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**MEDIATOR ROLE OF THE ORGANIZATIONAL IDENTITY GREEN IN
RELATIONSHIP BETWEEN TOTAL QUALITY MANAGEMENT AND
PERCEIVED INNOVATION WITH SUSTAINABLE COMPETITIVE ADVANTAGE**

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ABSTRACT

This study examined the mediating role of green organizational identity in understanding how TQM is related to innovation with sustainable competitive advantage. The population under study consisted of 147 continuous undergraduate students and 43 discontinuous undergraduate management students enrolled in 2012 plus 248 staffs working at Islamic Azad University of Shiraz. The sample size including 123 students and 146 employees was determined based on Morgan table and using simple random sampling. The instruments were the researcher-made Green Organizational Identity Questionnaire, Innovation Questionnaire (Jeffry et al., 2013), Total Quality Management Inventory (Nasr Esfahani et al., 2014), and Sustainable Competitive Advantage Inventory (Hosseini, 2011). The responses to the items in the questionnaire were scores using a five-point Likert scale and the data were analyzed by Lisrel and SPSS. The results showed that TQM and innovation are significantly correlated with sustainable competitive advantage as mediated by green organizational identity. The findings of the study were discussed in the light of previous studies. In the end, it was suggested, by improving green organizational identity, organizations can better analyze their external environment for novel innovations to pave the way for the use innovation in the organization. The promotion of green organizational identity as a standard framework within the community, in addition to positive environmental results would improve the level of quality and services in various parts of the organization and also increase the well-being of

employees within the organization and outside the organization, and thus leading to sustainable competitive advantage.

Keywords: Green organizational identity, Total Quality Management, innovation, sustainable competitive advantage

INTRODUCTION

With increasing environmental pressures resulting from multiple sources at the final decades of environmental regulations and consumer environment were implemented to serious environmental pollution in industrial activity, are growing resolve. Direct effects of environmental treaties, the Treaty of Montreal, the Kyoto protocol, prohibiting the use of hazardous materials and increase consumer understanding of the environment, can lead to changes in the world of competition in the industry. Despite the many changes, just use a preventive approach to environmental pollution to protect the environment is not enough to stimulate the development of the business model and management thinking green opportunities and innovations are necessary. Aware and concerned stakeholders such as consumers and employees are aware of the environmental and administrative efficiency in the performance of companies that are certainly not indifferent to the environment. The move comes as a move in line with the growing importance of the environment for today's companies (Lee, 2009). Thus, concepts, such as green design, green

marketing, green products and green products have been developed to overcome the challenges posed by popularity ecology (Yu-Shan Chen, 2011). So conservation organizations is considered very important and is becoming a vital part in business management And organizations to gain sustainable competitive advantage should be given to this issue should be removed from the big world competition Or they can acquire a better position in a competitive market, so the need for the development of green corporate identity-based framework is vital And the organization must adjust their activities based on this framework. Differences concern in this study and other research organization promoting green identity as a standard and appropriate framework within society. In addition to the positive environmental results would improve the level of quality and service in various parts of the organization and also to increase the well-being of employees within the organization and outside the organization will be which leads to a sustainable competitive advantage. The research that has been ongoing to further define the corporate identity has been green But the relationship between these

variables with two of the most important variables that are important in achieving a sustainable competitive advantage is tested. Innovation and total quality management are the two variables which are the strengths of this study relative to other studies in this area are.

Statement of the problem

Survival of organizations in today's competitive environment, it leaves no choice but to gain competitive advantage. Strategic management science theorists have proposed two main approaches to achieve sustainable competitive advantage, an approach based environmental opportunities and an approach based on the organization's internal capabilities (Barney 1, 1986; Porter 2, 1980). In today's turbulent environment green identity organization will be innovation and maintain a competitive edge in the competition will be. Corporate green identity to increase innovative activities and the quality of the organization's success in the competitive environment. As a result, organizations can manage their competitive advantage by generating new products and maintain quality. adoption of total quality management and corporate green identity as an important strategy, a fundamental role in the differentiation of organizations in the field This important innovation that leads to sustainable competitive advantage of the

organization. The importance and necessity of research

EPA to any operations or prevent its destruction done to preserve the environment, it is said. Protection of the environment, the effort to protect the health of the environment and human, personal level, organization, or government protects the natural environment. Due to population growth and technology, the biophysical environment is sometimes overlooked. This must be recognized and governments should create restrictions on the activities of environmental degradation. Since 1960, environmental activist movements have been aware of issues in this area. No agreement about the effect of human activities on the environment and no protective measures are sometimes criticized. Academic institutions now offer courses, Such as environmental studies, environmental management and environmental engineering, who teach history and methods of environmental protection. Given the need to protect the environment, to human activities. Waste, air pollution and loss of biodiversity (due to the introduction of invasive species and endangered species) are some of the issues related to environmental protection. Protecting the environment is influenced by three factors combined: environmental law, ethics and education. Each of these three

factors, both international decisions at the level of values and personal behavior, impact on the environment. For the protection of the environment to become a reality, it is important that societies progress and to adopt environmental decisions (NPC, 2009). Discussion of environmental protection is often the role of government, parliament and law enforcement focus. However, in the broad sense, environmental protection is the duty of all people, not just the government. Discussions include a wide range of stakeholders, including industry environment, indigenous groups, environmental groups and representatives of the society. Decisions to protect the environment reflect the wide range of stakeholders and are common in most countries. Many laws impose legal basis for environmental protection and many international treaties recognize the right to live in a healthy environment. Also, many countries, organizations and agencies that are dedicated to environmental protection. The United Nations Environment Programmed, the International Environmental there. Although environmental protection is not the duty of government agencies, but these centers to create and maintain basic standards of environmental protection and its interaction with the public, basic care (NPC, 2009).

The main reason for writing this research increase the increasing importance of environmental issues in the organization and production of goods and provision of services is. The reason for choosing the university as a place of study is that different people with different cultures of the different communities have been formed And each of these people, apart from the student or employee, either as a representative of a particular group with a particular social habits and ethics are And addition of a special corporate ethics, and according to the main purpose of this research is the best option for carrying out this research To determine the corporate green identity how different groups and different cultures is acceptable. Common, green identity as a framework of standards and good organization within the community, in addition to positive environmental results would improve the level of quality and service in various parts of the organization And also increases the welfare of the employees within the organization and outside the organization that will lead to the creation of sustainable competitive advantage will be.

Methodology

The research method can be according to two criteria, objective research and data collection divided. This study is based on objective research, fundamental research

designed on the basis of survey data collection.

The data of the following two general approaches have been used:

1. The library method: study of the documents in journals, books and scientific sites

2-way field: Questionnaires

This research is descriptive and because it is the relationship between the variables studied, the correlation is performed at Islamic Azad University of Shiraz.

Statistical Society

The study population consisted of 147 undergraduate students and 43 students joined the batch input management degree in 2012 and also include 248 employees, Islamic Azad University of Shiraz, note that this data up to the end of February in 2014 is.

Sample and sampling

Based on this study, 123 students sample Morgan and 146 employees who are questioned by simple random sampling.

Table 1: Distribution of respondents according to gender index (employees)

Percent valid replies	Percent Compared to total	Number	Gender
49	49	72	Man
51	51	74	Female
-	0	0	Unanswered
100	100	146	Sum

Table 2: Distribution of respondents according to age index (employees)

Age group 30 years and older	age group 25-30	age group 20-25	age group 15-20	Index
15Percent	40Percent	38Percent	7Percent	Age

Table 3: Cronbach's alpha for the total scale component of the green identity

Cronbach's alpha	dimension
0/880	Coherent identity organization
0/74	Knowledge strategy
0/80	Tools and support
0/76	Quality managers
0/71	Internal Communications
0/86	Dynamism and diversity
0/95	Total

The validity of corporate green identity

The questionnaire was used to determine the validity of the factor analysis through SPSS software is obtained for the observed results:

Table 4: Factor analysis for components of green corporate identity questionnaire

Factor Analysis	dimension
0/94	Coherent identity organization
0/86	Knowledge strategy
0/86	Tools and support
0/87	Quality managers
0/91	Internal Communications
0/86	Dynamism and diversity

As you can see, this questionnaire has enjoyed a very high validity and all aspects to measure the variables of interest (green corporate identity) are suitable.

Table 5: Factor analysis of the questionnaire for the components of Total Quality Management

Factor Analysis	dimension
0/75	Mission Statement Quality and customer focus
0/83	Management commitment, and employee empowerment
0/62	Communication in Organizations
0/81	Performance appraisal system and quality statistical evidence
0/82	Introduction to Total Quality Management
0/89	Scale of the cost of quality and quality reasons for the change

Analysis of data

SPSS software to analyze the data, the information was transferred to a computer. Data analysis was conducted in two parts. In the first section, descriptive statistics such as frequency tables and standard deviation was used to describe the sample. In the second part of inferential statistics such as Pearson's correlation coefficient, t-test and analysis of variance, and multivariate regression was performed to test research hypotheses.

It is, therefore rejected the null hypothesis of equality implies a normal distribution of all components (Table 6).

Table 6: check the status of components and corporate green identity respondents (employees)

significance level	Standard deviation	Average	Maximum	At least	Component
0/00	5/74	20/44	25	5	Coherent identity organization
0/00	5/84	18/08	25	5	Knowledge strategy
0/00	5/98	19/05	25	5	Tools and support
0/00	5/45	19/52	25	5	Quality managers
0/00	5/20	19/66	25	5	Internal Communications
0/00	6/13	20/08	25	5	Dynamism and diversity
0/00	30	116	150	30	Green corporate identity

Table 7: check the status of components and total quality management respondents (employees)

Significant level	Standard deviation	Average	Maximum	At least	Component
0/00	4/006	11/62	15	3	Mission Statement Quality and customer focus
0/00	5/84	14/20	20	4	Management commitment and Empowerment
0/00	2/204	6/47	10	2	Communication in Organizations
0/00	4/07	10/31	15	3	Performance appraisal system and quality statistical evidence
0/00	2/87	7/23	10	2	Introduction to Total Quality Management
0/00	4/34	12/08	15	3	Scale of the cost of quality and quality reasons for the change
0/00	17/92	61/90	79	17	Total Quality Management

Table (8): the status of component and innovation of respondents (employees)

Significant level	Standard deviation	Average	Maximum	At least	Component
0/00	7/94	27/19	35	7	Manufacturing Innovation
0/00	6/93	22/23	30	6	Process innovation
0/00	5/578	14/07	20	4	Innovation Office
0/00	18/486	63/49	80	18	Innovation

Table (9): Check the status of the components and the competitive advantage of the respondents (employees)

Significant level	Standard deviation	Average	Maximum	At least	Component
0/00	4/489	14/71	20	4	Tangible benefits
0/00	3/748	12/19	15	3	Sustainable advantage
0/00	3/966	11/92	15	3	Dynamic Advantage
0/00	4/043	11/64	15	3	The advantage congruent
0/00	4/867	13/86	20	4	Advantage Tools
0/00	18/614	64/32	78	18	Sustainable competitive advantage

Table (10): the correlation matrix between innovation and total quality management and green identity organization with a sustainable competitive advantage and sustainable competitive advantage components (staff)

Advantage Tools	advantage congruent	Dynamic Advantage	Sustainable advantage	Tangible benefits	Green corporate identity	Total Quality Management	Innovation	Sustainable compare advantage	Innovation	Variable
								1 - 146	r sig N	Sustainable competitive advantage
							1 - 146	0/712 0/00 146	r sig N	Innovation
						1 - 146	0/825 0/00 146	0/781 0/00 146	r sig N	Sustainable competitive advantage
					1 - 146	0/562 0/00 146	0/419 0/00 146	0/853 0/00 146	r sig N	Green corporate identity
				1 - 146	0/017 0/83 146	0/300 0/00 146	0/008 0/92 146	0/869 0/00 146	r sig N	Tangible benefits
			1 - 146	0/860 0/00 146	0/039 0/64 146	0/266 0/00 146	0/126 0/13 146	0/937 0/00 146	r sig N	Innovation
		1 - 146	0/812 0/00 146	0/706 0/00 146	0/013 0/876 146	0/286 0/00 146	0/098 0/24 146	0/929 0/00 146	r sig N	Dynamic Advantage
	1 - 146	0/785 0/00 146	0/845 0/00 146	0/748 0/00 146	0/055 0/50 146	0/312 0/00 146	0/095 0/25 146	0/877 0/00 146	r sig N	advantage congruent
1 - 146	0/544 0/00 146	0/809 0/00 146	0/657 0/00 146	0/543 0/00 146	0/065 0/43 146	0/220 0/00 146	0/003 0/97 146	0/815 0/00 146	r sig N	Total Quality Management

Table 11: Matrix correlation between innovation and total quality management and green identity organization with a sustainable competitive advantage and innovation factors (staff)

Innovation Office	Process innovation	Manufacturing Innovation	Green corporate identity	Total Quality Management	Innovation	Sustainable competitive advantage	Sustainable competitive advantage	Variable
						1 - 146	r sig N	Sustainable competitive advantage
					1 - 146	0/712 0/00 146	r sig N	Innovation
				1 - 146	0/825 0/00 146	0/781 0/00 146	r sig N	Total Quality Management
			1 - 146	0/562 0/00 146	0/419 0/00 146	0/853 0/00 146	r sig N	Green corporate identity
		1 - 146	0/130 0/11 146	0/147 0/07 146	0/937 0/00 146	0/066 0/43 146	r sig N	Tangible benefits
	1 - 146	0/841 0/00 146	0/234 0/00 146	0/176 0/03 146	0/933 0/00 146	0/007 0/93 146	r sig N	Innovation
1 - 146	0/651 0/00 146	0/634 0/00 146	0/055 0/506 146	0/204 0/01 146	0/819 0/00 146	0/111 0/18 146	r sig N	Dynamic Advantage

CONCLUSIONS

The main hypothesis of the research: between innovation and total quality management and green identity organization with a competitive advantage, there is a significant relationship (employees)

The results of the above Tables strong relationships between all variables and these variables are variables that measure display. The results of this study confirmed the hypothesis of a significant relationship between the variables is approved. The results of the study results Rahmani and Rostami (2014) and Yu-Shan Chen (2011), are consistent. Among the main variables in

this study the most powerful and significant corporate green identity month relationship with a sustainable competitive advantage from the perspective of Islamic Azad University of Shiraz staff. This means that an increase in this component of sustainable competitive advantage increases the researcher from the analysis of data that are collected and distributed among employees Azad University of Shiraz came to the conclusion that most employees Azad University of Shiraz is also a certain tendency to run the organization and institutionalization of this type of frame green identity culture in their organization. As you can see, the variable

component of sustainable competitive advantage in this hypothesis to examine the components of sustainable advantage to the highest score devotes herself. And with respect to the other components that measure this variable indicates that employees stability and achieve sustainable competitive advantage are important. Thus, in general, in this study, after analysis of data from the perspective of employees Azad University of Shiraz came to the general conclusion that: All employees Azad University of Shiraz, there is an urgent need to increase competitive advantage through corporate green identity. At the University of sense and if implemented in full cooperation with its university and show little resistance to the changes result. For the implementation of green corporate identity within the framework of coordination between innovation and job creates comprehensive quality management creates competitive advantage will be at the University. But for this we have the right infrastructure and the necessary cooperation provided by the relevant authorities. Unfortunately, Azad University of Shiraz, very little attention is crucial in this case. Based on the results of the test, Pearson correlation matrix reflects the significance of the relationships between variables in the study is above all so it was that in the population, support

innovation and total quality management through corporate green identity on the competitive advantage is significant predictive power. First hypothesis: between innovation and a sustainable competitive advantage and there is a significant correlation (Employees)

The results of the above Tables strong relationships between all variables and these variables are variables that measure display. The results of this study confirmed the hypothesis of a significant relationship between the variables is approved. The results of the study grace and colleagues (2013) are consistent.

The second hypothesis: the comprehensive quality management and sustainable competitive advantage and there is a significant correlation (Employees) The results of the above Tables strong relationships between all variables and these variables are variables that measure display. The results of this study confirmed the hypothesis and significant relationship between the variables is approved. The results of the study farsi Johnny and Samii Neiestani (2010), are consistent. Researcher analyzing data on a questionnaire that was distributed among employees is based on the results. Such that 59% of Total Quality Management in increments of one variable sustainable competitive advantage will be added to the score and variable Total

Quality Management 42/2 percent variable defines sustainable competitive advantage, Azad University of Shiraz, which indicates the willingness of employees to use Total Quality Management and Business Solutions and its recommendations on the show. Also according to the results and significance of the relationship between the results can be generalized to the whole population as well.

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