

# The Impact of Organization Culture on Service Quality Provided by Ministry of Industry and Trade in the State of Kuwait

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## Abstract

This study aimed to identify the impact of organization culture on service quality provided by Ministry of Industry and Trade in the State of Kuwait, To achieve study goals. A questionnaire was designed and distributed over ministry employees. The study population consists of Ministry of Trade and Industry employees in the State of Kuwait. A convenience sample amounting (100) employees was selected

Several results have been concluded namely: There is a of statistically significant relationship impact of prevailing organization culture on service quality provided by the Ministry of Industry and Trade in the State of Kuwait, and there is a growing interest in prevailing organizational culture quality in the ministry, and there is a high quality level that is provided to ministry customers.

Several recommendations have been suggested, the most important of which are: to delegate some powers to e employees, and to involve employees in the decisions that are taken and related to their work. Attention has to be paid to non-rigidity in administrative decisions, and to develop the service provided to citizens

**Keywords:** culture, organizational culture, service, service quality

## 1. Introduction

Interest in quality is a global phenomenon that deserves to be investigated because it is an effective management processes tool.

Governments and organizations paid special attention, and quality has become the main function of any organization and administrative philosophy and lifestyle of any organization if it wants to obtain competitive advantage in light of global changes and an increasing focus on quality and excellence. Because quality, in its general, organization's production of a good or service with a high level of outstanding quality through which it is able to fulfill the needs and desires of its customers in a manner consistent with their expectations and achieve satisfaction and happiness with them.

The importance of culture and its vital role in the field of anthropology emerge in the formation of individual's personality, values, motivations and attitudes, in addition to the fact that culture forms a framework for the different behavior patterns of individual. It may also be a manifestation of human transcendence above the level of instinct and its success in achieving the level of values.

Each organization also has its own culture that develops over time, and even organizations working in the same field and in the same country, each culture is distinguished from the other, including its values, beliefs, perceptions, assumptions, symbols, language and others.

So, this study aims to identify the impact of organization's culture on service quality provided by e Ministry of Industry and Trade in the State of Kuwait

The services provided by the Ministry of Trade and Industry in the State of Kuwait vary for beneficiaries, but there is a variation in service quality level provided according to group of beneficiaries opinions whom the researcher conducted interviews with them, and this makes it necessary to improve the level of service quality in the ministry by studying variables that may affect them, including culture Organizational.

Therefore the importance of this study emerged in the following aspects- :

- This study is deemed as one of the recent studies that sheds light on the subject of organizational culture in government ministries and linking them to service quality level provided therein
- This study stems in its implementation in the Ministry of Trade and Industry in the State of Kuwait, which makes provided recommendations in this study a road map that can be used to improve service quality level provided through attention to organizational culture

The study also attempts to answer the following questions:

- What is the impact of prevailing organization culture on the service quality provided by the Ministry of Industry and Trade in the State of Kuwait?
- Is there a difference in impact level of prevailing organization culture on service quality provided in the Ministry of Industry and Trade in the State of Kuwait due to (qualification, age)

## 2. Service Quality

A literature review on the concept of service quality reveals that service quality is deemed as competitive advantage source in the market (Givarian, Samani, Ghorbani, Samani, 2013).

Regardless of the determined method for increasing productivity level, levels of service quality must always remain a major factor that influences organizations success (Kotler, Armstrong, 2007).

Service quality can be defined as the general attitude towards organization service. Services are evaluated not only by results but also by the delivery and service process (Gantsho & Sukdeo, 2018)

Service quality as viewed by customer is defined as the result of a comparison between a customer's expectations and his real-life experiences (Chowdhary, Prakash, 2007).

Service quality is also defined as the extent to which service meets or exceeds customer needs and expectations (Zahari, Yusoff, & Ismail, 2008.)

Hoffman and Bateson (2011, 4) defined service quality as "a measure of actual service performance matches degree with customers expectations or the difference between customers' expectations and their perception of actual service performance

Service quality contains different concepts and meanings according to difference in customers and the manner in which they perceive the service quality provided to them" (Lovelock & Wirtz, 2007, 407.)

Service Quality can be defined as consumer general impression about organization efficiency and its services (Park, Robertson, & Wu, 2005)

Service quality is determined in light of customer's perception of product or service quality and its degree conformity to his expectations. If the beneficiary obtained the service and what was provided to him is less than expected, he lost his interest in the organization, and if what was presented to him exceeds his expectations, he will inevitably accept to deal with that institution. (Al-Alaq, Al-Taie, 2009)

Tangibility: This means the availability of physical facilities, equipment, personnel and communication tools

Reliability: which means being able to reliable and accurately deliver the promised service.

Responsiveness: This means helping customers and providing prompt service

Guarantee: This means the knowledge level among employees and their ability to transfer confidence to the customer.

Care: This means individual attention that organization provides to its clients.

## 3. Organizational Culture

Organizational culture can be defined as a set of standards, beliefs, values, and behaviors that organization has (Mohelska & Sokolovab, 2015)

The definition of organizational culture has been expanded by describing its characteristics as having a common style for behavior learning, which can be transferred from one generation of organization members to the next generation. (Schein, 2010) Culture as a variable can improve organization effectiveness (Wang and Abdul-Rahman, 2010) .. It is among the means of action that works in conjunction with solving problems associated with strategic decision (Oparanma, 2010).

Organizational culture and employee performance have a strong relationship. Organizations with negative organizational culture face lack of employee commitment. (Silverthorne, 2004). It is an important factor in enhancing organizational goals and objectives achievement. It also affects the way people act in organization and leads to improve employee behavior in workplace and more commitment to its functions (Nongo & Ikyanyon1, 2012). This means that organization culture creates communication framework between managers and employees that can influence their behavior and attitudes. When the interaction between managers and employees is good, this effective relationship can be reflected as large contribution to communication and institutional cooperation, and therefore, it can also encourage the accomplishment of mission and goals set by organization (Hofstede, 2011). Culture also works as a mechanism that governs orientation and formation of employee attitudes and behavior and affects organization's behavior in business management. Studies have distinguished organizational culture in four dimensions: participation, coherence, adaptability, and mission.

Participation focuses on employee commitment and ownership feeling. Consistency refers to the existence of organizational systems and processes that enhance the same way of doing things. While adaptability is the organization's resilience to change. The mission indicates the degree to which the organization is clear about the reason for its existence and where it is heading (Shahzad, Iqbal & Gulzar, 2013).

#### **4. Study Hypotheses**

1-There is no impact of organization prevailing culture on service quality provided by Ministry of Industry and Trade in the State of Kuwait

2-There is different in organization prevailing culture level on service quality provided by the Ministry of Industry and Trade in the State of Kuwait due to (qualification, age)

#### **5. Study Population and Sampling**

The study population consists of employees in the Ministry of Trade and Industry in the State of Kuwait. A convenience sample consisting of (100) employees .

#### **6. Data Collection Methods**

This study is based on the following methods of data collection

##### *6.1 A- Secondary Data*

To obtain secondary data, books, research, previous studies, university theses, periodicals and the Internet related to the subject of the study was used

##### *6.2 B- Primary data*

A questionnaire was adopted for this study based on the theoretical framework of the study.

## 7. Sample Characteristics

Table 1. Sample distribution according to Demographic information

<i>Variables</i>	<i>Options</i>	<i>Frequency</i>	<i>Percentage%</i>
Gender	Male	58	58.0
	Female	42	42.0
Marital Sttus	Married	88	88.0
	Single	12	12.0
Age	18-21	15	15.0
	22-25	13	13.0
	25-28	16	16.0
	28+	56	56.0
Education level	Higher Studies	9	9.0
	BSC	33	33.0
	Diploma	30	30.0
	High Secondary School	28	28.0
Monthly Income	Less than 200	20	20.0
	201-400	31	31.0
	401-600	24	24.0
	600+	25	25.0

Table 1 indicated that the percentage of males is (58%), while the percent of females is (42%). As for marital status (88%) of the total sample are married. With respect to age, (56%), are more than 28 years old while (13%) of the total sample are between the 22-25 age group. With regard to educational qualification, 33%.of the sample have Bachelor's degree . The table data also shows the relative distribution of the study members according to the monthly income, (32%), their monthly income is between 201-400, while (20%) of the sample their income is less than 200,

## 8. Study Results

The mean and standard deviation have been used to describe sample responses to the paragraphs below:

First: organizational culture

Table 2. Descriptive statistics of the organizational culture variable

<i>Statements</i>	<i>Mean</i>	<i>Standard Deviation</i>
Direct orders are issued to the employee -1	4.4400	0.88433
There are clear and explicit work rules are available -2	4.4600	0.76158
Individuals opinions are taken into consideration when making decisions -3	4.1800	0.89648
Administration position is considered first and foremost in the ministry -4	4.2200	0.67883
Authoritarian style is not used in the ministry -5	4.0400	0.87970
There is a clear strictness in implementing the instructions -6	3.6200	1.21033
There is a clear job description -7	3.8800	0.93982
Employee's role is taken not his personality -8	4.1400	0.90373
There are many rules and procedures -9	4.3800	0.77959
The Ministry is working for the benefit of its employees -10	4.0600	1.03825
There are clear objectives for the administration -11	4.0200	0.91451
The administration controls work in agreement with its employees -12	4.0600	0.91272
The administration works for the benefit of its employees -13	4.4400	0.81215

Table 2 indicated that sample attitudes towards the above paragraphs are positive because their means are more than the mean of the scale (3).

Table 3. Descriptive Statistics for Service Quality Variable

<i>Statements</i>	<i>Mean</i>	<i>Standard Deviation</i>
.1-The service is carried out accurately	4.3600	0.63116
.2- Advanced technology is used upon developing new services	4.2200	0.78999
3-The electronic service enjoys degree of security that is difficult to penetrate or avoid	3.9400	1.01840
4-It deals well with customers	3.9800	0.91451
5-The services are provided in good manner	4.0400	0.80711
6-Customers are treated with respect	3.7000	1.05463
7-The provided services are inexpensive	3.7400	1.10306

Table 3 indicated that sample attitudes towards the above paragraphs are positive because their means are more than the mean of the scale (3).

### 9. Research Reliability

The (Cronbach Alpha) test was used to measure the research reliability. The value is = 91.73%, which is an excellent rate because it is more than the acceptable rate 60% (Malhotra, 2004).

### 10. Hypotheses Testing

#### 10.1 First Hypothesis

Ho-1: There is no statistical significant in the impact of organization prevailing culture on the service quality provided by the Ministry of Industry and Trade in State of Kuwait.

Table 4. Ho1 testing

<i>T</i> <i>Calculated</i>	<i>T</i> <i>Tabulated</i>	<i>Sig-T</i>	<i>Null hypothesis Result</i>
2.932	2.74	0.004	Reject

To test this hypothesis simple regression has been used. The table above indicated that T calculated value is T = 2.932 is more than its tabulated value. Due to the decision rule "null hypothesis (HO) is accepted if the calculated value is less than the tabulated value. The null hypothesis is rejected if the calculated value is more than the tabulated value. Therefore we reject the null hypothesis (HO) and the alternative hypothesis (Ha) is accepted. This means that there is a statistical significant relationship impact of organization prevailing culture on the service quality provided by the Ministry of Industry and Trade in State of Kuwait.

#### 10.2 Second Hypothesis

Ho-2: There are no statistical significant difference in the impact of organization culture on the service quality provided by the Ministry of Industry and Trade in State of Kuwait due to age

Table 5. Ho2 testing

<i>F Calculated</i>	<i>F Tabulated</i>	<i>Sig-F</i>	<i>Null hypothesis Result</i>
2.932	2.74	0.004	Reject

To test this hypothesis ANOVA has been used. The table above indicated that F calculated value is  $F = 2.932$  is more than its tabulated value. Due to the decision rule “null hypothesis (HO) is accepted if the calculated value is less than the tabulated value. The null hypothesis is rejected if the calculated value is more than the tabulated value. Therefore we reject the null hypothesis (HO) and the alternative hypothesis (Ha) is accepted. This means that there are statistical significant difference in the impact of organization culture on the service quality provided by the Ministry of Industry and Trade in State of Kuwait due to age.

### 10.3 Third Hypothesis

Ho-3: There are no statistical significant difference in the impact of organization culture on the service quality provided by the Ministry of Industry and Trade in State of Kuwait due to qualification

Table 6. Ho3 testing

<i>F Calculated</i>	<i>F Tabulated</i>	<i>Sig-F</i>	<i>Null hypothesis Result</i>
2.403	2.44	0.53	Reject

To test this hypothesis ANOVA has been used. The table above indicated that F calculated value is  $F = 2.403$  is more than its tabulated value. Due to the decision rule “ null hypothesis (HO) is accepted if the calculated value is less than the tabulated value. The null hypothesis is rejected if the calculated value is more than the tabulated value. Therefore we reject the null hypothesis (HO) and the alternative hypothesis (Ha) is accepted. This means that there is a statistical significant difference in the impact of organization culture on the service quality provided by the Ministry of Industry and Trade in State of Kuwait due to qualification

## 11. Conclusions and Recommendations

### 11.1 Results

- 1- There is a statistically significant relationship impact of prevailing organization culture on service quality provided by the Ministry of Industry and Trade in State of Kuwait
- 2- There are statistically significant differences in the impact of organization's culture on service quality provided by the Ministry of Industry and Trade in State of Kuwait, due to age
- 3- There are statistically significant differences in the impact of organization's culture on service quality provided by the Ministry of Industry and Trade in State of Kuwait, due to qualification
- 4- There is a growing interest in organizational prevailing culture type in the ministry
- 5- There is a high quality level presented to Ministry's customers

### 11.2 Recommendations

- 1- To delegate some powers to employees.
- 2- To pay attention to involve employees in taking decisions related to them.
- 3- To pay attention not to be very strict in administrative decisions.
- 4- To recruit employees to occupy jobs that match their qualifications.
- 5- To develop the service provided to citizens
- 6- To training employees on the latest methods that contribute to raising the level of service quality.
- 7- To conduct other studies related study subject for the purpose of showing organizational culture importance in influencing the service quality provided by the ministry

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