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## A NEW APPROACH TO QUALITY OF CULTURE

**Abstract:** Culture started with civilization development and now is one of key civilization characteristic. On the other side quality is developed paralel with culture as separate process. The question is how integrate both processes.

During quality development was defined concept of culture of quality in last century, but aspect of quality of culture is less analyzed. The goal of the article is to analyze both concepts and to define relationship between both concepts. For it is defined base model of integration with key entities and relationships, at the end is assessed value of sinergy from both concept based on research in Serbian circumstances.

**Keywords:** culture, culture of quality, quality, quality of culture, synergy through integration

### 1. Introduction

A culture is on of key carracteristics of civilization development. It is concern on human environment which includes all the material/natural and non-material products delivered to generations on individual, group or natural level. On this way culture is related to heritage, intellectual or other areas as sports, knowledge, hand mode, food, etc. General characteristic of culture are:

1. culture is learned and acquired,
2. culture is shared by a group of people,
3. culture is cumulative or lose because wars, catastrophes, etc.,
4. culture is in changing,
5. culture is dynamic,
6. culture gives as a range of permissible behaviour patterns,
7. culture is diverse, and
8. culture is based on ideas and its transforming into heritage.

Culture is related to human life, especially in simbolic expression self and groups and

nations with spirituality, religion, and other human achivities.

It is connection to quality as approach to improve existing state of culture and assessment of level of culture.

A quality approach started in areas of building monuments, bridges, arms, and in later period engires, cars, trains, telecommunications, educations, measurement tools, etc. Because in civilization dominant role has sector of services, quality is included in telecommunication services, learning, accreditation, goverment, high schols, tourism, craft work, logistics, etc. All of there activities has relation to culture, defined on described way.

Previos description of culture and quality is possible to see as separate and mutualy oposite or integrate. It is reson for title of article „Culture of quality vs quality of culture“. This article is organized in six parts i.e.: (1) introduction, (2) literature review, (3) culture of quality, (4) quality of culture, (5) model of integration culture of quality and quality of culture, and (6) conclusions.

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## 2. Literature review

### 2.1. Review of cultural impact on society

Exploring the impact of culture on quality management analyzed Lagrosen (2002). He analyzed relationships between culture and quality on organizational level based on the values of TQM, especially related to: (1) customer orientation, (2) leadership commitment, (3) full participation, (4) business process focus, (5) measurement focus. In next part of the research he analyzed cultural dimensions as: (1) power distance, (2) individualism and collectivism, (3) masculinity and femininity, and (4) uncertainty avoidance. Based on previous investigations he combined the values and dimensions and stated nine hypotheses. Using statistical method are calculated correlations among TQM values and concluded that TQM are viewed in different cultural settings.

GIZ (2022) emphasized the importance of cultural and creative industries for countries development and stated that it had 3.1% of GDP and 6.2% of all employment. CCI has impact on: (1) digital transformation, (2) gender equality & social inclusion, (3) cultural continuity, (4) transition to Green Economy, (5) climate change, and (6) education. CCI has also impact on international development cooperation and internal persistent challenges in own effects. Effects of CCI are: (1) direct and indirect, (2) quantifiable (primary and secondary effects), and (3) non-quantifiable (tertiary and quaternary effects).

In this guide are defined cultural domains:

1. cultural and natural heritage,
2. performance and celebration,
3. visual arts and crafts,
4. books and press,
5. audio-visual and interactive media,
6. design and creative services and related domains,
7. tourism, and
8. sport and recreation.

Maseland and Van Hoorn (2017) analyzed aspect of culture at the country level. They distinguished differences among: (1) national culture, (2) formal institutions, (3) personal values, (4) other people's values and (5) individual characteristics and relations among its. In their approach measured differences in national structure is part of actual differences in national culture.

Nunn (2012) analyzed culture and the historical process. He emphasized: (1) evidence for cultural differences across societies, (2) culture as a source of historical persistence related to: (1) evidence from historical migrations, (2) evidence from individual forming practices, (3) evidence from Africa's slave trades, (4) evidences from European history, (5) evidence from religion, and (6) evidence from shorter-term persistence. For it he analyzed culture, institutions, and colonial origins hypotheses and concluded that institutions affecting culture.

Hofstede (2011) defined dimensions in a nutshell related to: (1) power distance (small and large power distance), (2) uncertainty avoidance (weak and strong uncertainty avoidance), (3) individualism and collectivism, (4) femininity and masculinity, (5) long term vs short-term orientation, and (6) indulgence vs restraint. In this approach dimensions of organization cultures are: (1) process-oriented vs results-oriented, (2) job-oriented vs employee-oriented, (3) professional vs parochial, (4) open-systems vs closed systems, (5) tight vs loose control, and (6) pragmatic vs normative.

### 2.2. Review of quality culture

Dahlggaard-Park (2015) analyzed quality culture and emphasized that quality culture means different things to different organizations. Values that customers prefer are affected by their culture and vice versa their expectations in relation to quality are influenced by culture.

In EFQM Excellence model and other excellence models role of culture is included

dominantly on organizational level. Autor distinguished:

- weak vs strong organizational culture,
- adaptive vs unadaptable organisation culture,
- constructive vs passive culture,
- ready-to-use facts for improvement of culture of service quality.

Davis (2021) in his interview for Quality World say that top level commitment and by in to quality management is what drives a leading quality culture. He stated quality culture activities:

- quality culture programme development and quality behavior and expectations defined,
- quality forum established and launch systems approach to inspection,
- launch quality culture survey and SHEQ cards for quality issues and improvement ideas,
- leading quality training delivered and quality culture „dashboard“ metrics,
- quality culture survey output feedback and action.

Kotman et al. (2016) defined quality culture, politics and instruments for establishing or enhancing quality cultures, quality cultures in practice, and especially what makes quality cultures work. In this article they defined quality culture as:

- responsive quality culture,
- reactive quality culture,
- regenerative quality culture through learning organizations and
- reproductive quality culture during time.

Authors defined also politics and instruments for establishing or enhancing quality cultures through:

- raising awareness of quality teaching,
- development of excellent teachers,
- engaging students,

- building organization for change and teaching leadership,
- aligning instrumental policies for faster quality teaching,
- highlighting innovation as a driver for change,
- assessing impacts.

In their approach factors of importance of the quality culture are:

- formal structures (higher education),
- organizational factors influencing (support from leadership, quality culture, communication, resources, data driven enhancement),
- individual factors influencing quality culture (values, beliefs and perception, perception of quality culture, motivation, perception in training).

Li (2024) emphasized the main problems facing the construction of quality culture in education processes.

Dejanović et al. (2024) analyzed quality culture based on definition of Cameron & Sine, 1999 as „quality culture is essentially a form of organizational culture in which key assumptions, values, principles, and fundamental concepts of quality management are emphasized.

Wu et al. (2010) defined model of quality culture with using statistics and two main interconnected variables:

- Quality Exploration Practices (QEI) and
- Quality Exploitation Practices (QEP)

The second one (QEP) consists from the previous elements and some related to quality exploration practices.

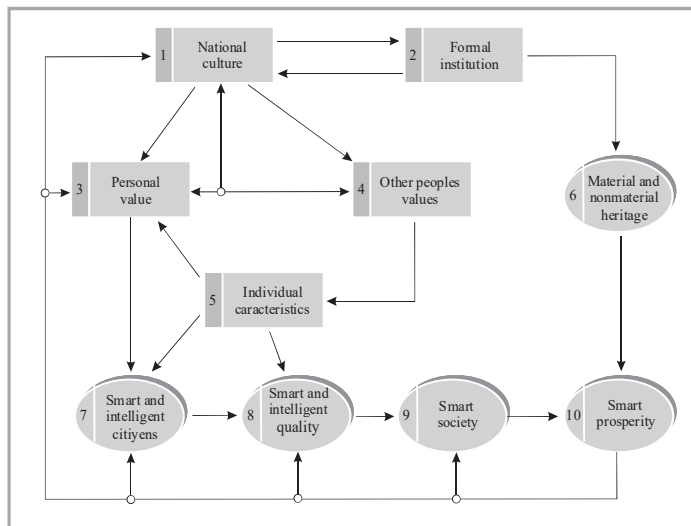
Malhi (2013) emphasized basic components of Organizational Culture as intersection of values, norms and beliefs. Core values and beliefs of quality culture are: (1) customer focus, (2) employee involvement, (3) open and human communication, (4) fact-based problem solving and decision making, (5)

continuous improvement as a way of life, (6) team work through organization, (7) process management, and (8) rewards and recognition. The steps in creating and sustaining a quality culture are: (1) recognizing the need for change, (2) diagnosing existing organizational culture, (3) determining the desired culture which supports organizational vision and strategy, (4) communicating the desired culture to all

organizational members, (5) modeling of desired behavior by leaders.

### 3. Quality of culture

A quality of culture is according Maseland and Van Hoorn (2017) related to values (figure 1).



**Figure 1.** The model of quality of culture

The quality of the culture is measured by quality of component (1 - 10).

A key features of the main dimensions of national cultures are: (1) performance orientation, (2) assertiveness, (3) future orientation, (4) humane orientation, (5) institutional collectivism, (6) in-group collectivism, (7) gender egalitarianism, (8) power distance, (9) uncertainty avoidance and (10) spirituality, (11) tradition and (12) intellectual autonomy. Each of previous dimension could be measured on scale 1-10 with appropriate metrics and used closed tools as AHP, Fuzzy AHP etc.

Quality of formal institutions is related to museums, agencies and ministry, their cultural impact on society etc.

Personal values (3) are related to education level, social status, family, housing, health,

etc.

Other people's values are related to social relationships, hierarchy, egalitarianism, harmony, etc.

Individual characteristics are (5) related to age gender, quality of life, hopes, etc.

Material and non-material heritage is related to historical monuments, formal and non-formal history, intellectual properties, culture awareness, etc.

Smart and intelligent citizens (7) are key factor in culture development. They used new smart and intelligent technologies for protecting cultural heritage and make improving cultural policy and make culture as driver for improvement of smart and intelligent quality (8) and smart society (9).

On this way culture is in environment of smart society and has high impact on smart

prosperity (10). From smart prosperity (economic, environmental, human-quality of life) are positive impacts on smart society (9), smart and intelligent quality (8), smart and intelligent citizen, personal values (3) and national culture (3).

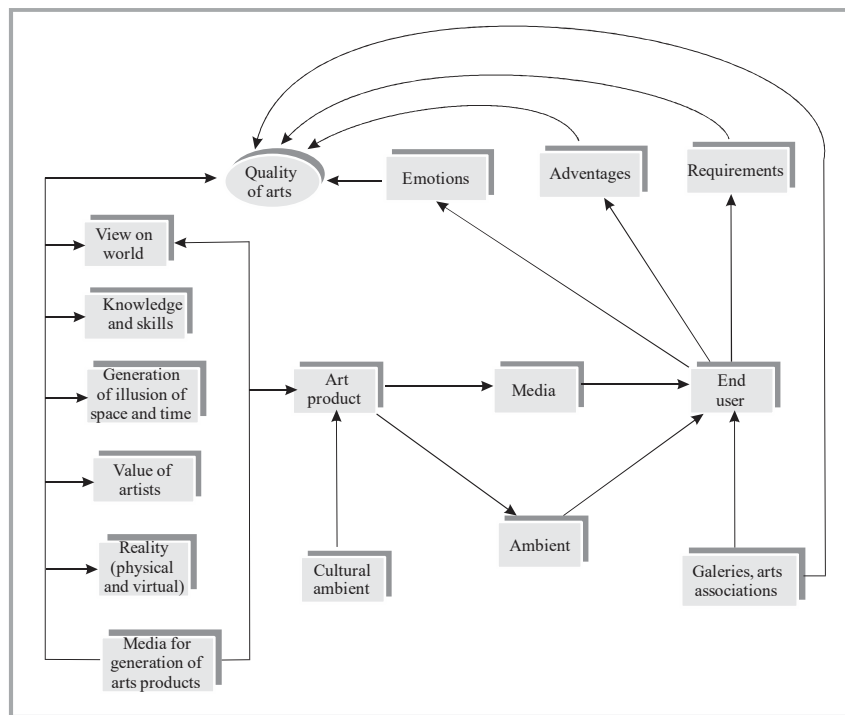
A national culture (variable 1) is defined on different ways but generally has impact on:

- material and non-material heritage (6),
- level of recognising culture in each nation and in world through,
- formal institution (2),
- impact on creating personal values (3) and other peoples values (4).

Results of culture are individual characteristics of citizens (5) which have impacts on smart and intelligent citizens (7) and smart and intelligent quality (8). On other side it has impact on smart society (9)

which directly influencing on smart prosperity (10). Based on smart prosperity (10) is achieved close loop with variables (9), (8), (7), (3) and (1). Each variable of proposed ten can be structured and assessed and builded in model of quality of culture. it is very complex task because there are different areas of culture. in last twenty years is reognised role of quality of arts and media.

Art expression is connected with quality emotions, knowledge and artistic skills, kind of reality and environment, value systems, impact on culture, media, education etc. Artist have own view on world and desires of recipients of art results. Through art products is delivered to people and has impact on emotion and happiness, as well as unconscions sensations. In figure 2 is presented integration model of quality and arts.



**Figure 2.** Model of quality of arts

On the left side are inputs for arts product as: (1) view on world as spirituality, religion, (2) knowledge and skills, (3) generation of illusion of space and process of artistic, (4)

values of artistic, (5) reality/ physical and virtual, and (6) media for generation of arts products. In this process are included: (1) cultural ambient and (2) quality aspects. On

the right side are: (1) media, (2) ambient professional galleries and associations as transfer subjects to end user. He gives answer on art product through new requirements, advantages, emotions as attributes of quality. On this way is integrated quality of arts (as element of quality of culture) and culture of quality.

#### 4. Conclusion

Now is time to use a lot of new knowledges and technologies to updating role of culture for achieving smart prosperity and through smart and intelligent quality to improve national culture as way for achieving peace on national and world level.

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