

**AWARENESS AND PERCEPTIONS OF MANAGERS IN
A MANUFACTURING ORGANIZATION REGARDING
TOTAL QUALITY MANAGEMENT (TQM)**

by

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**Thesis submitted in partial fulfillment
of the requirements for the degree
of Master of Science (Management)**

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Dedicated to my

Beloved Parents

(Maktiar Singh & Dalip Kaur)

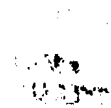


TABLE OF CONTENTS

	Page
Table of Contents	i
Acknowledgements	vii
List of Tables	viii
List of Figures	x
List of Abbreviations	xii
List of Appendixes	xiii
Abstract	xvi

CHAPTER ONE : INTRODUCTION

1.1	The Research Problem	1
1.2	Study Context	3
1.3	Objective of Study	5
1.4	Definition of Awareness and Perception	5
1.5	Plan of Study	7
1.6	Significance of the Study	8

CHAPTER TWO : TOTAL QUALITY MANAGEMENT (TQM)

2.0	Introduction
2.1	Background

2.2	Evolution of Total Quality Management	10
2.3	Concepts	12
2.3.1	Quality	12
2.3.2	Quality Control	14
2.3.3	Quality Assurance (QA)	14
2.3.4	Total Quality	15
2.3.5	Difference between Quality Control, Quality Assurance and TQM	16
2.4	Total Quality Management (TQM)	16
2.4.1	Difference between TQM and traditional management	19
2.5	Principles and elements of Total Quality Management	20
2.5.1	Model for Implementing TQM	20
2.5.2	Quality Principles	22
2.5.3	Supporting Elements	23
2.6	The Critical Success Factors	28
2.6.1	Necessary Management Behaviors	28
2.6.2	A Strategy for TQM implementation	29
2.6.3	Organization for TQM	29
2.6.4	Communication for TQM	29
2.6.5	Training and education	29
2.6.6	Employee involvement	30
2.6.7	Process management and systems	30
2.6.8	Quality technologies	30
2.6.9	Critical Factor Hierarchy Model	31
2.7	Difficulties/Barriers in TQM Implementation	34
2.7.1	Management behaviors	34
2.7.2	Strategy for TQM implementation	36
2.7.3	Organization for TQM	37
2.7.4	Communications	38
2.7.5	Training and education	38
2.7.6	Employee involvement	40
2.7.7	Process management and systems	40
2.7.8	Quality technologies	41

2.8	Conclusion	41
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CHAPTER THREE : AWARENESS AND PERCEPTION

3.0	Introduction	43
3.1	Awareness	43
3.2	Perception	44
3.3	Organizational Structure	48
3.4	Importance of perception to managers	49
3.5	Importance of Managers' Awareness and Perception Towards TQM for an Organization	50
3.6	Conclusion	53

CHAPTER FOUR : THEORETICAL FRAMEWORK

4.0	Introduction	55
4.1	Dependent Variables	55
4.2	Independent Variables	56
4.3	Operational Definitions	59
	4.3.1 Awareness of TQM	59
	4.3.2 Perception of TQM implementation (critical success factors)	63
	4.3.3 Perception of difficulties in getting commitment to TQM	67
4.4	Hypotheses	74
4.5	Conclusion	76

CHAPTER FIVE : RESEARCH METHODOLOGY

5.0	Introduction	77
5.1	Research Design	77
	5.1.1 Type of study	77
	5.1.2 Nature of Study	78
	5.1.3 Study Setting	78
	5.1.4 Time Horizon	78
	5.1.5 Unit of Analysis	79
5.2	Sample Selection	79
5.3	Respondents' Characteristics	80
5.4	Data Collection Method	81
5.5	Pilot testing	83
5.6	Reliability	83
5.7	Implementation of the Survey	86
5.8	Data processing and Analysis	87
	5.8.1 Descriptive Statistics	87
	5.8.2 Inferential Statistics	87
	5.8.3 Alpha level	88
5.9	Conclusion	88

CHAPTER SIX : RESULTS

6.0	Introduction	89
6.1	Descriptive Statistics	89
	6.1.1 Awareness of TQM	89
	6.1.2 Perception of TQM implementation (Critical Success Factors)	102
	6.1.3 Perception of difficulties in getting commitment to TQM	111

6.2	Inferential Statistics	122
6.2.1	Awareness of managers regarding TQM according to level of management	124
6.2.2	Awareness of managers regarding TQM according to departments	127
6.2.3	Perception of managers regarding the critical success factors according to level of management	130
6.2.4	Perception of managers regarding the critical Success factors according to departments	133
6.2.5	The difficulties perceived by managers in getting commitment to TQM according to level of management	136
6.2.6	The difficulties perceived by managers in getting commitment to TQM according to departments	140

CHAPTER SEVEN : DISCUSSION

7.0	Introduction	144
7.1	Awareness of TQM	145
7.2	Perception of TQM Implementation (Critical Success Factors)	149
7.3	Perception of Difficulties/Barriers in Getting Commitment to TQM	156
7.4	Conclusion	162

CHAPTER EIGHT : CONCLUSIONS AND IMPLICATIONS

8.0	Introduction	165
8.1	Overview of the Study and Its Findings	165
8.2	Implications of the Findings	167

8.3	Limitations of the Study	169
8.4	Suggestions for Future Research	170
8.5	Conclusion of the Study	170

BIBLIOGRAPHY

APPENDIXES

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LIST OF TABLES

Table No.	Content	Page
2.1	A Comparison of the critical factors of TQM	33
6.1	Managers' Awareness of the Importance of TQM Factors	93
6.2	Mean Scores for Managers' Awareness of the Importance of TQM Factors According to Levels of Management	96
6.3	Mean Scores for Managers' Awareness of the Importance of TQM Factors According to Types of Departments	100
6.4	Managers' Perception of Critical Success Factors in the TQM Implementation Process	105
6.5	Mean Scores for Managers' Perception of TQM Implementation (Critical Success Factors) According to Levels of Management	107
6.6	Mean Scores for Managers' Perception of TQM Implementation (Critical Success Factors) According to Types of Departments	110
6.7	Mean Scores for Managers' Perception of Difficulties/Barriers in Getting Commitment to TQM According to Levels of Management	116

6.8	Mean Scores for Managers' Perception of Difficulties/Barriers in Getting Commitment to TQM According to Types of Departments	120
6.9	A Summary of the Results of Hypotheses Testing Using ANOVA	122
6.10	Results of the ANOVA for Differences in Managers' Awareness of the Importance of TQM Factors for Levels of Management	126
6.11	Results of the ANOVA for Differences in Managers' Awareness of the Importance of TQM Factors for Types of Departments	129
6.12	Results of the ANOVA for Differences in Managers' Perception of TQM Implementation (Critical Success Factors) for Levels of Management	132
6.13	Results of the ANOVA for Differences in Managers' Perception of TQM Implementation (Critical Success Factors) for Types of Departments	135
6.14	Results of the ANOVA for Differences in Managers' Perception of Difficulties/Barriers in Getting Commitment to TQM for Levels of Management	138
6.15	Results of the ANOVA for Differences in Managers' Perception of Difficulties/Barriers in Getting Commitment to TQM for Types of Departments	142
7.1	Difficulties/Barriers to TQM Found in the Literature and Perceived by Managers	157

LIST OF FIGURES

Figure No.	Content	Page
1.1	Overview of the Research Process	7
2.1	One View of the Evolution of Total Quality	11
2.2	Implementing Concepts	21
2.3	Critical factor hierarchy model	31
3.1	Schematic representation of the attribution process	46
4.1	Diagram of the relationship between the independent variables and dependent variables (awareness of TQM, perception of TQM Implementation and perception of difficulties)	58
4.2	Dimensions (D) and elements (E) of the concept (C) Awareness of the importance of TQM factors	62
4.3	Dimensions (D) and Elements (E) of the concept (C) Perception of TQM Implementation (Critical Success Factors)	66
4.4	Dimensions (D) and Elements (E) of the concept (C) of Perception of Difficulties	73

6.1	Managers' Awareness of the Importance of TQM Factors	91
6.2	Managers' Perception of TQM Implementation (CSF)	103
6.3	Managers' Perception of Difficulties in Getting Commitment to TQM	112

LIST OF ABBREVIATIONS

ANOVA	-	Analysis of Variance
CSF	-	Critical Success Factors
EDP	-	Electronic Data Processing
EFQM	-	European Foundation of Quality Management
GDP	-	Gross Domestic Product
QA	-	Quality Assurance
QC	-	Quality Control
QFD	-	Quality Function Deployment
QWL	-	Quality of Working Life
SPC	-	Statistical Process Control
SRC	-	Sharp-Roxy Corporation (M) Sdn. Bhd.
TQ	-	Total Quality
TQC	-	Total Quality Control
TQM	-	Total Quality Management

LIST OF APPENDIXES

APPENDIXES	No.
Background of Sharp-Roxy Corporation (M) Sdn. Bhd.	A-1
Chart 1: Sales (Mil RM) of Sharp-Roxy Corporation (M) Sdn. Bhd. for the period 1976 - 1992	A-1
Sharp-Roxy - Policy On Quality	A-2
Sharp-Roxy Corporation Creed	A-3
Sharpboxy Corporation (M) Sdn. Bhd. Organization Chart	A-4
No. of Managers According to types of departments and levels of management in Sharp-Roxy Corporation (M) Sdn. Bhd.	A-5
Questionnaire Regarding Total Quality Management (TQM)	B
No. of Managers According to Age Group	C-1
Chart 2: No. of Managers According to Age Group	c-2
No. of Managers According to Gender	c-3

Chart 3: Number of Managers According to Gender	c-4
Length (Duration) of Employment with Sharp-Roxy Corporation (M) Sdn. Bhd.	c-5
Chart 4: Length (Duration) of Employment with Sharp-Roxy Corporation (M) Sdn. Bhd.	C-6
Managers According to Level of Management	c-7
Chart 5: Managers According to Level of Management	C-8
Sample distribution by levels of management and types of departments	c-9
Mean Score of Managers' Awareness of the Importance of TQM Factors	D-1
Managers' Awareness of the Importance of TQM Factors According to Levels of Management	D-2
Group (Levels of Management) Differences in Managers' Awareness of the Importance of TQM Factors-ANOVA	D-3
Groups (Types of Departments) Differences in Managers' Awareness of the Importance of TQM Factors)-ANOVA	D-4
Mean Score of Managers' Perception of TQM Implementation (Critical Success Factors)	D-5

Managers' Perception of TQM Implementation (Critical Success Factors) According to Levels of Management	D-6
Groups (Levels of Management) differences in Managers' Perception of TQM Implementation (Critical Success Factors)-ANOVA	D-7
Group (Types of Departments) Differences in Managers' Perception of TQM Implementation (Critical Success Factors)-ANOVA	D-8
Mean Scores of Managers' Perception of Difficulties in Getting Commitment to TQM	D-9
Managers' Perception of Difficulties in Getting Commitment to TQM	D-10
Managers' Perception of Difficulties/Barriers in Getting Commitment to TQM According to Levels of Management	D-11
Group (Levels of Management) Differences in Managers' Perception of Difficulties/Barriers in Getting Commitment to TQM	D-12
Group (Types of departments) differences in Managers' Perception of Difficulties/Barriers in Getting Commitment to TQM	D-13
Reliability Analysis for Pilot Study	E-1
Reliability Analysis for Final Study	E-2

ABSTRACT

A survey concerning managers' awareness and perception of TQM was carried out in a manufacturing organization to examine: the awareness of managers regarding TQM; the perception of managers regarding the Critical Success Factors; and the difficulties perceived by managers in getting commitment to TQM. The awareness and perception of TQM are based on two models - Model for TQM implementation and Critical Hierarchy Model.

The sample comprised of 261 top, middle and lower managers from 13 departments (Personnel and General Affairs, Cost Control, Accounts, Purchasing, Shipping, Electronic Data Processing, Value Engineering, Engineering, Production/ Operations, **Production Control**, Production Engineering, Quality Control, and Parts Control).

The alternative hypotheses developed for this research are: Awareness of managers regarding TQM differ according to level of management and departments; Perception of managers regarding the critical success factors differ according to level of management and departments; and The difficulties perceived by managers in getting commitment to TQM differ according to level of management and departments.

Findings revealed that no statistical significant differences exists for: managers' awareness regarding TQM among levels of management; managers' perception regarding the CSF among levels of management; and managers' perception of difficulties/barriers among levels of management and departments. Findings revealed that statistically significant differences exists for: managers' awareness regarding TQM among departments and managers' perception regarding CSF among departments. Satisfying external customers/clients is what TQM means to most managers. Managers considered necessary management behaviors as the most critical factor in TQM implementation. Results reflect that TQM is partially practiced in the organization. Findings of this study were discussed in relation to previous research and literature on TQM.

CHAPTER ONE

INTRODUCTION

1.1 The Research Problem

A new approach to quality - total quality management (**TQM**) - will be a major input focus and trend in the 1990s. The philosophy, concepts and potential benefits of TQM are becoming well known. Many organizations in US, Europe and UK are introducing TQM where TQ is a strategy and the only way to survive in the 1990s and beyond. Even several colleges and universities have begun using the principles and practices of TQM to manage how they educate and generate knowledge. Developing a TQM and supporting its implementation is a demanding task which requires a period of years, a complex blend of technical, inter-personal and political skills, and the right organizational cultural environment. It also demands characteristics of tenacity and persuasiveness. Leaders or managers need to have the broad range of professional skills necessary to support TQM.

Many corporate entities have found the key to competitive success in the implementation of a TQM program and philosophy. Many leading industrial companies credit TQM as a key to their success. TQM holds a significant

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