



Exploration and Reflection on Strengthening Quality Culture Development in Tobacco Industry Enterprises

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Abstract. Manufacturing enterprises are experiencing great changes and challenges brought about by digital transformation and artificial intelligence. Quality culture supports continuous innovations and plays a crucial role in modern manufacturing in the era of Industry 4.0. Enterprise quality culture is the sum of the concepts and values, habits and behavior patterns, basic principles and systems, and material expressions that are recognized by the enterprise and all its members regarding quality. This study analyzes the problems in the development of quality culture in tobacco enterprises and proposes suggestions for creating a high-quality enterprise quality culture. In order to improve the quality management level of tobacco industry enterprises and strengthen their awareness of quality responsibility, enterprises should deepen the construction of quality culture, fully stimulate people's subjective initiative, standardize behavior standards, and gradually achieve a comprehensive quality concept with all employees participating, thereby forming a tobacco enterprise quality culture with common quality values and quality behavior habits.

Keywords: Quality Culture Development, Enterprise Culture, Tobacco Industry.

1 Introduction

In the era of Industry 4.0, manufacturing enterprises are experiencing great changes brought about by digital transformation and artificial intelligence. A new paradigm of modern manufacturing requires continuous innovations and the traditional concepts of quality must prepare for new changes and challenges. Quality management necessitates a supportive organizational culture to set the ground for excellence [1]. For instance, reference [2] examines the impact of organizational culture on quality management and innovation practices. Reference [3] uses survey data from 138 small and medium firms in China to explore the impact of quality management on business performances and finds that quality management practices have significant positive impact on innovation performance. Reference [4] uses data collected from 397 Chinese manufacturing firms to explore the significant positive impact of quality culture on business performances. Reference [5] points out that quality culture plays a crucial role and supports the

innovations, which is why it is necessary to identify the current level of quality culture and focus on quality culture development.

Enterprise quality culture is an important part of enterprise culture, and the development of quality culture is one of the indispensable foundations of enterprise quality management. For enterprises, it is of great significance to attach great importance to quality, pursue excellence, promote the smooth application of quality management methods in enterprises, improve the quality of employees, and promote the growth and development of employees, which is to improve the core competitiveness of enterprises [6]. Although the enterprise quality culture itself can not bring direct economic benefits to the enterprise, it is an important factor for the prosperity and long-term development of an enterprise. As the most important part of enterprise culture, it can provide strong vitality for enterprises and create economic and social benefits for enterprises. With the establishment and successful application of Edward Deming Prize in Japan, Malcolm Baldrige Award in America, European Quality Award and China Quality Award, quality management experts have noticed the culture in quality management and began to study the quality culture. Joseph M. Juran, an American modern quality management scientist, proposed that quality culture is people's habits, beliefs and behavior patterns related to quality, and it is a kind of thinking background. Research shows that the rise of quality culture is the inevitable result of the development of enterprise competition. The deeper enterprise competition is still the competition of enterprise culture in essence, and the core of the cultural competition is quality. Therefore, excellent quality culture has become the basic feature of enterprise culture.

Although the quality culture of tobacco industry enterprises has its own characteristics, the work and ideas required for the development of enterprise quality culture have the same laws and paths. The improvement of enterprise quality culture can greatly guide the employees in the company. Under the long-term influence of the company, employees' consciousness and ideas will also be imperceptibly affected, so that employees have a psychological expectation for the development of themselves and the company. In addition, the improvement of the enterprise quality culture can limit and adjust the employees' own thoughts to a certain extent, so that their individual consciousness will gradually change into a consistent consciousness. In the company, people will gradually reach an agreement, thus forming a spiritual contract. The enterprise quality culture runs through the whole process of the overall operation of the enterprise, gives full play to its own functions, and is the unique soft power of the enterprise. This kind of cultural soft power can fully mobilize the enthusiasm of employees, and then enhance the core competitiveness of enterprises.

2 Quality Culture and the Association with Enterprise Culture

2.1 Quality Culture

Quality culture is a set of thoughts and concepts formed by the combination of quality, culture and other concepts in the long-term production practice of enterprises, and it is an important part of enterprise culture. Enterprise quality culture is a form of cultural expression, which has the functions of guidance, incentive, cohesion, constraint and

radiation, and can enhance the cohesion, competitiveness and vitality of enterprises, and continuously improve the value and creativity of enterprises [7]. Enterprise quality culture is not only related to the current survival of the company, but also related to the sustainable development of the company [8]. The success of many companies is inseparable from the support and contribution of quality culture. Therefore, any company must establish its own quality culture, and use the quality culture to promote the improvement of quality. As a valuable intangible asset, enterprise quality culture is the inevitable requirement of market economy. In the fierce market competition, in addition to the competition of product quality, enterprises should establish their own dominant position. In addition to improving the quality cultural literacy of employees internally, they should also establish the corporate reputation and image based on quality externally. To achieve this goal, it is necessary to establish the enterprise quality culture. Quality culture not only affects the quality of products, but also is closely related to a country's politics, economy and social culture. For tobacco industry enterprises, strengthening the construction of tobacco culture, a deep-seated enterprise culture, requires enterprises to improve the tobacco culture system according to their actual situation, so as to better coordinate it with the modern tobacco economic system. Quality culture is the refinement and sublimation of the enterprise quality management system, which is conducive to the unified understanding of the quality value of the internal employees of the enterprise.

2.2 Association Between Quality Culture and Enterprise Culture

Quality culture is the main connotation of enterprise culture, and its characteristics come from the quality management thoughts and behaviors of enterprises. It's discussed that the development ways of quality culture from the four levels of material, behavior, system and spirit. To realize the quality strategy, we must cultivate and form a quality centered enterprise culture. In an enterprise, the quality culture is interlinked with the enterprise culture, but not identical. Enterprise culture includes enterprise quality culture. The enterprise culture strongly advocates the enterprise spirit, while the quality culture focuses on total quality management, focusing on improving the quality awareness, quality concept and quality management techniques of all staff in the enterprise. Improving product quality, improving staff quality, improving enterprise management level and economic benefits are the main contents of quality culture consistent with enterprise culture [9]. On the other hand, from the perspective of enterprise culture, the promotion, construction and implementation of enterprise spirit and values in enterprise culture with quality as the center are all quality oriented. To create wealth for the nation and meet the needs of society and consumers is the foundation of tobacco enterprises, and it is also the significance and goal of tobacco enterprises' survival. The survival and development of tobacco enterprises are inseparable from the government's monopoly system and social support, so tobacco enterprises should cherish their own advantages, create enterprises with vitality, competitiveness and innovation, and build a harmonious tobacco harmonious society with noble morality, honest style and good behavior.

3 Challenges in the Development of Quality Culture in Tobacco Enterprises

The carrier of enterprise quality culture transmission has seriously lagged behind the need. The important carrier of quality culture development is the guarantee of enterprise quality culture. Its external manifestations include: training, publicity, quality activities, leadership, etc. Because of the special nature of the tobacco industry, the whole industry has many limitations in cultural communication. It cannot avoid the defects caused by its industrial sensitivity, so it still relies on mainstream newspapers and magazines, which is different from the development speed and communication form in the current network era. Therefore, the cultural communication power of the whole industry is not strong. Due to excessive tobacco control at home and abroad and the suppression and attack of public opinion, and the protection of the monopoly system, the industry is not very competitive compared with other industries, and the employees' sense of crisis is also very weak, which leads to the lack of brand communication.

The integration of enterprise culture development and enterprise management brings new challenges. Only by finding the development law of their own corporate culture and grasping their own development direction, can they better serve the strategic objectives of the company. To sort out the enterprise quality culture, we must take the enterprise's strategy as our core. On the basis of sorting out the enterprise's strategic plan, we can define and improve the quality culture in line with the company's strategic development, and finally achieve the strategic goal of promoting the company with a pragmatic and efficient enterprise quality culture.

Lack of motivation for cultural innovation is another major problem in quality culture development. Most of the enterprise culture of various departments in the industry is based on personalized brand, management and service. Enterprises lack in-depth quality culture development and a sound evaluation mechanism. In order to do a good job in the development of enterprise quality culture, we must establish a cultural evaluation system to promote the continuous improvement of enterprise quality culture, and establish a set of incentive system conducive to the implementation of enterprise culture, so as to give full play to the staff's work enthusiasm and execution.

4 Suggestions on Strengthening Enterprise Quality Culture

The construction of quality culture is an indispensable part of the sustainable development of enterprises. The development of quality culture usually includes four processes: quality culture positioning, organization and management, quality culture promotion, and measurement, evaluation and improvement. Researches focus on discussing the practice of quality culture development from different aspects, for example, code of conduct and system construction, education and training, communication and publicity, employee incentive, and brand construction, and discuss how to carry out high-quality enterprise culture development in the tobacco industry.

Taking Zhangjiakou Cigarette Factory Co., Ltd. as an example, the company conducts remodeling of the quality management structure. On the one hand, the outer

construction is led by departments, and formulates the "system reengineering work plan" to optimize functions and reengineer systems. On the other hand, the inner construction takes the post as the core, formulates the work process of post quality responsibility reorganization, carries out the comprehensive reorganization of post quality responsibility, improves the quality consciousness through the construction of quality culture, promotes the standardization of post quality behavior, shapes the qualitative quality behavior mode, target specification and operation habits, improves the quality management level, and then improves the product, service and operation quality of the enterprise, and promotes the sustainable development of the enterprise.

First, the leaders of enterprises should promote the development of quality culture by setting standards. The establishment of a sound enterprise quality culture system must be highly valued by the enterprise leadership [10]. The leader of the company is the business card of the company. Every word and deed has its own standard. The leader of the company naturally shoulders the responsibility of spreading the quality culture of the company. Leading cadres' exemplary role and personal charm are the key to the construction of enterprise quality culture. Enterprise leaders should master the content, ways and direction of the dissemination of quality culture, integrate their words, deeds and behaviors with the enterprise quality culture, and use their behaviors to convey and shape the quality culture. Only when the top management of the enterprise is really involved in these work, can all employees realize the importance of the quality culture of the enterprise, so as to encourage them to actively participate in the work of quality improvement. During the production process, the company's senior management should lead the employees to carry out product quality inspection, track and handle the problems in the inspection process in time, summarize the problems and loopholes, and strengthen the quality culture awareness of the employees.

Second, establish a perfect evaluation mechanism to promote the continuous improvement of enterprise quality culture development. The establishment of a sound evaluation system is conducive to the benign development of enterprise quality culture, the effective implementation of quality culture, and the better integration of enterprise quality culture into the actions of employees. Enterprise culture is the long-term accumulation of strategic objectives and business practices of enterprise management, reflecting the characteristics and personality of enterprises. By analyzing the current situation of the enterprise, find out the problems existing in the development of the enterprise quality culture, and guide the employees to make behaviors conducive to the development of the enterprise quality culture.

Third, carry out quality culture training and quality culture publicity with both content and form. Quality culture training helps employees to have a deeper understanding of the quality culture of the enterprise, and plays an important role in improving the quality awareness and quality skills of employees. The company shall formulate training plans for the introduction of tobacco knowledge, cigarette quality management, manufacturing standard process and lessons learned, so as to ensure that the participating employees can quickly acquire theoretical knowledge and previous experience and lessons, and quickly put into work to reduce the production error rate.

Fourth, when building their own enterprise quality culture, tobacco enterprises should invest in innovation according to the nature of the enterprise and business

characteristics. In the environment of economic globalization and a community of shared future, enterprises must establish common innovative values and sustainable development ability in order to remain invincible in the competition [11]. They must have creative ideas, take customers as the center, change ideas, and use the power of innovation to control the discourse in the product market. Enterprises also should actively carry out reform, integrate innovative value into the company culture, create a good environment for innovation, and make enterprises full of innovative vitality.

Last, the development and implementation of quality culture is a long-term work, and its construction goal should match the development strategy of the company. In the development of quality culture, the enterprise should make careful planning, and all departments and post personnel should work together and persevere. On the basis of people-oriented and full participation, enterprises should take learning and innovation as the source, explore effective ways of quality culture reform, and improve the core competence of enterprises with excellent enterprise quality culture. In order to improve the quality management level, tobacco enterprises also need to actively explore new development models, take the development of quality culture as the core, standardize the quality behavior of employees, strengthen the quality consciousness of employees, promote the formation of tobacco enterprise quality culture with common quality values and quality behavior habits, and improve the soft power of enterprises in an all-round way.

5 Conclusions

Manufacturing enterprises are experiencing great changes in the era of Industry 4.0. Research has proved that quality culture has a significant positive impact on enterprise innovations required in modern manufacturing. This paper presents the challenges in the development of quality culture in tobacco enterprises, and puts forward some suggestions on enhancing the enterprise quality culture. The main challenges in the development of quality culture are the traditional carrier of culture communication, the insufficient integration of culture development and enterprise management, and lack of motivation for cultural innovation. In order to carry out high-quality enterprise culture development in tobacco industry, first, the leaders of enterprises should promote the quality culture development. Second, a evaluation mechanism for enterprise quality culture development should be established. Third, quality culture training is necessary for strengthening the quality culture awareness and quality skills of employees. Fourth, enterprises must support innovations and establish sustainable development abilities. Last, a long-term work is need for the development and implementation of quality culture. This study can be referred to for managers to develop quality culture in industry.

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