had a high mean of 3.05, which facilitates TQM practices focused on the customer. In summary, the cultural dimensions of teamwork, customer centricity and adaptability, enable TQM and communication, while empowerment, learning from mistakes and continuous improvement mindsets need reinforcement at Champion Breweries.

Table 3: Cultural Changes to Improve Communication and TQM

Statement	SA	%	A	%	D	%	SD	%	Mean	Std. Dev.
More transparency from leadership in sharing information	70	31%	80	35%	35	15%	41	18%	2.85	1.09
Breaking down of departmental silos for greater collaboration	60	27%	90	40%	40	18%	36	16%	2.82	1.04
Adopting a "continuous improvement" mindset at all levels	95	42%	105	46%	12	5%	14	6%	3.24	0.85
Increasing employee empowerment and involvement in decisions	85	38%	90	40%	25	11%	26	11%	3.08	0.95
Stronger focus on understanding customer needs	70	31%	100	44%	28	12%	28	12%	2.97	0.96

Source: Author's compilation

The data in Table 3 provides recommendations on changes needed in Champion Breweries PLC culture to improve communication and TQM effectiveness based on the employee survey.

Greater transparency from leadership in sharing information was strongly supported, with 66% agreement and a moderately high mean of 2.85. Breaking down departmental silos for better collaboration was also agreed to by 67% of respondents, with a mean of 2.82. This highlights that enhancing openness, honesty, and cross-boundary interactions requires cultivating cultural change.

Adopting continuous improvement mindsets at all levels received the highest agreement at 88% and a mean of 3.24, marking this as a key improvement to quality culture. Similarly, increased employee empowerment in decisions, was affirmed as an essential change by 78% and had a high mean of 3.08. Lastly, 75% of respondents also agreed that a stronger cultural focus on understanding customer needs is required, with a mean of 2.97. The quantitative findings, clearly showed that Champion Breweries needs cultural realignment, focused on greater openness, collaboration, learning, and employee empowerment to improve communication and TQM practices.

Discussion of Findings

This study, aimed to examine the role of organisational culture in enabling communication and TQM practices at Champion Breweries PLC. The quantitative survey results, provide valuable insights into how the prevailing culture at Champion Breweries influences critical aspects like openness, collaboration, employee involvement and customer focus. These findings, aligned with established research on the impact of organisational culture on communication effectiveness and quality management success.

The survey results revealed that while Champion Breweries' culture encourages open communication and continuous improvement to some degree, transparency across the organisation needs improvement. A 2021 study of pharmaceutical firms in Nigeria similarly found that although organisational culture supported vertical communication within hierarchies, transparency in information sharing across departments needed to be improved (Ojadi *et al.,* 2021). Horizontal communication suffers in siloed cultures focused on control rather than engagement (Mazzei, 2014). The findings are also consistent with Asmawi and Mohan'sstudy, which found that Malaysian firms, relied more on top-down communication flow rather than fostering organisation-wide transparency.

The limited cross-departmental collaboration at Champion Breweries indicates potential sub-cultures centred around departments rather than organisational goals. Researchers have highlighted that rigid boundaries between sub-cultures in an organisation inhibit cross-functional interactions essential for knowledge sharing and coordination central to quality management (Yazici *et al.,* 2022; McKenna *et al.,* 2013). While cultures founded on teamwork and shared purpose facilitate collaboration, functional silos often persist in hierarchical cultures. Furthermore, the survey found scope to improve employee involvement in providing feedback and ideas to support communication and engagement at Champion Breweries. This aligns with evidence that traditionally controlled cultures limit participative decision-making, essential for leveraging insights across the workforce for continuous improvement (Prajogo & McDermott, 2005; Asif *et al.,* 2019). A study of Malaysian firms similarly established that empowering leadership styles enhanced information sharing by encouraging employee voice (Kayode, 2022). However, rigid cultures focused on authority rather than participation restrict informal flows.

The survey also revealed teamwork and customer focus as cultural aspects supportive of

TQM at Champion Breweries, while learning orientation and empowerment needed reinforcement. These results relate to Detert et al.'s (2000) framework of eight cultural dimensions that facilitate quality management. They highlighted in their research that cultures founded on teamwork and customer orientation positively influence TQM success, which was reflected in the current study. However, the survey findings indicated that cultures focused on control rather than empowerment create barriers to continuous improvement (Detert et al., 2000). Furthermore, the study suggested Champion Breweries needs greater openness, collaboration and continuous improvement mindsets to enhance communication and TQM. Ojadi et al. (2021) similarly recommended cultural change focused on transparency, cooperation and learning to overcome barriers to quality management in Nigerian pharmaceutical firms. Leadership involvement and role modelling of desired values were crucial to culture transformation. Cultivating cultural readiness for knowledge sharing, adaptability and employee involvement before implementing major change programs is well-established (Sharma & Good, 2013).

The quantitative methodology adopted, enabled the gathering of standardised data on cultural perceptions and practices from a sample of Champion Breweries' employees. However, qualitative insights, using interviews or focus groups could have provided richer, more nuanced perspectives on sub-cultures, underlying assumptions and experiences related to communication and TQM implementation. Researchers emphasise combining quantitative surveys with qualitative methods for an in-depth understanding of organisational culture (Yazici *et al.,* 2017). Future studies could adopt mixed methods approaches. The research findings provide valuable insights, that align with established knowledge on how organisational culture shapes communication and quality management practices. The implications underline the need for Champion Breweries, leaders to spearhead culture change, focused on transparency, collaboration, learning and empowerment to reap the full benefits of TQM programmes. Managing culture evolution, is crucial for continuous improvement. With its complexity, culture requires ongoing analysis using multiple lenses to support appropriate interventions towards alignment with organisational goals, like quality or innovation.

Conclusion

This study examined how the organisational culture at Champion Breweries PLC, influences communication and TQM practices. The quantitative survey revealed that, while the culture supports openness and improvement, enhancements are needed in transparency, collaboration, employee involvement, and learning orientation. These findings contribute insights into cultural factors impacting quality management and communication. However, the research was limited to, a quantitative methodology focused only on Champion Breweries employees' perceptions. Adopting qualitative approaches could provide richer, more nuanced cultural perspectives. The cross-sectional nature of the data also provided only a snapshot of long-term cultural shifts. Furthermore, the study was confined to one organisation, limiting generalizability.

Nonetheless, the findings underscore the imperative for Champion Breweries leaders to drive cultural evolution focused on greater transparency, breaking down silos, nurturing continuous improvement mindsets across the hierarchy, and empowering employees. Further research can support such culture change initiatives through in-depth analysis of subcultures, underlying assumptions driving behaviours, and monitoring progress over time. Scholarly work examining interventions to realign organisational culture with quality objectives presents another avenue. This study highlighted the significance of shaping organisational culture to develop the openness, collaboration and empowerment needed for effective communication and quality management. However, culture requires ongoing analysis using diverse lenses to support

appropriate change initiatives. Overall, the research provides direction for enhancing Champion Breweries' culture to improve TQM and communication.

Recommendations

Based on the research findings, the following recommendations are made:

1. The leadership at Champion Breweries needs to spearhead culture change through their communication and behaviours consciously. They should have role model values like transparency, collaboration, learning and empowerment that are vital for communication and TQM effectiveness.
2. Structural interventions should encourage cross-boundary interactions and break down departmental silos. This can include mechanisms like cross-functional teams, participative committees, and networked communication flows.
3. Organisation-wide training programmes and workshops focused on building skills for open communication, constructive feedback, process improvements, and data-driven decision-making need, to be instituted. This will help develop continuous improvement mindsets across the organisational hierarchy.

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