

Total quality management (TQM) strategy and organizational characteristics: Evidence from a recent WTO member

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SOURCE

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ABSTRACT

This paper presents a comparative study on the relationship between implementing total quality management (TQM) and organisational characteristics (size, type of industry, type of ownership, and degree of innovation) in a newly industrialised country in South East Asia. Vietnam has become the 150th member of the World Trade Organisation (WTO) since January 2007, and this is the first empirical study to examine TQM practices in Vietnam. Analysis through Structural Equation Modelling, t-test and MANOVA of survey data from 222 manufacturing and service companies produced three major findings.

First, this study supports previous research findings that TQM can be considered as set of practices. Second, industries in Vietnam have deployed certain TQM practices (customer focus and top management commitment) at much higher levels than others, namely information and analysis system, education and training, employee empowerment, and process management. Finally, MANOVA shows a clear difference in TQM practices by company size, industry type, and degree of innovation. Large companies had higher implementation levels across almost all practices except for teamwork and open organisation when compared to small- and medium-sized companies.

TQM practices were statistically more significant in manufacturing companies compared to service companies, and firms having a higher degree of innovation also showed higher levels of TQM practice implementation. In particular, the low deployment of TQM practices in service industries, where TQM has been considered as order qualifier, highlights the challenges for Vietnam's service industries that pursue TQM to successfully compete in the global marketplace.

KEYWORDS

total quality management; organizational characteristics; Vietnam; WTO;MANOVA; empirical research; Structural Equation Modeling; manufacturing/service Company

INTRODUCTION

This review is to review the article ‘Total quality management (TQM) strategy and organisational’ in the Journal “Total Quality Management & Business Excellence”, “Vol. 21, No. 9, September, 2010, 931–951”. This review will summarize the article and will also be showing the analysis of the structure. It’ll be having the analysis of whether it is effectively kept observed to give understanding to reader easily or not. This review’ll critique the article, evaluating its authority, currency, accuracy, objectivity and coverage. Overall it’s a stable source and clear information for the reader.

ARTICLE SUMMARY

This article enlightens the importance of Quality Management in the development and improvement of contemporary management. It’s important to achieve the success in the business. It shows that it has become a key slogan for the organizations who strive for the competitive advantage in markets. There were many Vietnamese companies which could not succeed in international contract biddings and the reason behind that was their products had unacceptable. It includes the analysis of data gathered from Vietnamese firms and companies and a discussion on the results and the conclusions on the impact firm size and industry type.

ARTICLE STRUCTURE

The structure of the article is well organized and begins with an introduction to give a brief introduction and make the mind of the reader with the base knowledge to be read further. Sections have been divided properly and all paragraphs are good enough in size to be read easily and understand. Headings have been given properly structured and sub divided further so that one can easily go through step by step without losing the concentration. It gives references in a cited in-text and are given in the references section. This article has a good research background with references and literature.

ARTICLE CRITIQUE

AUTHORITY

This article was published in the journal Total Quality Management & Business Excellence. The Total Quality Management & Business Excellence covers the significant developments in the field of Business, Management and Accounting, Economics, Finance, Business & Industry, Production, Operations & Information Management, Quality Management, Supplementary material.

It has a credible addition to the research related to the business and management with solid and sound references and numerous scholars who have contributed to this research. It contains the references to the previous work related to this article as well which makes it more authentic in order to go into the background of this research.

ACCURACY

This article is full of authentic references and previous work of the author's and research and has been published in a well known journal which means that the information seems to be quite accurate and can be trusted. As the quality of the article can be visualize with content and its authority which published and contributed.

CURRENCY

The journal was published in 2010, while the article was published in 2010. So it shows that the article information is most probably current.

RELEVANCE:

It is quite relevant to the academic as published in a journal and in source which is related to academic. Because of this it is much related to the Nursing students' academic and important for them.

OBJECTIVITY

This article contains research based information. This has been backed up by the well known researchers' knowledge and has been acknowledged too. It shows the research work on Vietnamese companies for the business failures and success by having research on success or failures of these companies and firms. It gives some important factors to be kept in mind while measuring the success or failure aspects which totally depends on the quality of the delivered product or services. And this quality depends on different factors of the companies like size, industry type, and innovation performance. Several conclusions are drawn by this research but it could have been made more comprehensive by including more examples from different regions. But overall it impacts positively and helps to make decisions regarding success factors depending on quality.

STABILITY

The article's Journal in which it was published is a well know and authentic publishing source which makes it to be stable enough.

ANALYSIS OF GRAPH/IMAGE/TABLE

(Not Applicable)

CONCLUSION

This review provides the summary of the crux of the article and also critique the methods which could be used to make it more adorable. This article helps to know the best practices to be adopted to have a good output of the work if the quality of work is not compromised and is made a main component of the services.

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