

Name of journal : The TQM Journal
 Website journal : <https://www.emeraldgroupublishing.com/journal/tqm>
 Journal quartile : Q2
 ISSN : 1754-2731
 Publisher : Emerald Publishing
 Title : The myth of a direct relationship between organizational culture and TQM: propositions and challenges for research
 ID paper : TQM-06-2020-0138.R1
 Date assigned : 29-Nov-2020
 Date review returned : 01-Jan-2021

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ACTION	COMPLETED	ID/TITLE	STATUS
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 Date review returned : 28-Aug-2020

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28-Aug-2020

TQM-06-2020-0138

The myth of a direct relationship
between organizational culture and
TQM: propositions and challenges
for research

Major Revision (28-Aug-2020) a
revision has been submitted

Assignments:

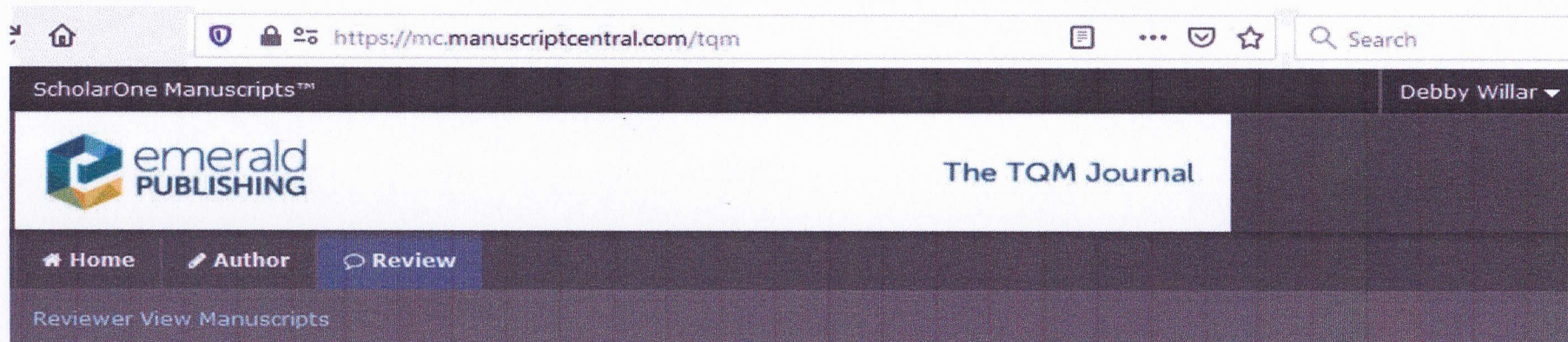
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Select...	28-Aug-2020	TQM-06-2020-0138	Major Revision (28-Aug-2020) a revision has been submitted
		The myth of a direct relationship between organizational culture and TQM: propositions and challenges for research	Assignments:
			EIC: Douglas, Alexander
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The myth of a direct relationship between organizational culture and TQM: propositions and challenges for research

Reviewer Affiliation

Manado State Polytechnic, Civil Engineering Department

Manuscript ID:

TQM-06-2020-0138.R1

Manuscript Type

Conceptual Paper

Keywords

Employee readiness for change, commitment to change, Organizational Culture, TQM

Date Assigned:

29-Nov-2020

Date Review Returned:

01-Jan-2021

req 1. Originality: Does the paper contain new and significant information adequate to justify publication?

New information has been founded in this manuscript, following the development of studies of OC and TQM.

req 2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?

The literature review has been clarified concerning a grounded theory of ERFCs and EACC in the OC-TQM relationship.

req 3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?

Yes.

req 4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?

The discussion of the results has included choosing the type of organizational culture and particular principles of TQM.

req 5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?

The study's impact on practice and society has been provided.

req 6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.

Good quality of communication.

Recommendation

Accept

Confidential Comments to the Editor-in-Chief

Comments to the Author - YOU MUST FILL THIS IN

The author(s) has constructively addressed previous comments to improve the paper's quality.

Files attached

The myth of a direct relationship between organizational culture and TQM: propositions and challenges for research

Author's Response

The myth of a direct relationship between organizational culture and TQM: propositions and challenges for research

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Manado State Polytechnic, Civil Engineering Department

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Date Assigned:

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req 1. Originality: Does the paper contain new and significant information adequate to justify publication?

New information has been founded in this manuscript, following the development of studies of OC and TQM.

req 2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?

- Building up a grounded theory of ERFCs and EACC in the OC- TQM relationship, these conceptual relationships have been developing rapidly. The authors should use the references for less than five years of publications. This review should cover the background of the literature review and the content of Table 1.
- Table 2 Summary of key studies about the relationship between the main constructs, would be better listed according to the initial year of publication.
- Figure 1 Proposed Conceptual Framework, the question is, the authors should critically discuss the choice of the types of organizational culture (market, adhocracy, ...) as the theoretical-based for the discussion of OC.
- TQM is a broad concept of quality; are there any particular principles regarding TQM?

req 3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?

- Since the methodology is a literature review, it would be better if the authors could develop a specific diagram outlining the steps in conducting the literature review.

req 4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?

The author(s) has provided reasonable results and discussion concerning the refinement of the existing

understanding of OC and TQM's relationship. However, see the comments of Relationship to Literature to link the discussion provided by the literature review and the discussion of the results, such as the reason for choosing the type of organizational culture and particular principles of TQM.

req 5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?

Although the impact for future research has been shown, the author(s) are encouraged to reflect on the study's impact for practice and society as these are presently missing from the paper.

req 6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.

Good quality of communication.

Recommendation

Minor Revision

Confidential Comments to the Editor-in-Chief

Comments to the Author - YOU MUST FILL THIS IN

The author(s) are encouraged to address the reviewer's comments to improve the manuscript's clarity.

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Author's Response