

## Abstract

This empirical study explores the relationship between total quality management (TQM) strategy and organizational characteristic (size of organization, TQM program implementation, and organizational culture) with the purpose of identifying the particular structures that determine the successful implementation of TQM program. Specifically, it tests two competing views on the relationship; the unitarist and pluralist views. The empirical data was drawn from 231 (with 39.90% response rate) manufacturing companies in Thailand. Seven quality management practices including leadership, strategic planning, customer focus, information and analysis, people management, process management, and supplier management were used to explain TQM implementation and the competing values model was used to frame organizational culture. The data was analyzed using *reliability analysis*, *confirmatory factor analysis*, *independent t-test analysis*, and *multi co-relation analysis*. The results indicated that firm size have not influences the degree of TQM implementation significantly ( $p < 0.05$ ). Firms that implemented official TQM implementation program exhibited the higher degree of TQM practices implementation leading to increase product and process innovation. In addition, the findings support the pluralist view, wherein different types of cultures can implement TQM practices in own style, and the results show that all cultures may likely impact on difference organizational performances. Interestingly, developmental and hierarchical 1 culture were likely to have a significant positive relationship with process innovation. Additionally, the findings indicate that although the cultural factors underpinning different elements of performance are dissimilar, even antagonistic, organizations can implement them in harmony. Finally, the result shows that product quality is must be for all firms in the present. However, firms should concern with product innovation to meet the customer expected which will create wealth to firms.