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A SYSTEMATIC LITERATURE REVIEW OF TOTAL QUALITY MANAGEMENT (TQM) APPLICATION AND PERFORMANCE IN THE ORGANISATION

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Abstract:

Customers' demands today have become increasingly complex and sophisticated. Most of the organisations have similar intention to fulfil the demand and expectations of customers. The organisations have no options and need to implement a comprehensive concept and method on managing those requirements. Total Quality Management (TQM) is one of the most appropriate approaches for quality improvement. Thus, the purpose of this article is to examine the TQM practices, implementation approaches and their effects on organisational performance and customer satisfaction through systematic literature review. TQM is still relevant to be adopted and significantly improved business performance and customer satisfaction. Systematic literature review is important to identify and develop a comprehensive understanding of a specific area through synthesizing previous and existing studies, identifying inconsistencies and suggesting directions for future research. This reviewed explore many studies by scholars and researchers involving various organisations, sectors and industries. Total number of 85 articles have been reviewed across journal and proceeding. However, only 45 articles were selected related to the study. Duration of the reviewed took almost 6 months. The result indicates that TQM concept and approaches are still appropriate to date and has been practice by organisations widely whether larger or Small and Medium Enterprises (SME) and successfully improve their performance.

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Keyword:

Competitiveness, Customer Satisfaction, Business Performance, TQM



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Introduction

Dynamic organisations need to face risk of challenges due to globalization and technological advancement such as artificial intelligent (AI), business competition, new business models and the emergence of new markets (Žitkienė & Deksnys, 2018). The readiness of every organisation should be a priority to adapt the situation and ensure businesses are able to deliver quality product or services on time to the customer without failed (George & Weimerskirch, 1998). Top management play very important roles to ensure customer satisfaction toward quality product or services understood by all employees. This situation can be realized through the implementations of TQM in organisation (Sahoo & Yadav 2018; Kiselakova et al. 2020; Kutnjak et al. 2019). TQM considered as a long-term strategy for organisational competitiveness and sustainability (Nasr et al. 2019; Mitreva et al. (2019); Domanska-Szaruga (2020).

TQM has been suggested by many scholars and researchers as a strategic tool to propel the organisational performance. Tajouri O, and Lakhal L (2024) had studied on TQM practices and organisational performances using critical factors such as employee training and development, process management, quality measurement, benchmarking, top management commitment, customer involvement and satisfaction as well as strategy and planning. They concluded that the implementation of TQM has a positive impact on organisational performances. Abdullah (2010) conducted case study research of six (6) Malaysian SMEs to explore on how the firms adopted advanced quality management practices (TQM) in the organisation. The study addressed the important of effective top management commitment and steering committee engagement in strategic management planning, employee involvement in quality activities, rewards provided as appreciation and participating in training and development programmes. The findings indicate that TQM enablers include top management commitment, employee training and development and strategy planning contributed to the organisational performance. This finding supported by the study conducted of a few authors (Kumar & Shanmuganathan 2019; Hafeez et. al, 2007; Abdullah & Zainal Abidin, 2012).

Literature Review

TQM Definition

Majority scholars agreed that TQM is a set of guiding principles that integrates management tools and improvement techniques through solid technical systems approach for continuously improving of organisation. According to Oakland (2012), TQM is a method involving whole organisation for understanding and participate in each quality activity. Escrig-Tena (2004) considered TQM initiative as a competitive factor, a distinctive competence and the characteristics that make it possible to consider it as such. Furthermore, Escrig-Tena et al. (2019) also portrays TQM as a strategic action focuses on managing the organisation with the

aim to provide customers with quality products or services. They proposed that external motivations need to end up activating and promoting employees' active engagement in internal improvements to achieve customer satisfaction. The organisation needs to mobilize the individuals, management leadership and the cohesion of all the resources.

Yang (2006) and Powell (1995) suggested TQM as an integration of management philosophy and practices that include several important elements such as continuous improvement, customer satisfaction, product or service processes, employee participation, benchmarking, measurement and suppliers' involvement.

Several scholars suggested that TQM is a method of continuous improvement (Goh and Ridgeway, 1994; Hackman and Wageman, 1995) and therefore, the involvement of senior management in understanding TQM is significant (Ahire et al., 1996; Saraph et al. 1989). Table 1 indicates several definitions of TQM from the previous study.

Table 1 indicates the TQM definitions by previous scholars and researchers.

Table 1: TQM Definitions

No.	Author/Author's	Year	Definitions
1	Silvestri et al.	2024	TQM incorporating the concept of sustainability encompassing the three pillars (economic, social, and environmental).
2	Ahmed and Idris	2020	TQM concept including five enablers which includes top management commitment, employee empowerment, teamwork, training and education and employee involvement.
3	Powell Yang	1995 2006	TQM emphasized on the integration of management philosophy and practices that include several important elements such as continuous improvement, customer satisfaction, product or service processes, employee participation, benchmarking, measurement and suppliers' involvement.
4	Sader et al.	2017	Top management commitment, customer focus, training and learning, and quality of big data and analysis. Furthermore, three hard dimensions revealed the effective implementation of Quality 4.0: process management, continuous improvement, and product/service design.
5	Al-Dhaafri et al.	2016	TQM is a way to improve the performance and quality of results to provide customer needs and increase organisational performance.

6	Oakland	2003	TQM is a method involving whole organization for understanding and participate in each activity.
7	Escrig-Tena	2004	TQM is a strategic action focuses on managing the organisation with the aim to provide customers with quality products or services.
8	Goh and Ridgeway	1994	TQM is a method of continuous improvement and therefore, the involvement of senior management in understanding TQM is significant.
9	Hackman and Wageman	1995	TQM include motivation, work redesign, goal setting, pay for performance, learning, change, informational processing, and emotional commitment.
10	Hellsten and Klefsjo	2000	TQM as a management system consisting of the three interdependent components: values, techniques and tools.
11	Dahlgaard et al.	2019	TQM is a philosophy and set of principles forming the basis of a continuously improving organisation.
12	Singal et al.	2016	It's a management philosophy relying on indicators and concepts to enhance performance.
13	Pattanayak et al.	2017	TQM practices are classified as long-term behavioral/management aspects.
14	Herzallah et al. Setu et al. Lee et al.	2014 2016 2015	TQM enhances organisational reputation and meets customer needs leading to differentiation, brand strength and cost reduction.
15	Bastas and Liyanage	2019	TQM improve system efficiency by empowering people and culture, reducing process variation, eliminating waste and integrating products and processes with customer requirements.
16	Ali and Johl	2022	TQM involves hard and soft dimensions. Hard dimension includes process management, continuous improvement, and product/service design. Meanwhile soft dimension consists of top management commitment, customer focus, training and learning, and quality of big data and analysis.

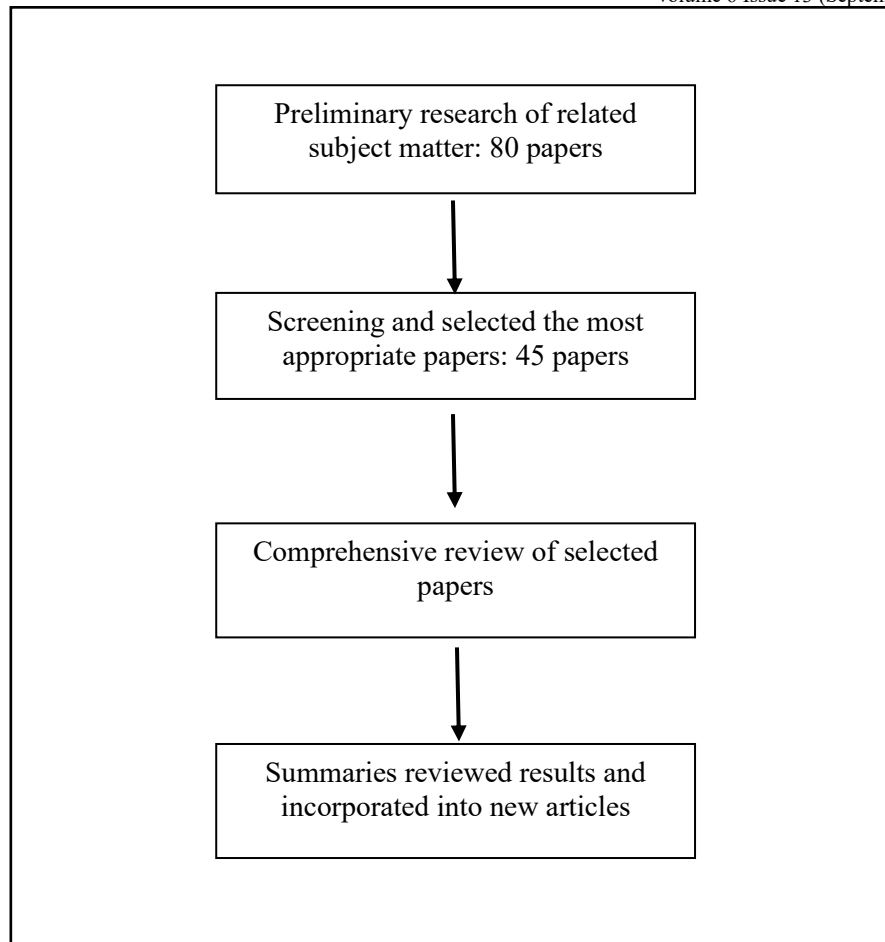
Methodology

The study uses explorative and descriptive analysis of literature extensively reviewed by the author to develop a research design based on the understanding of TQM concepts and philosophy, enablers and implementations by organisations. This study involves four (4) stages of activities which includes preliminary research, screening and selected the most appropriate papers, comprehensive review and summary of the finding. Finally, all findings from the journals incorporated into a new article. A wide range of 85 research articles across various journal and proceeding was referred and only 45 articles were selected. The stages are shown in Figure 1.

TQM Implementations

TQM implementation in the organisation was discussed in great details among scholar's and researchers at international forum and journals. Most of them agreed that TQM has significantly influences the organisational commitment as well as the overall performance. For instance, Sivalai & Rojniruttikul (2018) did a measurement the greatest factor affecting to the TQM implementation of railway company in Thailand and the results shown TQM contribute to biggest impact of the organisation. Similarly, Bunglowala & Asthana (2016) found that TQM well implemented in education sector in Thailand. Talib & Rahman (2015) did an observation in service industry to study TQM application, and they found that TQM contributed for better performance. In banking industry shown similar results as mentioned by Arifin (2016) in his study. Sweis et. al. (2019) on the other hand, did a survey of organisations in Jordan with different sector of business operations and concluded that TQM implementation improving customer satisfaction that leads to increasing of sales and profit.

Santos et al., (2019) proved in his study at Brazillian electricity distribution company that implementation of TQM helped improving the order scheduling by 12% and reduce unproductive visit by 22%. These findings indicate that TQM significantly impact the company performance. Meanwhile, Sari & Firdaus (2018) and Nugroho & Nurcahyo (2018) did a study of TQM implementation in Indonesia Small and Medium Enterprises (SMEs) and they concluded it can improve the competitive advantage of the SMEs. Sabet et al., (2014) suggested TQM at its best to be combine with Six Sigma for robust results of the organisations.

**Figure 1: Research Methodology**

As a summary, it can be concluded that TQM implementation is able to help organizations whether SMEs, larger or multinational to perform better and be competitive in the market. Table 3 shows the previous study of TQM implementation. Most of the scholars and researchers from those 45 papers reviewed were observed the relationship between the implementation of TQM with the increment of competitive advantage of the organisation as well as increasing customer satisfaction. TQM is one of the good concept and philosophy to be applied at the organisation as a strategic approach. It is suitable for many industries and sectors and compatible with other quality management tools such as ISO 9000, Good Housekeeping (5S), Balanced Score Card and Six (6) Sigma.

Table 2. Existing List of Articles Reviewed

No.	Paper Reviewed	Year	Research Object	Results
1.	Sahoo & Yadav	2018	Indian manufacturing SMEs	TQM involves four important elements: Management leadership, strategic planning, employee empowerment and involvement and quality education and training.

2.	Tajouri O, and Lakhal L	2024	Large Tunisian quality-certified industries	TQM has a direct and significant positive effect on organisational performance, organizational learning as well as innovation.
3.	Abdullah	2010	Malaysian manufacturing SMEs	TQM companies outperform non-TQM companies.
4.	Kumar & Shanmuganathan	2019	Indian auto component manufacturing companies	TQM enablers significantly influence employee's commitment.
5.	Hafeez	2007	European companies	TQM support organizational learning.
6.	Hafeez et al.	2006	European companies	Study organisations have successfully adopted a holistic approach TQM and most of these put relatively high emphasis on technology elements compared with soft issues of TQM.
7.	Abdullah & Zainal Abidin	2012	Malaysian manufacturing SMEs	TQM have a significant relationship with organizational performance.
8.	Oakland	2012	European companies	TQM enablers accelerate organizational performance.
9.	Escrig-Tena	2004	Industrial and service firms	TQM is a valuable strategic option for the company business performance.
10.	Escrig-Tena et al.	2019	Spanish organisations with EFQM recognition	The findings reinforce the importance of the soft elements of the TQM model.
11.	Yang	2006	High-tech companies in Taiwan	The study concluded that HRM practices have a significantly positive effect on the implementation of TQM.
12.	Powell	1995	Reviewing existing empirical	TQM enablers such as open culture, employee empowerment, and

			evidence, and reports findings from a new empirical study of TQM's performance	executive commitment can produce advantage to the organisations.
13.	Goh and Ridgeway	1994	SMEs manufacturing companies in Sheffield	The study identifies five (5) major components of TQM and assesses the performance of the companies relative to these components.
14.	Hackman and Wageman	1995	Commentary the concepts and role of TQM in organisations	TQM contributes to the organisational performance.
15.	Ahire et al.	1996	TQM and non-TQM firms	TQM firms perform better than non-TQM.
16.	Saraph et al.	1989	General Managers and Quality Managers of 89 divisions of 20 companies	TQM enablers can be used as a tools to measures organisational performance.
17.	Santos et al.	2019	Electricity distribution company	TQM implementation significantly contributes to the reduction of 12% in order scheduling and 22% in unproductive visits.
18.	Vukomanovic et al.	2014	Construction industry	The study observes that effective the TQM implementation requires for better performance.
19.	Suarez-Barraza & Ablanedo-Rosas	2014	Manufacturing industry	5S practices proved to be a significant driver for a successful TQM implementation.
20.	Hasan et al.	2018	Education sector (school)	TQM implementation is successfully solved the problem related to the primary education system.
21.	Yeng et al.	2018	Hospitality Industry	TQM implementation improving the knowledge of employees in quality management and the

				organisation competitive advantage.
22.	Nugroho & Nurcahyo	2018	SMEs sector	TQM implementation is impacted to company's financial result.
23.	Mitreva et al.	2016	Food sector	The study showed that the application of TQM in the processing food company is increased effectiveness and efficiency.
24.	Kim	2016	Manufacturing sector	The findings show TQM can be started with good leadership, focus on customer and better process management.
25.	Alanazi	2020	Business sector	The study observed the roles of managers and practitioners' importance in implementation of successful TQM.
26.	Nicolaou & Kentas	2017	Healthcare industry	The results portray TQM implementation influence the performance of healthcare industry.
27.	Prajogo & Brown	2004	Business sector	The study findings show the strong association between TQM practices and quality performance of the firm.

From the review of 45 articles (various industries and sectors) that has been carried out, it can be concluded the TQM enablers that contributed to the organisational performance as shown in Figure 2.

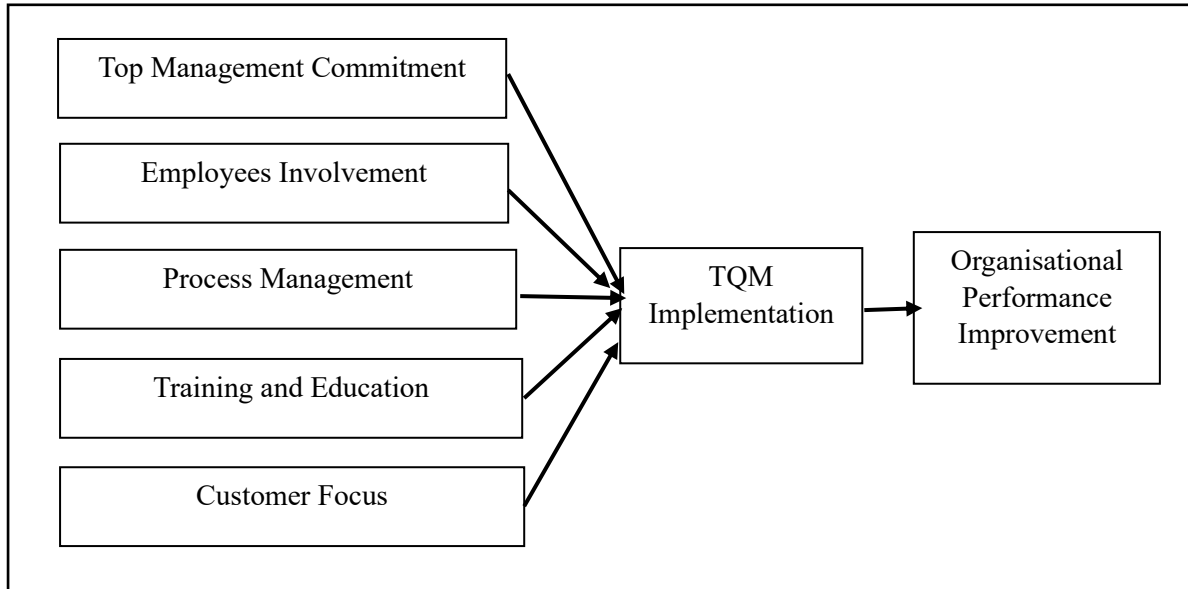


Figure 2: TQM Implementation Model

Conclusion

This paper reviewed and analyzed the studies conducted by a number of researchers and scholars on the concept and implementation of TQM. From the 45 articles that has been reviewed, it's indicating that TQM is still relevant and widely recognized as management approach at various industries and sectors across countries in the world. Majority of researchers and scholars agreed that TQM improving product and service quality, effective on time delivery, less defect and data driven decision making toward achieving customer satisfaction. TQM is implemented with full commitment from top management as well as total involvement of employees.

The combination of both parties becoming a catalyst for organisation to outperform their competitors. Furthermore, TQM are an appropriate concept to be implemented with other quality improvement programs such as Good Housekeeping (5S), Quality Management Standard ISO 9000, Balance Score Card and Six (6) Sigma. However, the effectiveness of TQM implementation varies depending on organisational culture, leadership commitment, resource availability and the ability to sustain continuous improvement initiatives.

As a conclusion, this review confirms that TQM continues to be an effective strategic management tool and philosophy for enhancing organisational excellence and achieving sustainable performance to adapt to changing market demands and to be competitive in the long term.

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