Instability of Quality Improvement in Undeveloped Countries Despite of Receiving International Quality Certification (A Social and Cultural View)

[1]M. Mehd. Movahedi, [2]K. Jamali Firoozabadi and [1]S. Meisam Mirheydari

[1]Management Department, Firoozkooh Branch, Islamic Azad University, Firoozkooh, Iran,
[2]Industrial Engineering Department, Firoozkooh Branch, Islamic Azad University, Firoozkooh, Iran

Abstract: The companies and organizations in developing countries have strong desire to receive international quality certification such as ISO 9000, EFQM and Deming Application Prize. But, in some cases, these certifications were unable to affect the performance of companies, organizations and, in general, the society. In this paper, the main focus is on studying the case from the social and cultural point of views and the reasons of probable no achieving, suitable reasons by developing a biological model. Finding a metaphor or similarity for the position of developing companies and organizations may lead to answer the problem. Among the social issues, "assimilation" is word that can be utilized in present conditions of industry and services. To define it socially, it is as someone drowned so much in his/her prototype and model that forgot his/her own problem and assumed the prototype or model matters as his/her own difficulties.

Key words: Quality Certification · Assimilation · Alienation · Graft-Versus-Host Disease (GVHD) · Social Impact

INTRODUCTION

In the field of producing and servicing, that are the main activities of the companies and organization, dynamic ability and the availability of information leads to ease in communication as well as in thought, believes, views and method transfer, which make an outstanding progress in business. In developing countries, on the one hand the industries approach to quality systems and receiving certification with respect to the amount of resources-wastes, lack of success, customer's dissatisfaction etc. is mandatory. But, the results of using these tools and methods are different from what was obtained in developed countries. Insufficiency of private and non-governmental successful companies and organizations in undeveloped countries, dissatisfaction of costumers, failures and unprofitability, despite of exclusiveness in some markets, unable to compete against other markets are the main factors representing many problems of the industry management. It is obvious that using the experiences of other countries of quality

improvement and international quality standards is very important. While this is currently in use and if implemented correctly, it can even affect the growth of poor quality products and services, but its impact effect is not seen. So, a question can be asked "What is the reason or reasons?"

An analysis of the TQM studies conducted in various countries revealed that there is a lack of information about the nature and stage of TQM implementation in other regions of the world including South America, Africa and the Middle East. Thus, more survey research evidence is needed to see how countries around the world compare to each other in terms of their understanding and implementation of TQM practices. More such studies can help answer questions about whether a contingency approach to TQM is indeed warranted or not. For instance, it would be interesting to examine the role of country factors (e.g. culture which impacts the way of doing business; availability of technology and infrastructure; government policies etc.) on the implementation of

Corresponding Author: M. Mehdi Movahedi, Department of Management, Firoozkooh Branch,
Islamic Azad University, Firoozkooh, Iran.

TQM and to see whether these factors have any impact on the nature of the critical factors of TQM and if so, how and to what extent. This has become especially more important with the increasing globalization of the world markets and has important implications for the TQM activities of today's global companies operating in various countries.

"Quality" is a term that has several definitions according to customer satisfaction and its specific characteristics is continuity. To achieve this goal, before paying attention to the increase of productivity, reduction of waste and is to explain the role of organizational culture and its origin in the community, as a platform to create and develop the quality of products. Issue discussed by Mukherjee [1] before starting the deployment process classified as Foundation and Infrastructure.

The main aim of this paper is to determine the weaknesses and strengths of the way of using the quality standards and systems in general and comprehensive quality management specially in Iranian companies and organizations and to develop a way for applying the above mentioned systems to promote the stability of companies and organizations management patterning and to provide the essential and useful information about the way of establishing and applying management quality systems in organizations and companies to the higher management and also academic society of the country.

The main question of this paper is that: Could we search the basic reason of inconsistency of the quality continuous improvement in the products of companies and organization - in spite of using new methods and quality special standards in accordance with social and cultural factors?

The second question can be asked as:

- Has the products quality of companies a direct relation to the social and cultural level of all personnel or organization?
- Are sustainable development strategies at organizational (micro), national (macro) and international levels related to social and cultural considerations?
- Are biological algorithms able to offer an appropriate solution and model or metaphor needed for the patterning organizations and companies about how to transplant and suitably establish various qualitative systems?

In reminder, the theoretical background and literature of the research will be mentioned. After explaining the methodology and the way of answer the research questions, the conclusions will be developed. At the end, based on the results obtained, we will offer some suggestions and also some matters for further and future researches.

Theoretical Background and Literature: Contrary to the public belief, theory and research are not two different and separate subjects, but they are complementary to each other and solving a problem can produce new thoughts and hypotheses. To achieve a comprehensive theoretical framework for developing new hypotheses and ideas, it is essential to use the views and theory of other scientists and authors and the confidence of researches will increased. In this part, some theories related to the title of research will be reviewed to develop the theoretical framework.

Besterfield *et al*, point out 9 factors about "the obstacles of implementing and establishing TQM in organizations" that the second one is the inability to change the organizational culture [2]. Bahmani mentioned the role of Japanese scientists in matching the TQM basics and principles with social and cultural system of Japan [3]. Besterfield *et al*, by confirming the matter, introduced Prof. Ishikava [4] as the first one who presented it. Mukherjee, revealed that paying attention to organizational culture, participation of employees and providing the basics based on native conditions are the success bases of TQM [1]. According to Gholipour, the researches of Hotsfield state the effect of national culture on the mind of people, organizational patterns, organizational theory and scientists of the organization [5].

In following, some important terms used in this paper are defined:

Assimilation and Alienation: Assimilation means, an act, process, or instance of assimilating, the state of being assimilated, the incorporation or conversion of nutrients into protoplasm that in animals follows digestion and absorption and in higher plants involves both photosynthesis and root absorption, adaptation of a sound to an adjacent sound, to make similar, to absorb into the culture, or more of a population or group [6].

Assimilation by a French pronunciation and from the word of "Simulation" means making something the same or alike something else. It is in relation to "Alienation" that is famous and known in human resource management issues. The main difference between these two words is that in "Alienation" we are facing with people who work but ignored due to lack of human feelings and emotions in their jobs. We can say they are alienated with the work. The science of management solved this problem through job alternation, job promotion and job enhancing and paying attention to human psychology by high managers to cure and solve the problems. But, "Assimilation" reminds the case or a state in which the individuals or the community imitate and model another individuals or community because of lacking self – confidence, self-esteeming, poorness and sense of arrears. But, they cannot promote and develop largely in a short time. So, it seems that they are following and imitating their own believes, behaviors and patterns, but, really, they are assimilating others.

On the other hand, alienation means a conveyance of property to another, a withdrawing or separation of a person or his affections from an object or position of former attachment and isolation from the values of one's society and family [6].

Gholipour believes that "Alienation" essentially means "under the effect of Jen", but terminologically it means "self-alienated". "Alienation" in management is a case in which the organizational personnel and employee feel themselves as a part their job and drowned in it. To avoid the case, there are some approaches like job enhancing, job alternation etc. Most researchers are familiar with these terms. So, there is no necessity to explain them more, but the position of our organizations and even the societies compared with western organizations and societies caused to write about them here. "Assimilation" and "Alienation" are two new gates for all organizations and societies to promote and succeed. "Assimilation" as an opposite of the "Alienation" is a case more for low and middle workers and employee and special to high level managers leading the organizations.

Marx show that so long as private ownership in order to their benefits, compel work force to hoard wealth, work force cannot be self-motivate and free. So, when work force surrenders his product to others, he or she will be detached from the nature of work and so the task will be alienate [7].

Shariati says that assimilation, incidentally, is an exact equivalent of the word that European developed for this class in which non-European society is divided to natives or "Indigene" and "Assimilate" that is, those nations in color of European and then uncivilized cut out from the past and root. In other word, they lost their nationality and are assimilated and estimated to have less resistance. Thus, this kind of people are followers of the organization of the communities related [8, 9].

Roche, in the fifth chapter of his book titled as "Colonial System and Decolonization" refers to the issue that almost all countries as developing countries are either colony or colonized in past or the countries decolonized are deeply affected by the process of modernization. He presents two different forms of development. The first one is under the effect of internal power to the social system and the second is the result of external factors. Roche emphasizes that what had happened in 18th and 19th centuries under the title of "Industrial Revolution" is of the first kind interpreted as: the industrialization of Europe is the result of western bourgeois based on the technical and scientific knowledge developed in Europe that caused the wealth. On the other hand, this kind of development had been used as a global and exclusive model that all developing countries must use it [10].

But, it should be noted that, now, all developing countries are not in the same position as European were in 18th century. Because, initially, they were under the domination and competition of much more developed countries and the first factors, innovators and modernization came and attended from there. Secondly, the main obstacle against developing these countries is their dependence to these powers. A deep dependence, apart from political and economical aspects, that is psychological and social, as well.

Social Impact Assessment (SIA): Social Impact Assessment of the projects named "ata" and "social attachment" in Iran is a model presented by quality assurance consultants of World Bank to establish development projects to guarantee the effective payments of loans to various countries.

The title selected for this paper presents the problems of organizations and companies equipped by all management tools but unsuccessful in the results. A main point is that this subject is a process or even a disease happening in undeveloped and developing countries. So, we cannot find or present it in European developed

countries. In other word, the reasons of blindness among the people of a city with black eyes cannot be deployed to the blindness of a city with colored eyes people. Therefore, in the cases like this, we should refer to the scholars and intellectuals of the same society.

Mukherjee, in a book titled TQM discussed the reasons of not succeeding the Indian companies despite of having the license ISO 9000 and pointed to the story of "elephant in darkness by Molana" to represent one of the reasons of not achieving the end by applying TQM. Incomplete interpretation of TQM and considering a small part of it will lead to other failure and deficiency. By incomplete run of TQM, each company will ignore some basic parts. So, TQM must be applied correctly and carefully. it to run. In his book he makes reference to TQM structure that in many cases to the base ¬ ¬ its not noticeable.

According to Mukherjee, paying attention to organizational culture, employee involvement and making the necessary substrates based on local position are the essential conditions of TQM common problem. "For establishing any system, its foundation should be made carefully and strongly to keep safe the organization. The progress of any system is related to its skeleton and basis. No foundation no skeleton. The castle cannot be made on the air. This is a dream that a building without foundation or organization would stand for the whole time [1].

This is a big mistake that most organizations under the study have experienced it. They want to build a monument of TQM without any foundation. Clearly, no success assumed. Many companies complained. Most of them received the license and certificate of ISO 9000, but did not work as well. We have more than 50 or 100 certificates of JQIP to validate our work but despite this we were still struggling. The practice of Kaizen was used, but, still the problem is unsolved. Nearly a long list of organizations had one or two TQM and wanted to perform them good and great. Although these measures were useful in some cases, but they could not support the organization in times of crisis."

A study in Libyan shows revealed twelve factors considered to hinder the successful implementation of TQM. These factors are linked to lack of tangible improvement from previous efforts, lack of recognition for employee involvement, lack of commitment from staff, increased complex paperwork, lack of government support incentives and resources, not part of our organization vision / vision, difficulties in change of culture and managements, inadequate knowledge and understanding of quality lack of leadership, business experience and exercises, lack of financial resources, high turnover / change in key executives and lack of technological facilities [11]. A number of reasons have been cited in the TQM literature for the absence of a universally accepted framework for the implementation of TQM such as variations in national cultures [12]. Although quality "gurus" including Crosby [13], Deming [14] and Juran [15] argued that the elements of TQM are universally applicable, more research is needed to verify their personal prescriptions about TQM. Many survey studies have been conducted in which the critical factors of TQM were extracted using statistical methods, especially factor analysis. Although there are similarities between the factors found in different studies, the list of the critical factors of TQM varies from study to study. Of course, there may be a number of reasons for this such as the content of the questionnaire used and the type, size and the location of the companies surveyed [16].

One of the earlier empirical studies show that the CSFs for TQM implementation in the SMEs are management leadership, continuous improvement system, measurement and feedback, improvement tools and techniques, supplier quality assurance, human resource development, systems and processes, resources, education and training and work environment and culture [17]. Unlike the previous studies, the current study presents a roadmap for the successful implementation of TQM in SMEs. A roadmap proposed by the current study has been taken from a model proposed in the study. The model contained 24 CSFs which are expected to enhance the practices of TQM implementation in SMEs. The model divides those factors into three levels, namely strategic, tactical and operational factors [18].

TQM can be defined as the agreed company-wide and plant-wide operating work structure, documented in effective, integrated technical and managerial procedures, for guiding the coordinated actions of the people, the machines and the information of the company and plant in the best and most practical ways to assure customer quality satisfaction and economical costs of quality [19]. Thus, it can be concluded that TQM itself, is the desired culture of an organization committed to customer satisfaction through continuous improvement. Many organizations have already realized that their only way of surviving in today's competitive global market is to become a successful "total quality organization" [20]. The researchers in a study in Oman observed that most of

the respondent contractors have a good knowledge and perception of Total Quality Management. Generally, it they believe that TQM program can work in Oman construction companies; hence, they consider teamwork as the best means of achieving quality. It has also been observed that there is shortcoming in training programs at the top and middle managers' level and shortages in data acquisition method [21].

Paying attention to a correct foundation based on the human, organization, culture and technology conditions and resources is the first step to promote the quality needed.

Bahmani studied the application of TQM in Japan, America, Taiwan and Iran and paid attention to the behavior and reaction of these countries to examine and perform TQM. For the success of Japan, he pointed to the following concerns [3]:

- Comprehensive activities on quality control in large and small industries
- After presenting the idea of Deming and accepting it by Japanese industries, Deming system, firstly, was studied by scientists such as Jouran and Ishikawa and then mixed with the cultural and social system, national features and instructional standards of Japan by error correction test.

About America, Bahmani pointed out that Americans, by considering a new movement in Japanese economy, could make American quality management up to date by applying the new achievements of Japanese quality management [3]. TQM implementation barriers and limitations are the following points, he mentioned:

- Incomplete knowledge and understanding of TQM and pretend to have knowledge.
- Fear and resistance against the changes
- Lack of support continuity and apathy of staff
- Policies and attitudes
- Incomplete and inaccurate planning

If we pay attention to the above points, it will be clear that all of them are related to social problems and the concerns of organizations high managers. The first part of this research Ishikawa did his studies under the influence of Deming, Juran and Fingbam. He used the concept of comprehensive quality control and matching it with the Japanese culture. He pointed to the obstacles associated with the implementation of TQM and is mentioned 9 elements as follows [4]:

- Lack of management commitment
- Inability to change the culture of organization
- Inappropriate planning
- Lack of training and continuous retraining
- Poor organizational structure, departments and individuals
- Ineffective measurement techniques and unavailability of data and results
- Insufficient attention to internal and external customers
- Improper use of employee and team work empowerment
- Lack of continuous improvement

The most important point is the second one. They believe that we need about 5 years to change the organizational culture. Then, by explaining all details related to personnel and human resources, they conclude that the more times spending for TQM, the more chances for the organizations to succeed. Changing organizational culture is difficult and requires at least 5 years. People are accustomed to doing a particular process selected as a method for them. So, they resist against any changes. Management must understand the basic principles of change implement them. These principles include:

- The change is possible, when the people want to change and meet personal needs.
- A new behavior will be applied by the people of an organization only when there are adequate reasons.
- For adopting the changes, the fear of people should alter to confidence. "The change in the ways or processes of doing work is difficult for the people. It is problematic for the organization to do a cultural change, also. The management will be failed or rejected due the advice and inspiration. Election speeches, slogans and campaigns assumed for exciting the people are effective only for a short period of time. Lack of effective communication and focusing on the short-term results are the barriers of cultural change. Organizations spending more time on planning the cultural aspects of implementing a TQM will increase their chances of success".

Organization as an Organism: The use of a metaphorical role in the configuration, structure and the way of reactions is important and at the same time attractive. There are different metaphors for them. But, based on the structure of organizations and their popular and defined role known in developed countries, it can be said confidently that all are depended on the organizational

properties of these socially and culturally developed countries [22]. None of them has represented a comprehensive definition about the situation of an organization in undeveloped or developing countries.

Though the organization is considered as a living creature by the authors, it should be noted that the points mentioned in this metaphor considered merely the conditions of organization external surroundings and the necessity of communication and information exchanges. During the researches done, the researcher confronted a medical condition called "transplant against host" that is one of the most common medical matter. The study of this disease led to discover another aspect of organizations in social and managerial studies that accidentally, because of the way of modeling, it is just a copy and model of the systems and methods of quality control specified to the organizations and companies of undeveloped and developing countries. So, this can complete the metaphor mentioned above in which an organization is considered as a human.

According to investigations about "allergenic bone marrow transplantation", a condition known as "Transplant against host" that sometimes occurs. GVHD occurs when the WBC in donor marrow transplant attacks the patient's body as a foreigner. Doctors usually try to treat the disease by immunosuppressive drugs [23]. Thus, before transplanting, they make patient's immune system zero by different medications and after some special processes, a member or donor bone marrow will transplant to the body and then immune system will return to normal. But, despite of all progresses, the immune system of the body consciously recognizes the graft in many cases and rejects it. This case will happen during first quarter to the end of the first year of transplantation and is most prevalent. So, many studies are trying to find the ways to prevent the occurrence of GVHD. Based on the above, another aspect of the organization can be identified as a living organism including the change and modeling areas and links of management systems.

Organization as a Human: One of the reasons for using the man and not other living creature people living in this metaphor is the existence of human consciousness and the complexities associated with. Although, many philosophers and scientists confirmed the consciousness of the universe and nature, but it must be said that human being is the only creature that have used the consciousness extremely and even abuse.

For this reason and also the human need to the social relation, the organization is called as a man. The other reason for using metaphor is that all problems, issues, trends, needs, successes, failures and human life cycles are visible and considerable in an organization.

Like a man, any organization has systems, social and immunological needs. In this metaphor, an excellent management acts is responsible for planning, decision and policy making as the man brain. A role within all activities are managed and controlled as a regular system of governance to set the goals [22, 24].

Typical Cycle of Disease: Some medical sites define disease as: any agent making the body's internal regularity to move fast, slow and or to quit can be a pathogen. These factors are food, medicine, trauma, germs, bacteria, cold, heat or grief.

Tebe parsi Blogfa defines the disease as an abnormal condition which takes place in human body and by no doubt it is a damaging reaction to the abnormal primary action. It is abnormal or abnormal bowel or from an abnormal combination. The condition established the symptom of disease and under the effect of this abnormal case.

After entering the disease like a bacteria to the body, WBC that is responsible for defending against the microbes, bacteria and any other pollutions, starts the work by moving to the location and attacking to them. Fever is the result of the activity of immune system against the germs and bacteria associated with high temperature of the body. So, most doctors consider fever as the reaction of the body's immunity system [25].

Natural Intelligence of the Body: Nowadays, a way of treatment is to transplant an human organ to the other. That is, when a system works highly, using another quality system is not necessary and it will be logical only when the aim is to adjust the methods to achieve the best. If the management believes that the system needs to modify, applying a new external system to promote the quality will be useful. So, we can say that applying new quality system firstly is a sign of the former system inefficiency. For instance, the kidneys are impaired, the heart does not work very well, cancer happened in the body. It is the time that the treatment should be started [23]. The medical treatment will be done through three ways as follows:

Autologous Treatment: This means that the patients receive their mother cells. In this case, the treatment will be done through the patients stem cells. The method that is sometimes very long, the normal stem cells are identified, cut out, cleared and then implemented to restore the patient. Today, scientists found that cord blood contains very valuable amount of stem cells playing a vital role in the formation embryo to birth. These stem cells, in case of hard or untreatable diseases, are able to enter inside the body system easily and repair the body without any resistance as the real architect of the body [23].

Based on the foregoing, if the treatment is done by this way through the body system and its inherent features, it is Autologous. According to previous studies, this method is specified to the organization and companies in advanced and civilized countries using all matters without any external pattern and through social and cultural characteristics of their community. As Bahmani said in his paper, Japanese firstly matched TQM with the social problems and features and then used it. This can be stable and successful merely by correctly studying and localizing the culture of quality management and social genetic features.

Syngeneic Treatment: In this way, the patient receives the mother cells from an identical twin. That is when the doctors have no access to the healthy stem cells. So, they will be forced to refer to the mother or an identical twin. Identical twins have fed from a common cord. Mother is important and valuable, since she is the source of stem cells. But, the researches represented that identical twins are of more similarities [25, 26].

This method can be a model for other organizations and companies. Though, it is probably impractical for management but very possible for philosophy and social sciences. The people of the neighbor countries divided have a close genetic relationship accepting each other. The social classification is another matter that necessarily affects the acceptance of other societies as a model.

BMT Allogeneic: In this method, the patient will receive the stem cell from someone other than the mother or identical twin. The patient has no sound stem cell within the body or identical twins. So, it is necessary to get the cell from a relative or stranger. This, in turn, reduces the rate of confidence to succeed. Because, the reaction of the body cells is unpredictable and the risk of transplantation will be high. No matter it is a graft or stem cell transplantation [25].

Although, the method has a low level of success than the previous one, it is a lot of steps. We can say that its quality assurance is expensive, so that, at first, the transplant recipient will be hospitalized and tested. Then, organ donor cells and the member giver must undergo various genetic tests for careful studies final consistency. In the case of the success in the match, the patient will be hospitalized in quarantine to reduce the level to zero, which means the patient WBC has no response to the smallest and the least bacteria or virus. This means that by a little cold, the patients will be at risk. Then, the member will be done under special conditions. The patient's immune system will be normal gradually. Now it is the most important part of the work. Because, it is possible at any time even up to a year after the transplant, the patient's immune system assuming the graft as the enemy and attack to reject it. It seriously threatens the success of the operation so that it may even lead the physician to remove the graft from the patient. According to the researcher, Allogeneic method of an operation realized by many organizations and companies in developing and undeveloped countries. The weakness of this method is that none of medical operations are done in the form of a study. It is merely based on new modes of management or external forces that reduce the level of success [27].

The final point is that, even in the case of succeeding, the patients should limit their physical activities and nutrition. In other words, though the transplant was successful, but keeping it always puts the patient at risk. The two other methods are much easier and more successful and the patient will have a more normal life after recovery. The body's immune system is as a social resistance of organizations and personnel against the changes. So, choosing the correct model and similar to the social, economic and cultural conditions etc is very important.

But, Shriati and most of his colleagues believes that any kind of progress and development is possible only when an internal generation or migration occurs. Internal generation of the civilizations like the emperors of Rome, Persia, Egypt and Chin had been developed and blossoming within themselves and none of them were the same. Migration as the source of any civilization, points to the category of human consistency and learning, Shriati said. Therefore, ultimately and during the human history of, no civilization and no progress is considerable and visible through a method such as allergenic.

Methodology: This research, by an applied and deductive approach tries to strive absolutely for the unity of empirical knowledge and uses the thought, opinions and believes of critics and authors to get a theoretical frame. So, to do this, Grounded theory that is one of the essential strategies in qualitative researches, will be used. A qualitative research is a research in which there is no measurement and the author tries to understand and interpret the results. The researcher can extract the common matters from the information collected and based on the findings tries to develop a theory.

There is a close interaction between the data collection and analyzing them. The researcher tries not to start the project by a predetermined theory. But, he/she begins the study in an unlimited area and allows the theory to establish. They consider the way of process creatively and the aim is to explain the complexities, paradoxes, ambiguities, the data connections. In this approach, the data are necessarily textual. They can determine the behavioral considerations [28]. The model will come from the data and by the help of a deductive approach in this research. Because the strategy is of qualitative research, the problem will not be presented in the form of dependent and independent variables and so merely the objective is going to be stated.

The sample of the research is all papers published in internal and external journals such as ISI, the books about the quality promotion of organizations and social problems related to management. Though it is notable that the problem discussing in this research is related to developing countries and it is not the concern of developed ones. So, the resources are great and limited. About the sample selection based on the strategy of the theory underlying, it cannot be programmed at the beginning of the research and detailed. Although the sample, at the beginning is undetermined, but it will be focused parallel to advancing the research and ended when all packs are filled. That is, sampling will continue till the next example did not add something else to the compartments.

The formation of a concept is a main part of data analysis in any qualitative research and it will start during the data collection. Thus, conceptualization is a method that the author organizes and understands the qualitative data. One of the main differences between qualitative and quantitative analysis is that the researcher are not able to analyze the quantitative data when all data are not collected and changed to numbers. They manipulate these numbers to consider the patterns and relations between them. The qualitative researchers are to find these patterns and relations also, but they are able to analyze them when the data collection continues so that the results of primary analysis will manage the processes of data collection. In other words, the theories and data move parallel to and complementary to each other [29].

In this research, at first, the sources containing the study and criticism of social development approaches will be viewed. In any part, this question will be asked that "which factors and matters caused the developing countries not to be progressed or undeveloped and how?, where are these factors and what are the solutions?" The result is a summary of the data collected to the concepts and packs of the present communications and similarities.

Later, the sources containing the study and criticism of organizations will be reviewed and the reasons of deficiency and failure in organizations will be questioned and explained.

Finally, the similarities of society and organization and then the similarities present in failure and weakness of developing societies and at last the failures of organizations will be discussed. The key issue of this research is to find the reasons of deficiencies in developing countries and connect them to the failure of organizations and companies.

The method of data collection, in this study, is based on the observations. Since collecting the data about the deficiencies, failures, weaknesses of companies and organizations is very difficult and there is no or very little access to international specially in eastern and western, the research is devoted to the general conditions and context of the national organizations and companies. The way of observation, though perhaps more reasonable and documental, is based on the realities and events experienced in everyday life and society.

Evaluation of Research Questions: The first sub-question is that "the quality of developing products in organizations and companies has a direct relation to the social and cultural level of the personnel or organization". Organizations as social environments use the man living and growing up in community. The findings related to the first sub-question are then mentioned. This question that is based on the definition of "assimilation" as a social phenomenon presented in management, is studied.

Based on previous issues, the managerial assimilation is currently quite visible through paying apparatus and fashionable attention of many organizations managers to the methods, tools and even the schools of quality. In other words, assimilation in management is the case

that the personnel and employees of an organization accept the work as their own and are drowned in it. To prevent this phenomenon, the solutions such as job enrichment, job rotation etc is developed. Because most researchers are familiar with these terms, there is no need to talk any more. But what makes them important, in this study, is the situation of organizations even our communities in comparison with the western and eastern communities. Resemblance or similarity assimilation, next to the word "Alienation" will open new gateways for organizations, corporations and their managers.

The second factor considered is the relation between an organization and the community. Organizations and communities were studied and then it was distinguished that the community is as an entity and the other one is a semi-entity. The general level of the community is the same as the output of organizations. Shariati also discussed the difference between physical times with social time. The cultural, social and economic factors such as the legislation and rules of a society, not the official calendar, are determinants of a period and history of the community.

Entrepreneurship and social simulation are called as the engine driving economy and development and it is excelled between advanced and developed countries, in terms of ranking. In undeveloped and Third World countries, apparently and merely, there are so many attentions to it. Whereas, in different definitions developed about Entrepreneurship, paying attention to the opportunities and potentials present in various countries because of cultural differences are considered. For example, in strategic management, it is mentioned that some products and product lines are of Dogs and after transferring it to another community or country, it survives as Cash Cow.

The second sub-question of this research is that sustainable development approaches, in organization levels (micro), national (macro) and international, are depended upon considering the social and cultural concerns. This question is also based on issues based on Social Impact Assessment that is a model developed by quality assurance consultants of World Bank for developmental projects in the countries to guarantee the loans to various countries effectively. Some necessities are as follows:

- Concern of the World Bank as a development institution is that a loan paid to a country has substantial impact on the economic and social development of that country.

- Economic growth can reduce poverty when the development is sustainable and equitable. Sustainable and equitable development includes some provisions empowering the enabling and inclusive achievements to make the economic blessings stable.
- Social analysis determines whether the borrower can meet the aims of social development or not?
- Social Impact Assessment (SIA) makes the borrower to study the project stability and promote it.

Then, the matters such as social capital was studied and ultimately confirmed.

The third sub-question of this study was that the "biologic Algorithms are able to provide an appropriate approach, model or metaphor required by modeling organizations and companies about the way of transplantation and the establishment of appropriate systems. This question is also confirmed by a study that was firstly done about transplanting and the resistance against the host. This was discussed in part "Theoretical background and literature" and matched with locating qualitative systems.

The main question of this research titled as "the main reason for instability of continuous improvement in products of companies and organizations, despite the use of modern methods and quality specific standards, is related to the social and cultural factors" was confirmed based on the sub-hypotheses, previous studies reviewed and the research findings.

Conclusions and Suggestions: This research tried, by discovering a biologic sample in transplanting a member, to represent and assimilate the reasons of failure and instability in promoting the quality to appreciate the various kinds of certifications, apply management systems, by a relative identification and adequate data, be able to get investment feedbacks and prevent additional expenses. As the organizations and companies all over the world, we need to some patterns and models to study fully and should also become familiar with them in details. Selecting an incorrect quality model or system, pretention of managers to have science and knowledge, the organization resistance against any change, staff resistance, the conversion of resistance to participation etc are the most important matters affecting the applications of quality systems.

Based on this research, many of the objections and criticisms are focused to the universities, academic centers, especially high education and research systems.

Because, most of the time, they have not correctly practiced their own responsibilities in determining and localizing the models and systems and matching them with cultural and social properties. So, we propose:

- To do common researches by the participation of all universities, professors and students of management and sociology to extend and enrich the scientific concepts, terms and issues just like what has been done in this study.
- To perform other research in this field as case study in successful and unsuccessful organizations and companies to identify their strengths and weaknesses, the amount of capital especially cultural, social and human capital and the rate of desire to proceed.
- To design a management system in developing and undeveloped countries, as what was established for the medicals and engineering (medical system and management system).
- To do the best when needed and based on the requirements and conditions to protect and promote the participations of the staff. Because, human Capital, in organization and companies, indicates the road to social capital.
- To identify the successful areas in developing and undeveloped countries and study them. This can distinguish and solve the problems affecting the success and stability of the companies and organizations.

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