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Total Quality Management (TQM)

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ABSTRACT

The rate of change and innovation that affects firms in today's competitive global market is fast growing. To improve organisational performance, several novel improvements and transformative initiatives are being created. Successful businesses are always confronted with the necessity to adapt and implement these changes (Haffar et al., 2013). One of these transformative projects, and one of the most important evolutions of management methods, is total quality management (TQM) (Yeung et al., 2005; Bajaj et al., 2018; Sweis et al., 2019). TQM is a management concept that aims to boost productivity, lower costs, and ensure continuous process improvement. TQM seeks to achieve customer satisfaction by creating goods and services that not only meet, but also exceed, customer demands and expectations via continual improvement (Haffar et al., 2013). TQM has emerged as a holistic management model that can help transform an organisation to meet customers' needs and intangible expectations through continuous improvement of goods and services and the development of integrated business processes across the organisation in an ever-changing and increasingly competitive environment (Dubey and Kumar, 2017; Lee et al., 2010; Yeung et al., 2005). Companies are implementing the Total Quality Management (TQM) philosophy to improve activities (internal efficiency) and the performance of these activities (external efficiency), resulting in significant improvements in employee satisfaction, customer satisfaction, and financial performance (Gómez-López et al., 2016).

Because of the relevance of TQM and the advantages connected with its adoption, numerous organisations from many industries and around the globe have adopted its concepts and practises. Businesses are devoting significant efforts to adopting and executing overall quality management in order to obtain a competitive edge (Nasim, 2018). However, there have been several issues and failures in the implementation of TQM (Salaheldin, 2009; Irani et al., 2004; Haffar et al., 2013). As a result, it's critical to look at why most TQM projects fail and what can be done to properly adopt TQM in order to compete and accomplish organisational goals. Previous research on TQM adoption have generally highlighted two key conclusions in this setting. First, essential success variables are frequently overlooked during TQM adoption (Fotopoulos and Psomas, 2009; Gimenez-Espin et al., 2013), and second, characteristics of organisational cultures are undervalued (Sinha et al., 2015; Al-Bourini et al., 2013; Zu et al., 2006).

Recent research in the subject of TQM reveals that the impact of organisational culture (OC) on the success or failure of TQM implementation is becoming more widely recognised (Fu et al., 2015; Sinha et al., 2016). Furthermore, many TQM-related research imply that the failure of TQM implementation is mostly due to a lack of TQM and cultural change integration (Sinha et al., 2016; Al-Bourini et al., 2013; Zu et al., 2010). As a result, in organisations attempting to implement TQM, it is useful to study the link between key TQM success criteria and characteristics of organisational culture (Sinha et al., 2016). Furthermore, identifying the fundamental organisational cultural values that support the design and execution of TQM interventions may be extremely valuable to the effective implementation of TQM in any organisation.

KEYWORDS

Total Quality Management; Organisational culture; Change and innovation

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