

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF TOTAL QUALITY MANAGEMENT
PRACTICES ON ORGANIZATIONAL PERFORMANCE OF
KING KAYTUMATIE GARMENT**

KHAING SANDAR MYINT

EMBA II - 35

EMBA 16th BATCH

DECEMBER, 2019

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ACADEMIC YEAR (2017-2019)

Supervised By:

Daw Myo Thanda Tun

Lecturer

Department of Management Studies

Yangon University of Economics

Submitted By:

Khaing Sandar Myint

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This Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

Supervised By:

Daw Myo Thanda Tun

Lecturer

Department of Management Studies

Yangon University of Economics

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EMBA II - 35

EMBA 16th Batch

2017-2019

ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Total Quality Management Practices on Organizational Performance of King Katumatie Garment**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

DECEMBER, 2019

ABSTRACT

This study aims to measure the effect of total quality management practices on operational performance and to analyze the effect of operational performance on organizational performance of King Kaytumatie primary data. The data are collected from the sample of 92 respondents by using structured questionnaire. Among the four practices, leadership, employee empowerment and process management have positive effect on operational performance while customer focus has negative significant effect on it. The finding of the study also reveals that operational performance has the positive effect on organizational performance of King Katumatie Grament. The study recommends that management should continuously focus on TQM practices mainly customer focus, quality, team work and employee training. Implementation of such TQM practices on implication for the firm sustainability of business through enhancing operational performance and improving organizational performance.

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CHAPTER 1

INTRODUCTION

Textiles and clothing were always been essential goods for human beings. Spinning and weaving are the main activities that drove the industrial revolution in the 18th century. Since then the textile industries were a leading industry in the initial phase of industrialization in many countries in different periods of time in the world. The leading role of the textile industry in industrialization is also in high significantly and middle income countries in Asia, too.

Garment Manufacturing firms are essential requirement for network production of environment and Globalization production business. Basically, most of the developing countries depend on employment power like Garment Industries. Not only developing countries but also the whole world become developed Industrial countries based on Garment factories. Garment manufacturing industry is more suitable for poor country because it can start small investment by sewing, cutting and other small machine. Factory place and location is very important for successful business.

East Asia countries, such as Japan, Korea, Hong Kong and Taipei are the most developed Industrial countries because their network connection in excellence and production, buying, selling communication also smooth and fast. Their improvement depends on location advantages and advanced ASEAN members (6) countries are trying to get Industrial development. Laos is not too improved concern it location and connection but Vietnam has a chance to get opportunity on the way of international trading.

Garment factory emerges in the present global arena because of the evolution of accommodation service. Nowadays, at the globalization age, International trading and garment factory operated by FDI (Foreign Direct Investment) and locally-owned Industry can generate the Foreign Exchange Currency which can some-way and some-how supportive for our country's economy.

The garment industry is one of the industries, which can offer several jobs in the private sector. As Myanmar is endowed with natural and human resources, there is a tremendous potential that the garment industry could provide the development of the

nation's economy. After 1990, due to the economic liberalization policy of the Myanmar Government, garment industries have been eager to participate in resuscitation of economic resources and potentialities in Myanmar to achieve resurgent business activities that had reminded dormant for a quarter of a century up to 1989.

Garment Industry is one of the industries which earn foreign exchange for the country. Most of the garment factory will start its operation on CMP (Cutting, Making and Packaging) basis. This industry also provides an employment opportunity for skilled and unskilled labor which is easily available in the surrounding areas where the factory exists. Needless to say that import of one industrial sewing machine valued at about USD \$500 creates 3 jobs and earns USD \$27000 per year in the shape of foreign exchange.

1.1 Rationale of the Study

Clothing manufacturing co-operative that had had a problem in total quality management practices and which had also managed to find ways to ensure implementation of quality practices. This paper aims to identify the areas and points in a process management which require strict quality control supervision and to identify points for quality control in a context of an under-resourced clothing manufacturer. This research shall benefit any other co-operative with resource constraints and will help co-operative or small enterprise development practitioner to understand the areas of quality management in an under-resourced clothing enterprise.

Due to the fact that TQM practices are one of the important sources of competitive advantages for a company, making the employees in their work enhance the efficiency and effectiveness of the organization operations. Employee engagement has become an area of interest over the last number of years. This can be seen to be down to the economic climate, as the current business environment has become unstable and is characterized by change and renewal.

When the impact of leadership styles and sub-styles on the type of employee engagement is known, it was more effective for the managers and supervisors at the companies; how to adjust their leadership styles in order to maximize the employee engagement levels. Leaders impact organizational effectiveness through their followers. Leadership can be a great effect on engaging employees within the organization. Organizational leaders are in the position to strengthening their employees' engagement levels and do more than just motivate them. The purpose of this paper is to explore what

type of leadership style is more conducive to increasing the levels of employee engagement. Employee engagement and leadership were discussed followed by an exploration of what leadership style was more helpful to increasing employee engagement levels.

TQM plays a significant role in creating towards the company. It is because the matter of quality has always been vital part in any industry (Anon, 2015). Reality is that the quality, especially the product quality, creates the strong bridge between the customer and the company. It motivates the customers and creates new loyal customers. The study will help to understand the effect of TQM on organization performance in a real world scenario from the perspective of King Kaytumati Garment. This study ultimately will help other garments particularly small and new ones to develop similar approaches in their area to become a market catcher. It is really important to know about TQM in the real life case while studying in business. This is why the study demands an attention and a research on this matter is very important for educational and practical purpose.

1.2 Objectives of the Study

This study is conducted with two main objectives:

1. To examine the effect of total quality management practices on operational performance of King Kaytumatie Garment
2. To analyze the effect of operational performance on organizational performance of King Kaytumatie Garment

1.3 Scope and Method of the Study

This study focuses on the total quality management practices and organization performance of King Kaytumatie Garment. This study only focuses on the operation management in production of high quality Knit and Woven by King Kaytumatie garment factory.

Total sample of 92 permanent employees out of 121 garment employee take part in this study. This study is done by descriptive research method and simple random sampling technique. Both primary and secondary are used. Primary data are collected from structured questionnaires. Secondary data are collected from the garment's annual reports, human resources department's records of King Kaytumatie Garment, text books, international journals, papers, articles, reports and relevant websites.

This study includes the quality management practices in King Kaytumati Garment which bases on the four quality management practices including leadership, customer focus, employment empowerment and process management. This study measured the organizational performance with different dimensions.

1.4 Organization of the Study

This paper is organized into five main chapters. The first chapter describes introduction including rationale of the study, objectives of the study, scope and limitation of the study and method of the study. The chapter two discusses the theoretical background of the quality management. Chapter three describes quality management practices of King Kaytumatie garment. Chapter four contains analysis on the effect of quality management practices on organizational performance King Kaytumatie garment. Finally, Chapter five is the summary of the findings and discussion, suggestions, recommendation and needs for further research on the current total quality management practices and their organization performance and their relationship in the context of King Kaytumati Garment are presented in Chapter five.

CHAPTER 2

THERORETICAL BACKGROUND

This chapter includes the highlights of theoretical background of the study which is concept of the total quality management, total quality management practices, operational performance, and organizational performance, operational performance and organizational performance and conceptual framework of the study.

2.1 Total Quality Management Practices

Kotler (2000) has indicated TQM to be an approach whose aim is to continue improving quality in an organization's process, product and services. The International Organization for Standards (ISO 2000-9001) exclaims TQM to be an approach by management of an organization aimed on quality where all members are participants with long-term success in mind resulting into customer satisfaction and society where its operates (ISO8402:1994). According to Godfrey (1999), TAM is centered on quality, focused on the customer, based on facts, driven by teamwork, led by senior management all of which are aimed at achieving the organization's strategy imperatively through ongoing process improvements.

A number of organizations have concluded that effective application of TQM can led to improved competitive position due to best products and services which gives them an upper hand in the industries they operate in globally (Wade, 2008). As a result, customer loyalty is won, costs of production and service provision are reduced, employees are well informed and motivated shareholders are satisfied and there is a positive recognition (Gilbet, 1992). Integration of TQM throughout the organization helps in reduction of waste and error eradication (Yongless, 2000). Alemna (2001) pointed out that TQM embodies approached and values that are commom with concepts that are established throughout the organization.

Practices of quality management include: continuous improvement and innovation, strategic planning management, human resource management, supply chain management, process management, employee involvement and commitment, customer focus and leadership (Barros, Sampaio & araiva, 2014).

2.1.1 Leadership

Against the backdrop of technological innovation, a growing knowledge workforce and shifting social and demographic trends faced by organization worldwide, few could argue that a major objective of management practices is leadership. Leadership is one of the management approaches of an organization concerned on quality based on the participation of all of its members aiming at long term success through customer satisfaction and benefits to all of its members of the organization and to the society (Mohamed, 2015). According to (Deming, 1986), 85% of problems association with quality is attributed to management. Without clear and consistent leadership, quality cannot hope to succeed. Therefore, senior management is required to have commitment towards quality which is the most crucial factor for the success for the success of TQM and its lack is the most often cited pitfall (Lai, 2003).

Senior management is a key driver of TQM implementation to improve operational performance. The directions, strategies, values, and expectations should balance the needs of all stakeholders and help the organization's activities and decisions. Besides, a successful business organization requires a quality culture to support the strategy so that senior management needs to anticipate change and make plans to accommodate it (Lai, 2003). Senior management requires living the culture, "do not do what I say, but do what I do" should improve customer orientation, empowerment and teamwork (Juran, 1988).

The responsibility for quality improvement is not related to an individual or a particular aspect of an organization. It should be viewed as the responsibility of all major departments within it. Therefore, senior management should encourage subordinates to try out new ideas (Sabell et al., 2014). Managers and supervisors should allow employees to take necessary actions on their own initiatives and get the opportunity to share their opinions (Lai, 2003). Moreover, leadership also includes the organization's governance system, its legal and ethical responsibilities to the public, supports its community (MBNQA, 2006). The success of organization depends on the abilities and behavior of senior management leaderships which promotes the strategic direction of the company to achieve customer satisfaction and business results.

2.1.2 Customer Focus

TQM is an approach to quality that emphasizes the involvement and commitment of every employee in an organization in order to provide quality products and services to the satisfaction of their customers (Lai, 2003). Many new products have been introduced, perfectly manufactured according to technical specification, only to fail in the marketplace because they failed to respond to evolving customer needs and preferences. An organization's primary purpose is to stay in business, to promote the stability of the community, and to generate products and services that are useful to customers, and provide a setting for the satisfaction and growth of its shareholders (Ishikawa, 1985). Quality is not only a measure of product quality and its technical aspects; it also concerns the processes in the firm that ultimately satisfy customers. Therefore, TQM is a means to streamline production but, most importantly also to create satisfied and hopefully faithful customers. There are customers both inside and outside the organization.

Customer focus is a central tenet of market orientation; it is a set of that puts the customer's interest first but does not exclude those of all other stakeholders such as owners, managers and employees, in order to develop a long-term profitability (Abusa, 2011). The external customer is the person who purchases the product or service of the company. The internal customer is the employee of the company. Both types of customers are associated with the value of a product. By being close to internal and external customers, employees feel a stronger sense of responsibility to ensure that product or service is defect free through understanding the customer's needs and wants (Abusa, 2011). To do this, an organization must identify customer relationship to measure customer needs and expectations, involve customers in quality improvement and determine customer satisfaction.

Creating customer oriented organizations requires external customers' current and future requirements so that the organization needs to establish a wider variety of mechanisms for customers to contact the organization easily and effectively as well as other broad mechanisms for seeking and learning of customers' needs and expectations (Lai, 2003). It is not only necessary to listen to the customers' view but also analyze and understand these needs. Moreover, the availability of customer complaint information to managers and the degree of the use of customer feedback to improve product quality reveal the level of customer focus in an organization. As customer expectations are dynamic, an organization needs to survey customer expectations regularly and modify its operations accordingly (Jaafreh & Al-abedallat, 2012). Becoming a customer oriented

organization has become one of the major challenges facing organizations so that tailoring and implementing strategies aimed at improving customer satisfaction should be at the heart of any organization.

2.1.3 Employee Empowerment

TQM is an essential means of organizing an involving the whole organization, every department, very activity and every person at every level. Since employees are one of the most critical stakeholders of an organization, an employee focus is also a crucial determinant in the success of TQM implementations (Sabell et al., 2014). It addresses key human resource practices those directed toward creating and maintaining a high performance workplace and toward developing staff to enable them and the organization to adapt to change. According to (Ishikawa, 1985), the first concern of the company is the happiness of people who are connected with it. If the people will not feel happy and that company does not deserve to exist. The first order of business is to let the employees have adequate compensation and benefits.

People who know the most about what is right and wrong with processes are those who do it. If trained well and given the responsibility to inspect quality of their work it will eliminate inspection (Abusa, 2011). Since employees are the prime source of human resources, their education, skills and experience need to be assessed and matched with the job requirements for maximum performance. Employee involvement was conceived to mean a feeling of psychological ownership among organizational members. Unlike TQM ideology, the traditional employee involvements are narrowed minded; it is job centered rather than process-centered. TQM approach consists of achieving employee interest, participation and contribution in the process of quality management.

Garment organizations include the variety people with different professions contributing to the delivery of the organization's production process so that the organization has to make every effort to mold the employees to work as a team. Employee empowerment is also important which can speed up processes and gives employees the motivation and drive to solve problems and provide solutions more rapidly compared to those who don't feel inspired or empowered (Mohamed, 2015). Moreover, employees should be rewarded by their contribution to the organization, their skills and experience which are related to the function they perform in order to inspire employee commitment to quality improvement. Moreover, organizations are committed to promoting the health, safety and welfare of all its employees (Sabell et al., 2014). Health

and safety practices are set in throughout an organization to provide a secure environment in which to work.

2.1.4 Process Management

The main idea behind process management in TQM is that an organization is a group of interlinked processes and that improvement of these processes is the foundation of performance improvement (Deming, 1986). Process brings up to combinations of machines, methods, materials, tools and people employed in production. Process management is defined as the central requirements for identification of core competencies to achieve efficient and effective process management (MBNQA, 2006). In this mode, it is defined as how the organization designs, manages and improves its processes in order to support its policy and strategy and fully satisfy, and build increasing value for, its customers and other stakeholders. In general, TQM works on the belief that the overall quality of product or service can be enhanced by improving the quality of processes directly or indirectly related to their creation.

The effectiveness of process management implementation is one of the major dimensions of integrated quality efforts. Effective process management will develop a sense of ownership in employees' work, satisfaction, success coming from variation reduction, quality improvement and process performance optimization (Abusa, 2011). Hence, quality processes are of great importance for delivering quality products or services and satisfying customers' needs (Deming, 1986). All activities carried out within an organization can be broken down into fundamental tasks or processes and these fundamental processes are connected together in quality chain (Crosby, 1979). As a result, all processes will have an effect on one another. Therefore, process-oriented approach will have an organization to put customers' needs central to their operations so that when customers demand novel products or services, the organization can deliver them faster and easier, meeting the requirements by adjusting its business process accordingly (Abusa,2011)

Generally, production processes are very complex and fragmented across departments because of being organized according to specializations which in turn effects the quality of care. A TQM organization must be process oriented in which the design and arrangement of the organization along horizontal workflow process aiming at linking organizational capabilities to customers and suppliers will improve internal coordination

and communication, speed, quality, financial performance, and increase customer satisfaction (Sabell et al., 2014).

By focusing on activities that create value for customers, and view the organization as linked chains of activities, a process-orientated approach delivers a promising solution for a variety of perceived organizational problems in the garment organization (Lai, 2003). Since a business process can only be controlled and managed if it can be measured, organizations need to implement indicators for performance and take preventive and corrective actions in order to improve their current processes (Abusa, 2011). Presenting the process performance results to employees can allow them to timely react on bad performance of processes or can motivate them and improve adherence. Hence, the focus of process management is how best design, manage and improve processes in order to fully satisfy, and generated increasing value for, customers and other stakeholders.

2.2 Operational Performance

Operational performance refers to the measurement of actual outputs of an organization in relation to the set goals or expectations. It is the output of an organization driven by operations towards goals achievement financially, operations wise and organizational effectiveness. Operational performance entails those activities directed towards formation of organizational goals where the firm monitors the progress being made towards achievement of the goals and takes remedial action in case of any deviations. Gibson (2010) defined operational performance to the end result of an organization that entails measure like set targets to be achieved within a given period of time. Operational performance is the ability of an organization to realize its objectives by offering high quality products aimed at beating the competition.

An organization can measure its operational performance based on its objectives including cost, speed, quality, dependability, flexibility and innovation. Operational performance is the cornerstone that determines the future performance of an organization (Slack, Chambers & Johnston, 2010). Operational performance is the foundation that enables an organization to be competitive through provision of the capability to action customer feedback and step ahead of the competition (Jenkins, Ambrosini & Collier, 2007; Slack et al., 2010)

TQM is grounded on a number of principles aimed at increasing stakeholders' satisfaction by putting organizational resources into best use. For and organization to

remain competitive in its processes and provision of products and services it has to follow Deming's 14 TQM principles that leads into generations of improved processes, services and products, reduced costs, promotes customer and employees satisfaction thus improving financial performance as bottom line (Deming, 1986). Practicing TQM represent that employees are trained and empowered in the work therefore committed and take responsibility of each work thus shaping each attitudes and behaviors in a manner that helps an organization avoid rework, wastages, recycling and inspections.

Operational performance must be focused on long term competitive advantages. These advantages supported to organizations for significant financial performance by reducing sales overheads, reducing wastes, reworks and recycling of procedures. Reduction of operating costs and enhancement of customer service has the prospective of equal or more benefits as better volume of sales. When TQM is observed in all levels and aspects of the process right from design to after sales service, it leads to improved turnaround time thus avoiding delays and waiting time. Costs are also significantly improved when managers of an organization work towards achieving zero defects, nil reworks, recycles and wastages. Flexibility is also achieved when organization can easily adopt changes as dictated by operating environment or customer need and requirements without jeopardizing on quality.

2.3 Organizational Performance

TQM is often used a multidimensional approach to measuring organizational performance, where both financial and non-financial measures assume equal importance (Jaafreh & Al-Abedallat, 2012). Organizational performance is defined as the results documents the relationship between what organizations do in terms of quality management practices and the results they achieve in several types of outcomes (MBNQA, 2006). It is defined as what the organization is achieving in relation to its planned performance (EFQM, 2010). In general, organizational performance comprises the actual output or results of an organization as measured against its intended outputs and involves the recurring activities to establish organizational goals, monitor improvement towards the goals, and make amendments to achieve those goals more effectively and efficiently.

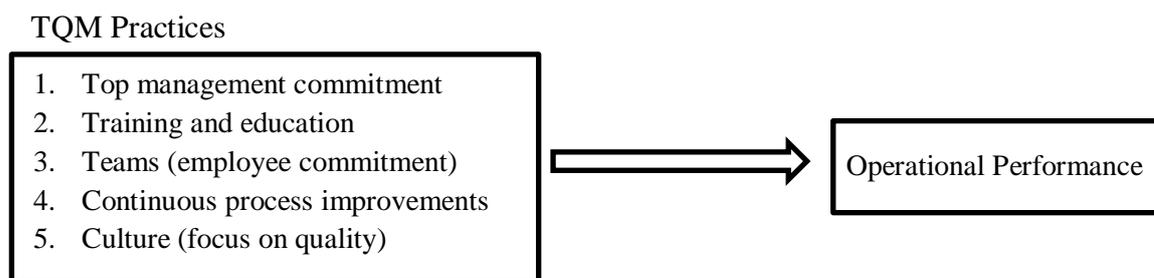
Typically, there are different methods to characterize various types of organizational performance. In balance scorecard, it is measured from four perspectives;

financial, customers, internal business processes, learning and growth. In quality award models, it is measured with multiple dimensions such as product and service outcomes, financial and market outcomes, customer-focused outcomes, process effectiveness outcomes, workforce-focused outcomes, and leadership outcomes (MBNQA, 2006). While examining the relationship between quality practices and performance, many scholars used different performance types such as quality performance, operational and business performance, efficiency, effectiveness, customer satisfaction, organizational growth, and employee satisfaction. (Sabell et al., 2014). In this study, two performance variables will be used to measure organizational performance which is hospital effectiveness and job satisfaction.

2.4 Previous Studies

This study referred to the paper of effect of total quality management practices on operational performance of commercial banks in Mombasa country, Kenya. To measure to what extent TQM five dimension effect as top management commitment, training and education, employee employment, continuous process improvements and culture on operational performance. Indicators are illustrated as follows in paper.

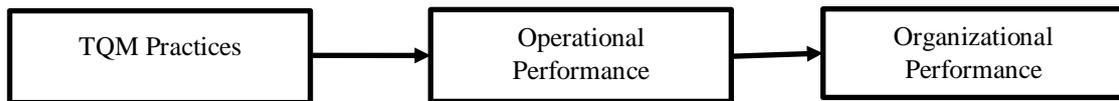
Figure (2.1) Conceptual Framework of Paul Mabeya Nyamari



Source: Paul Mabeya Nyamari (2015)

This study referred to the paper of TQM on organizational performance of the Telecommunication Industry in Iran. To measure to what extent TQM practices, operational performance: quality performance, innovation performance and organizational performance. The following conceptual model is considered a starting point for the initiation of the study's variables and the relationship between each.

Figure (2.2) Conceptual Framework of Shekoufeh and Siavash



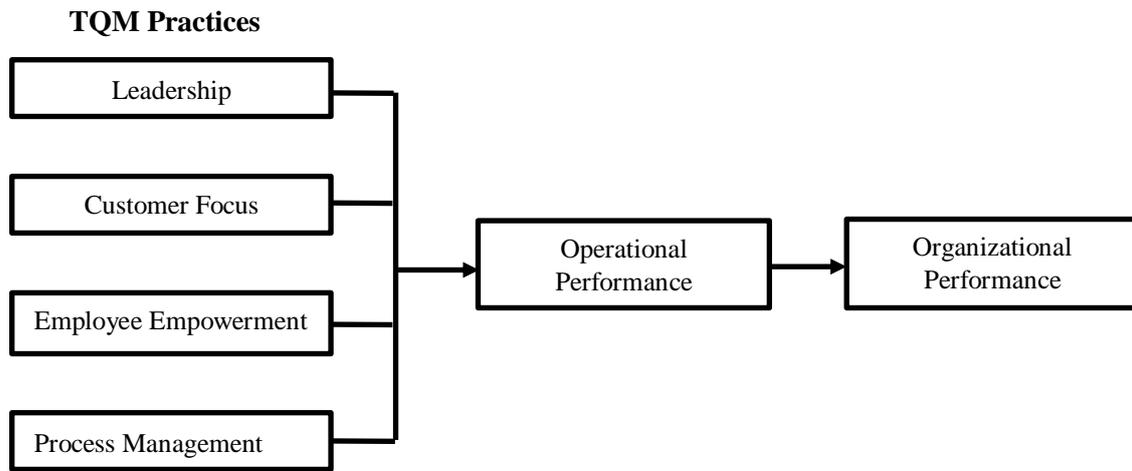
Source: Shekoufeh Nekoueizadeh and Siavash Esmaeili (2013)

This model measured with 4 structures: TQM, Quality Performance, Innovation Performance and Organizational Performance. Employee relations, leadership, customer relations, process management indexes were applied to measure TQM practices. Service quality, service design, product innovation, process innovation and continuous improvement indexes were applied to measure operational performance. Human resources results, financial performance, nonfinancial performance indexes were applied to measure organizational performance.

2.5 Conceptual Framework of the Study

There are two research objectives used in this study which are to determine the total quality management practices of King Kaytumati Garment and to analyze the effect of the total quality management practices on organizational performance of King Kaytumati. The total quality management practices are created by MBNQA (2006) criteria for performance excellence which is separated into four independent variables and the results as the dependent variable. Among these factors, the most widely used four independent variables are chosen by reviewing the previous research studies. The total quality management practices are measured based on Leadership, Customer focus, Employee Empowerment, Process Management. From the reviews of the literature, the conceptual model for this study is developed and shown in Figure 2.3.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2019)

This study is adopted the use of leadership style of Bass and Avolio (1991) and Chaudhry and Javed (2012). Effect of leadership style on the employee engagement were measured and analyzed with the use of Regression Analysis. This study follows two paths: first, the study of total quality management practices and operation performance: second the analysis operation performance on organization performance.

CHAPTER 3

PROFILE AND TQM PRACTICES OF KING KAYTUMATI GARMENT

This chapter discussed about profile of King Kaytumati Garment, research design, demographic profile of respondents and perception of King Kaytumati staffs towards total quality management practices.

3.5 Profile of King Kaytumati Garment

King Kaytumati Garment Company was established early in 2015, 100% of shareholding by Myanmar citizen and the factory was set up in late 2015. The company head office is at No.27, Naung Yang St, Shwe Pauk San, North Okkala T/s, Yangon but the factory is at No.291,292,288 Maharsi 4St, Mingyi Swe Ward, Kaytumati Myothit, Taungoo District, Bago Division, Myanmar. There are many industrial zones for setting up factory for garment manufacturing like South Dagon Industrial Zone, Dagon Seik Kan Industrial Zone, Hlaing Thar Yar Industrial Zone, Shwe Pyi Thar Industrial Zone, Shwe Pauk Kan Industrial Zone, Shwe Lin Pan Industrial Zone, Mingalardon Industrial Zone, Hmwa Bi, Hlegu, Palae, Thanlyin and Bago. In these industrial zones, Taungoo (Bago) is the most suitable one for better location because of necessary women employees is available, turnover rate is low and few garment factories are in surrounding area.

The factory area with installation of the machine is approximately 22,000 square feet including office space, store for raw material and finished goods. The factory compound area is sufficient enough for admin office, sewing unit and store. The products of King Kaytumati Garment are men's shirts, T-shirts, jackets, vests, safety jackets, knitted pullover, ladies blouses, skirts, pants, trousers, bed sheet and all kinds of babies' dress. Main exported countries by the company are Japan & Hong Kong.

In King Kaytumati Garment, total number of staff is 121. They are classified into production, maintenance, quality control and packaging staffs according to the nature of their tasks.

3.6 Research Design

Respondents were the staffs from King Kaythumati Garment. 92 structured questionnaires were distributed through a control environment and 92 return back complete for staff survey questionnaires. That yields 100% of the respondents' size. Simple random sampling technique was used to distribute set of questionnaire which were referred and reconstructed from (Sabell et al., 2014) for total quality management practices, (Lai, 2003) for hospital effectiveness, and (Powell, 2001) for satisfaction results, and (Powell, 2001) for non-financial in Customer and non-financial in Employee.

The questionnaires were divided into three parts. The first part of the questionnaire was regarded the respondent's demographic background, which included gender, age group, education, position, and year of service in the firm. The second part was measured the respondent's perception of total quality management practices of respondents regarding leadership, customer focus, employee empowerment/involvement, process management. The third part was measured the respondent's perception about satisfaction results, non-financial in customers and non-financial in employee. A five-point likert-type scale was used to indicate the respondent's answers (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

3.6.1 Sampling Method

Sample size is calculated based on 121 by using Slovin's formula of sample size calculation which is given as $n = \frac{N}{1 + Ne^2}$, where, n is sample size, N is total population and e is error tolerance. The sample size for this study is 92 at 95% of confident level. The sample is randomly selected of 121 employees of non-managerial level at King Kaytumati Garment. Self-administered survey method is applied and received back total of 92 responds. Questionnaires are distributed by survey forms and printed questions forms.

3.6.2 Data Collection Method

This study mainly focuses total quality management practices, operational performance and organizational performance in King Kaytumati Garment. This study only covers four practices of TQM of King Kaytumati Garment. Data collection, both primary and secondary, is an important part of the research process. In this study, quantitative method is undertaken. A structural questionnaires set is developed by combining instruments of the different variables. There are two types of question types:

multiple choice questions for demographic data and 5 point Likert scale (where: strongly disagree was rated as 1; disagree was 2; neutral was 3; agree was 4; and strongly agree was 5) questions for measuring variables.

Primary data is collected from 100 employees from non-managerial levels Taungoo region by using questionnaires. The questionnaires included four parts namely employee profile, TQM practices, operational performance and organizational performance. Questionnaires are distributed by means of printed question forms. After conducting survey, gathered questionnaires were summarized and analyzed such as descriptive and regression were done by using SPSS software.

3.6.3 Research Procedures

The variables and related data are analyzed using descriptive, differential and multi-linear regression statistical techniques. The questionnaires were distributed to the respondents and later collected and also telephone conversations are made to interview the respondent to answer in the questionnaire. Along with the questionnaire a cover letter detailing the purpose of the study is attached.

Data were analyzed using frequencies and percentages tables. Other statistical programs like the Statistical Package for Service Solution (SPSS) version 25.0 was used to analyze and interpret the data collected from respondents. The Likert scale questions were encoded before entry into the computer. The qualitative aspects of King Kaytumati's data were summarized in the form of text for easy description and analysis. Therefore, qualitative and quantitative techniques were employed to present, describe and interpret data collection and to draw adequate conclusion on the findings for King Kaytumati garment.

3.6.4 Reliability Test

The reliability test is very important before the analysis as it is conducted in order to ensure consistent measurement through different items in the questionnaire. According to Sekaran (2003) posited that the reliability measurement recommended stability and consistency of the mechanism. Consequently, this method indicated reliability through examining the internal consistency of the research questionnaires which are posed in Likert scale.

Table (3.1) Reliability Test

No	Particulars	No. of items	Cronbach's Alpha
1	Leadership	7	0.853
2	Customer Focus	7	0.856
3	Employee Focus	6	0.809
4	Process Management	6	0.839
5	Operational Performance	14	0.901
6	Organizational Performance	14	0.851

Source: Survey Data, 2019

Cronbach's alpha is very important and the range of Cronbach's alpha should become from 0.0 to 1.0 but for research purpose, some researcher suggested that the minimum standard for reliability should be 0.70 or higher. Table (3.1) presents the analysis result of Cronbach's alpha of 54 items whereas overall items of the questionnaires have accomplished with consistency and stability. The reliability scores of all questionnaires as indicated by Cronbach's Alpha score is more than the minimum requirement of 0.809, it can be said that overall items of questionnaires are reliable and consistent in measuring what is intended to measure.

3.7 Demographic Profile of Respondents

The garment factory is labor intensive and the factory has to employ more than one hundred and twenty. Also the skill of the labor and turnover rate is considerable factor of the garment factory. As for direct labor force in production, it consists of supervisor, quality controller, assistant supervisor, assistant quality controller, skilled workers and unskilled workers. This show in Table (3.2)

Table (3.2) Demographic Profile of Respondents

Sr. No	Particular	No. Of Respondents	Percentages (%)
	Total	92	100.00
1	Gender:		
	Male	14	15.22
	Female	78	84.78
2	Age:		
	21 - 25 yrs	44	47.83
	26 - 35 yrs	17	18.48
	36 - 45yrs	13	14.13
	46 - 55yrs	1	1.09
	Above 55yrs	17	18.48
3	Education Level:		
	Middle School	44	47.83
	High School	41	44.57
	Certificate / Diploma	1	1.09
	Bachelor Degree	6	6.52
4	Working Experience:		
	<1 yr	15	16.30
	1-2yrs	24	26.09
	Above 2 Yrs	53	57.61
5	Position :		
	Supervisor	9	9.79
	Assistant Supervisor	9	9.78
	Quality Controller	10	10.87
	Senior Staff	39	42.39
	Junior Staff	25	27.17

Source: Survey Data, 2019

According to the survey data, the most respondents are female, most are between 21 to 25 years of age, the educational levels of most are middle school & high school

finisher, the positions of most are senior staffs and most of them have above 2 years of service in this organization.

With relation to the gender of respondents, a lower participant of male was noted and represented only 15% of total respondents and major participation of respondents are female having 78 out of 92 respondents. In garment organization, the ratio of female is higher than the ratio of male. Hence, female occupy a much larger proportion than male in King Kaytumati Garment. For the reason, participation of female was higher than the participation of male in the survey.

With relation to the age of respondents, the major age group of respondents was between 21 to 25 years old and it represents 47.83% of total respondents. 1 respondent is between 46 and 55 years, 17 respondents are between 26 and 35 years, 17 respondents are above 55 years and 13 respondents are between 36 and 45 years.

With relation to educational level, most of the respondents in the survey finished middle school. According to the survey data, 1 respondent is certificate / diploma, only 6 respondents finished bachelor degree.

With relation to the position, most of the respondents in the survey are non-managerial staff. According to survey data, 42.39% are senior staff. Among the respondents, 9 staffs are supervisors and 9 staffs are assistant supervisors and the rest are Quality controller and junior staffs.

3.8 Employee Perception on TQM Practices

Total quality management plays a crucial role in the organization's growth and performance. It is also a key source in the competition for customer relationships, striving to deliver a superior experience. Therefore, for the business succeeds, quality should be maintained at every level. In this study, garment employee's perception on total quality management practices is explored. The four quality management practices are focused.

3.8.1 Leadership

Leadership is a crucial one in quality management practices. Good leadership is essential in order to improve quality across the organization, as the leading force that sets objectives and assists employees to implement these objectives. In this study, leadership is analyzed by addressing survey to 92 respondents with seven different questions. The result form analyses on leadership are shown in Table (3.3)

Table (3.3) Employee Perception on Leadership

Sr.No	Items	Mean	SD
1	Involving in communication and planning	4.27	0.81
2	Providing resources to improve and maintain quality	4.14	0.79
3	Viewing quality than production schedules	4.22	0.75
4	Taking quality as management's responsibility	4.25	0.73
5	Interacting routinely with concerned department	4.76	0.49
6	Evaluating performance based on quality	4.76	0.49
7	Making and changing plan ahead	4.76	0.49
Overall Mean		4.40	

Source: Survey Data, 2019

According to the above data, the highest mean is 4.76 and the lowest is 4.14. It indicates that most of the respondents agree leadership of the King Kaytumati Garment's management team. The most obvious one is that "Interacting routinely with concerned department, evaluating performance based on quality and Making and changing plan ahead" are got the highest mean. This shows that respondents have high level of perception in top management's commitment to implement the total quality management practices.

As shown in Table (3.3), most of the staffs feel that leadership form senior management is well practiced within the garment. Organization's plans and strategies are established by senior management and they are well communicating throughout the garment staffs. Respondents agree about the senior management commitment to quality such as "Viewing quality than production schedules" , "Taking quality as management's

responsibility” and “Evaluating performance based on quality” showing that garment’s leadership from senior management is quality oriented as a priority over profit oriented. Respondents’ perception about the involvement of staffs in decision making “Interacting routinely with concerned department” and “making and changing plan ahead” are the highest mean value 4.76 showing that staffs in King Kaytumati can participate in giving their opinions and upward feedback within some limitation.

3.8.2 Customer Focus

Customer focus is one of the essential total quality management practices. Having a customer focus is usually a strong contributor to the overall success of a business organization. It usually includes ensuring that all aspects of the firm for customer satisfaction, maintaining an effective customer relations and service program. In this study customer focus is analyzed with seven different questions and the result are shown in Table (3.4)

Table (3.4) Employee Perception on Customer Focus

Sr.No	Items	Mean	SD
1	Identifying customers' requirements	4.84	0.44
2	Reviewing strategies for customers	4.50	0.58
3	Building customer relationship	4.70	0.46
4	Delivering product based on customers' requirement	4.30	0.78
5	Taking customers' feedback	4.68	0.53
6	Reviewing product quality standard	4.66	0.61
7	Providing concessions for defective	4.67	0.62
Overall Mean		4.62	

Source: Survey Data, 2019

As shown in Table (3.4), the respondents agree with all the statements in customer focus because the overall mean value is equal to the range of agree in the interpretation of weight mean score. The height means score is 4.84 and the lowest is 4.30. Within the staffs’ perception of customer orientation, “Building customer relationship” showing that respondents have the highest mean value of 4.70, followed by “Identifying customers’

requirement” which has 4.84. The organization moderately concerns for measuring customer satisfaction which has the lowest mean value in this category.

This can be concluded that most of the staffs in King Kaytumati have high perception in customer orientation. They perceive that garment identifies the customers’ requirement and review the strategies for customers, building customer relationship, delivering product based on customers’ requirement, taking customers’ feedback, reviewing product quality standard and provide concessions for defective to customers. With customer oriented culture, the organization has the competitive advantage over the business competitors by knowing and fulfilling the current and future customers’ requirements.

3.8.3 Employee Empowerment/Improvement

Employee focus is one of the most important factors in total quality management practices because quality of service, health & safety, work-skills training, productivity, quality-related training highly depends on the employees’ working manners. This particular element addresses the human resource effectiveness in the organization which is analyzed by addressing survey to 92 respondents with six different questions. The results form analysis on employee improvement are shown in Table (3.5)

Table (3.5) Employee Perception on Employee Empowerment

Sr.No	Items	Mean	SD
1	Providing Quality Policy Clearly	4.58	0.68
2	Providing Work-Skills Training	4.68	0.59
3	Practicing for Health & Safety	4.66	0.57
4	Placing Quality circles for productivity	4.70	0.50
5	Providing Quality-related training	4.63	0.51
6	Believing quality as their responsibility	4.64	0.52
Overall Mean		4.65	

Source: Survey Data, 2019

As shown in Table (3.5), the overall mean value is equal to the range of agree in the interpretation of weight mean score. It indicates that most of the respondents

moderately perceive about the garment's employee management. The height mean is for "placing quality circle for productivity" showing that respondents have high level of perception in teamwork which is one of the garment's core value which enable worker to actively participate in quality and productivity programs. According to the survey data, the organization emphasizes in training especially in quality related and work-skills related.

This can be concluded that most of the respondents in King Kaytumati have high perception in employee empowerment. Within the human resource focus, staffs perceive that they are encourage to actively participate in quality and productivity program because it is important to timely responsiveness to quality of products of the organization, receive enough orientation and training for their job related skills, get continuous education and training and have secure workplace which is crucial in healthcare organizations. Since garment is production organizations, quality of product highly depends on the employee so that employee empowerment is one of the most important total quality management practices to get quality performance and organization success.

3.8.4 Process Management

Process management is a necessary component when the organization concerns the total quality management. It involves designing and administering the activities not only to achieve a high level of performance in key business processes but also to improve quality and operation performance. Process management is analyzed with five different questions and the results are shown in Table (3.6)

Table (3.6) Employee Perception on Process Management

Sr.No	Items	Mean	SD
1	Encouraging planning for improvement process	4.83	0.39
2	Inspection on product quality and process	4.53	0.56
3	Evaluating performance periodically	4.81	0.41
4	Collecting data to make decision for improvement	4.47	0.60
5	Clear Instruction for standardized an process	4.11	0.72
Overall Mean		4.55	

Source: Survey Data, 2019

As shown in Table (3.6), the highest mean is 4.83, the lowest mean is 4.11 which is equal to the range of agree in the interpretation of weight mean score. It indicates that the most of the respondents agree process management of the garment. The highest mean is for “encouraging planning for improvement process” showing that respondents have high level of perception in to do study and planning form improvement of all its production process. The lowest mean value is concerning with “clear instruction for standardized a process”.

This can be concluded that most of the staffs in King Kaytumati Garment have high perception in process management. They perceive that the garment have systematic process management with step by step such as designing process, measuring or controlling process and improving process. Moreover, there is coordination not only between the staffs with the department but also between the departments which reveals less professional bureaucracy in King Kaytumati Grament.

CHAPTER 4

ANALYSIS ON EFFECT OF TQM PRACTICES ON ORGANIZATIONAL PERFORMANCE OF KING KAYTUMATI GARMENT

This chapter presents two main parts. In this first part, analysis effect of total quality management practices on operational performance of King Kaytumati is presented. In second part, analysis the effect of operational performance on organizational performance is described. In this chapter, survey results are presented with mean scores based on the findings. The analysis part is done by using SPSS software and presented using linear regression results.

4.3 Analysis on the Effect of TQM Practices on Operational Performance of King Kaytumati

In this study, the combinations of 14 different survey questions are used to explore the effect on operational performance.

4.3.1 Operational Performance

In this study, for measuring the strength of each of the indicators for operational performance, Likert-type scale is used which is composed of five value levels (from 1= strongly disagree to 5 = strongly agree). The result of survey on perception of respondents towards operation performance is shown in Table (4.1).

According to the analysis, the total mean of perception of operation performance is 4.42 which mean that the level of operation effectiveness is high. It indicates that the respondents' perception of operation performance is quite good. According to the above data, question regarding the “able to offer prices lower than competitors “has the lowest mean 3.93. The more to apply on the total quality management practices, the initial cost are more incurred for the operation for the short term.

Table (4.1) Employee Perception on Operational Performance

Sr. No	Item	Mean	SD
1	Able to offer prices lower than competitors	3.93	0.80
2	Able to compete on quality of services and products	4.42	0.54
3	Apply resources efficiently to produce output	4.79	0.44
4	Create grates amount of outputs	4.29	0.64
5	Speed of production	4.43	0.67
6	Less Reworks to remove bottleneck	4.31	0.63
7	Reduce lead time	4.47	0.60
8	Create desirable products	4.34	0.62
9	Adapt to change demand	4.25	0.54
10	Meet varied demand by specification	4.60	0.53
11	Flexible mode of product delivery reduce cost	4.47	0.60
12	Produce as design specification	4.34	0.62
13	Enhance economies of scale	4.30	0.54
14	Deliver orders timely	4.60	0.53
Overall Mean		4.42	

Source: Survey Data, 2019

The highest mean is 4.79 in “Apply resources efficiently to produce output”. Indeed, product efficiency is very important to operation because all resources should use efficiently to produce most output form least effort. The second highest mean is 4.60 in “meet varied demand by specification” and “delivery order timely”. It indicates not only meet varied demand by specification but also the delivery order timely. Garment can apply the resources efficiently to make products so King Kaytumati can produce good quality of products. Therefore, garment delivered products to the customer in time that can improve the cash flows of the operation.

4.3.2 Effect of TQM Practices on Operational Performance

After finding out the total quality management practices perception on the operation performance, the effect of total quality management practices on operational performance is analyzed. In this study, linear regression is used to find out the possible effects of independent variables (Leadership, Customer Focus, Employee empowerment and Process Management) and dependent variable (Operational Performance). Table (4.2) shows the effect of total quality management practices on operational performance.

Table (4.2) Effect of TQM Practices on Operational Performance

Independent Variables: Total Quality Management Practices	Unstandardized Coefficients		T	Sig	VIF
	B	Std.Error			
(Constant)	0.444	0.488	0.91	0.365	
Leadership	.191**	0.078	2.446	0.016	1.339
Employee Engagement/Involvement	.287**	0.111	2.577	0.012	1.695
Process Management	.628 ***	0.075	8.418	0.000	1.14
Customer Focus	-.222**	0.104	-2.146	0.035	1.851
R	0.732				
R Square	0.536				
Adjusted R Square	0.515				
Durbin-Watson	1.891				
F-test	25.150 ***				

Source : Survey Data, 2019

Note: ***Significant at 1% Level, **Significant at 5% Level, *Significant at 10% Level

As shown in Table (4.2), the specified model could explain very well about the effect of total quality management practices on operational performance and the model is considered strong as both the value of R Square and Adjusted R Square is above 50 percent. The value of F test, the overall significance of the model, is highly significant at

1 percent level. This specified model can be said valid. The Durbin-Watson value is 1.891, which is between accepted values of 1.5 and 2.5. Thus there is no problem of auto-correlation in the sample. All VIF values are also less than 10 so there is no multicollinearity problem. It means that there is no auto-correlation among the independent variables.

Leadership has the positive sign and significant coefficient value at 5 percent level. The positive relation indicates that the increase in leadership factor leads to more improved operation performance of King Kaytumati Garment. The significant at 5 percent level and the use of leadership by the senior management at King Kaytumati Garment can increase the operation performance by 19 percent. This means that management team from King Katumati actively involved in communication and planning to implement the operational process. Moreover, leadership team provided necessary resources to improve and maintain quality of products. On the other hand, leader actively responded base on the concerned department and take accountabilities concerned with quality.

Employee Empowerment has the positive sign and highly significant value at 5 percent level. The positive relationship indicates that the increase in employee empowerment leads to more improved operation performance of King Kaytumati Garment. The significant at 5% Level and the use of employee empowerment at King Kaytumati Garment can increase the operational effectiveness by 28 percent. This means that employees got the clear instruction from management team concerned with quality and management team provided work-skills and quality-related training based on employees' service years and skills needed. These activities lead to effective and efficient operational performance within garment.

Process Management has the positive sign and significant coefficient value at 1 percent level. The positive relationship indicates that the increase in process management leads to more improved operational performance of King Kaytumati Garment. The significant at 1% level means that an increase in process management factor by 1 unit will also raise the effect on operational performance by 0.628 units. According to the surveys result of process management's questionnaires, management team encourage a lot on planning to improve process. On the other hand, there were inspection on product quality and process to evaluate the performance periodically. If management team want to change plan or decision, team collected data in advanced and provide the clear instruction

for standardized process. Therefore, operational performance significantly improves due to proper practices of garment's management team.

Customer focus has negative but rather moderate effect as indicated by the B value of -0.222. The significant at 5% level and this mean that the use of customer focus can decrease the operational performance by 0.222 or 22 percent. Though management team carefully identified the customers' requirement and building customer relationship, operational result was reversely effect on the expected result. On the other hand, garment need to paid concession for defective. The result shows that there may be gap in customers' requirement collecting process.

This model can explain that total quality management practices effect on operational performance. This model suggests that increasing the frequency of customer focus decrease the operational performance. To find out that customer focus is a destructive power to the operational performance. Customer focus has found not much operational procedure in so far as different in operational performance and standards. Therefore, the organization needs to review on not too much focus on customers' too demand. With continuously maintaining and improving quality management practices, operational performance becomes improved both in terms of organizational performance and quality of products.

4.4 Analysis the Effect of Operational Performance on Organizational Performance

In this study, the combinations of 14 different survey questions are used to explore the effect on organizational performance.

4.4.1 Organizational Performance

In this study, for measuring the strength of each of the indicators of organizational performance, Likert-type scale is used which is composed of five value levels (from 1= strongly disagree to 5 = strongly agree). The result of survey on perception of respondents towards organizational performance is shown in Table (4.3).

Table (4.3) Employee Perception on Organizational Performance

Sr. No	Item	Mean	SD
1	Increase in Production	4.80	0.40
2	Efficient work organization	4.59	0.54
3	Stable work schedule	4.60	0.59
4	Clarity work or instructions	4.49	0.52
5	High product quality	4.60	0.53
6	Reduce customers' complaint	4.48	0.52
7	Fast deal with complaints	4.71	0.48
8	Retain existing clients	4.48	0.56
9	Improve reputation	4.62	0.51
10	No employee leave due to internal conflict	4.80	0.40
11	Satisfiy and high morale	4.59	0.54
12	Commitment to organization	4.60	0.59
13	Satisfy the company	4.49	0.52
14	High Learning and adaptability	4.15	0.73
Overall Mean		4.50	

Source: Survey Data, 2019

According to the analysis, the highest mean is 4.80 in “increase in production” and “No employee leave due to internal conflict”. Indeed, Increase in production and employee retention are very important to organization because the more retain to the employee, the more increase productivity of organization with least effort and cost. The other factors as stability of work schedule, high product quality and employee commitment to organization also verified that these operational performances have important outcome to operational performance.

To be summarized, the total mean of operational performance perception of organizational performance is high. This indicates that the respondents’ perception of

organizational performance is quite good. According to the study result, question regarding the “High learning and adaptability” has the lowest mean that more employees need to have high learning and adaptability to improve organizational performance the more garment in term to apply the more total quality management practices.

4.2.2 Effect of Operational Performance on Organization Performance

After finding out the operational performance perception on the organizational performance, the effect of operational performance on organizational performance is analyzed. In this study, linear regression is used to find out the possible effects of independent variables (operational performance) and dependent variable (Organizational Performance). Table (4.4) shows the effect of operational performance on organizational performance.

Table (4.4) Effect of Operational Performance on Organization Performance

Independent Variables: Operation Performance	Unstandardized Coefficients		T	Sig	VIF
	B	Std.Error			
(Constant)	1.69	0.364	4.648	0.00	
Operation Performance	0.639 ***	0.81	7.899	0.00	1.000
R	0.64				
R Square	0.409				
Adjusted R Square	0.403				
Durbin-Watson	1.549				
F-test	64.402 ***				

Source: Survey Data, 2019

Note: ***Significant at 1% Level, **Significant at 5% Level, *Significant at 10% Level

As shown in Table (4.4), the specified model could explain very well about the the effect of operational performance on organizational performance and the model is considered weak as both the value of R Square and Adjusted R Square is nearly five percent. The value of F test, the overall significance of the model, is highly significant at

1 percent level. This specified model can be said valid. The Durbin-Watson value is 1.549, which is between accepted values of 1.5 and 2.5. Thus there is no problem of auto-correlation in the sample. The VIF value is also less than 10 so there is no multicollinearity problem. It means that there is no auto-correlation among the independent variables.

Operational Performance has the positive sign and significant coefficient value at 1 percent level. The positive relationship indicates that the increase in operation performance leads to more improved organizational performance of King Kaytumati Garment. The significant at 1% level means that an increase in operation performance factor by 1 unit will also raise the effect on organization performance by 0.639 units.

Based on the result, garment established good relationship with employees. Therefore garment maintained good performer within organization and this lead to effective and efficient operation and organization. Moreover, employees are very commitment and fully satisfied upon the company. On the other hand, products production increased due to the stable work schedule and clear work procedure.

To be sum up, operational performance has significant effect on organizational performance due to that increase in production, efficient work organization, and stabled work schedule and there were few internal conflicts.

CHAPTER 5

CONCLUSION

This chapter consists of three sections. The first section is a summary of the finding and discussion of findings on the use of total quality management practices, the effect of total quality management practices on operational performance of King Kaytumati Garment. Moreover, the effect of operational performance on organizational performance is also discussed. The second section states suggestions and recommendations from the study of the paper. The third section contains needs for further research.

5.1 Findings and Discussions

This study aimed to explore the quality management practices of King Kaytumati Garment and then to find out the effect of quality management practices on organizational performance using descriptive research method. To measure the level of total quality management practices and organizational performance, the structured questionnaires consisting of three sections including quality management practices, organizational performance and demographic factors of respondents. A sample of 92 respondents is randomly chosen from those who are working at various units within garment.

Findings indicate that most of the respondents of King Kaytumati Garment are female and most of whom are middle and high school holders. This means that the workforce of the King Kaytumati is relatively younger and can expect higher performance from them when they are led more effectively. Regarding the educational level, most of them are middle and high school but they are suitable for their working environment and their job nature.

Based on the research of total quality management practices, the study indicates that the respondents have fairly high perception in each of their organization's total quality management practices. Among the four quality management practices, staffs have the highest perception in process management. Leadership and Employee focus are fairly perceived by staffs of King Kaytumati Garment. To be more precise, respondents believe that their garment has good process management practices such as encouraging planning

for improve process; inspection on product quality and process, evaluating their performance periodically, collecting data to make improvement, clear instruction on standardized a process. Concerning with the Leadership, respondents believe that their organization implements proper planning, provide resources to maintain and improve quality, evaluating performance based on quality of products and making and adjust plan depend on needed. In the category of employee empowerment, respondents highly perceive in accountability, work-based training, skill-based training and workplace safety. However customer focus has negative on operational performance. It is found out that increasing the frequency of customer focus factors decrease the operational performance of employee.

According to the survey results on organizational performance, it is found out that respondents have high perception in all of the performance measurements. According to the garment's annual report, the increasing in productivity and employee retention are also steadily improved year by year. Respondents are least satisfied high learning and adaptability because they are initially a bit difficulties to follow the practices of total quality management due to their education levels.

The result point out that process management has positive strong effect on operational management and leadership and employee empowerment have fairly strong effect on operational performance. It can be summarized that total quality management practices have a positive sign and highly significant on operational performance of King Kaytumati Garment by having proper planning for production process and maintain and reviewing quality of products and encourage the employee to for their development on quality control practices to do the jobs effectively and efficiently. It is also found out that a customer focus practice has negative effect on operational performance.

It can be summarized that three of the total quality management practices such as process management, leadership and employee empowerment have a positive sign and significant on organizational performance in King Kaytumati Garment by providing necessary support and allowing employee participation from senior management, having effective employee management such as developing employees job-related skills, work-based skills, workplace safety and establishing proper process planning and quality control process to do the jobs efficiently and controlling the process to reduce waste, errors and generate new ideas for process improvement.

5.2 Suggestions and Recommendation

King Kaytumati Garment should be conducted the further study that covered entirely all the employees to clarify the effectiveness of TQM practices which is currently practicing in garment. The results of this study from different employees' job functions and level of positions can aid to generalize the overall population as well as developing intensive research. Management should emphasis and implements properly their TQM practices more efficiently and effectively. In addition, diversified research is very important and it can provide more accurate information as well as setting strategic plan for implementing the effective rewarding system.

Total quality management practices have a strong interconnection with the operational performance. The garment is maintaining a sufficient level of process management and operational performance. Management should keep on going with these practices and procedures of their TQM practices. But there also have another room left to be developed in customer focus that the result is not significant as expectation.

It is recommended that the management should review on custom focus of TQM practices. As leadership is directly related customer focus, employee empowerment and process management. Garment with high top management competencies can execute total quality management competencies can execute quality management more effectively and be able to provide product at higher quality level to customers. Though garment paid a lot of attention to customer focus, the negative effect on operational performance that may be due to employees may got stressful since they have not to provide service to customers directly. Therefore, garment still need to pay attention to customer focus process, to fully enhance performance of the garment operation.

It is recommended that management team of the King Kaytumati Garment need to conduct more deeply study on this area of total quality management practices within the organization. Management should to review on customer focus practice to fully understand on key customer requirements, better customers' relationship, design, development and delivery of products according to customer's requirements, reduce customer complaints and defective products. So that can able to turn negative to positive practices.

5.3 Needs of Further Research

This research is utilized self-rating concept that allows an application to have personal opinions which was only based on the own perception and control variables were not considered. Hence, biases may more likely be included in the results. Since survey questions for quality management practices and organizational performance were randomly collected from only 92 staffs from different divisions.

On the other hand, since specific quality management practices those are widely used in most of the studies were identified as useful predictors of organizational performance. There is a necessity to investigate more rigorously for other total quality management practices which likewise contribute to organizational performance. Besides, organization performance for this study was measured only form non-financial perspective and perceived customer satisfaction form organization's point of view.

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APPENDIX I

Survey Questionnaire

Total Quality Management Practice and their Effect on Organizational Performance of King Kaytumati Garment

Part I. Total Quality Management Practices

Please describe to what extent you agree with each of the following statements regarding the current reward system of the company by using the following scales where:

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

I.	Leadership	1	2	3	4	5
1	Top management actively involved in communication and planning of organizational goals.					
2	Top leadership provides significant means (resources) to improve and maintain quality.					
3	Top leadership views quality more important than production (means quality has more importance than production schedules)					
4	Top Management takes quality as their responsibility.					
5	Top executives routinely interact with their concerned departments (Quality as well as other)					
6	Top management is evaluated on quality performance					
7	Top leadership anticipates changes and makes plans to accommodate it.					

II.	Customer Focus	1	2	3	4	5
1	The key customer requirements are identified (product specification detected and fulfilled).					
2	Customer oriented strategies are built and reviewed for further improvements.					
3	Encouragement provided in partnerships with customers to make relations better.					
4	Design, development and delivery of products is according to the requirements of Customers					
5	Customer satisfaction feedbacks are taken after a regular interval.					
6	Customer complaints are properly recoded and reviewed to maintain product quality standards.					
7	Concessions are provided for defective parts/products (if delivered).					

III.	Employee Empowerment/Involvement	1	2	3	4	5
1.	The quality goals of the company are clearly and formally written in a Quality Policy.					
2.	Specific work-skills training (technical and vocational) given to hourly employees throughout the division.					
3.	Health and safety practices are excellent.					
4.	Quality circles are in place in the garment to enable workers to actively participate in quality and productivity improvement programs.					
5.	Quality-related training given to hourly employees throughout the division.					
6.	Employees believe that quality is their responsibility.					

IV.	Process Management	1	2	3	4	5
1.	The company encourages study and planning for improvement of all its products and processes.					
2.	There is frequent inspection of product quality and process takes place.					
3.	Periodically (e.g. after every three months, six months or one year etc.) the organizational performance is evaluated against the set objectives & targets.					
4.	We collect data first and then we make decisions for the improvement of process, after reviewing it					
5.	Standardized and clear work or process instructions are given to all of us.					

Part II. Operational Performance

Please describe to what extent you agree with each of the following statements regarding the current reward system of the company by using the following scales where:

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

I.	Organizational Performance	1	2	3	4	5
1.	We are able to offer prices as low or lower than our competitors due to cost minimization					
2.	We are able to compete based on quality of services and products and not on costs only					
3.	We used all of our resources efficiently to produce most output form least effort. (Product Efficiency)					
4.	Lowest amount of inputs to create the greatest amount of outputs					
5.	Speed of production and delivery of products to the market impacts cash flows					
6.	Less reworks and eliminating bottlenecks in production					
7.	Reduced lead time to fulfil customer orders					
8.	Creating uniquely desirable products and services (minimal standardization)					
9.	Adapting to changing demand quickly					
10.	Product adaptability in meeting the varied customer demands in terms of specifications					
11.	Flexible modes of service and product delivery increase sales and reduces costs					
12.	Production processes are capable of producing products according to design specifications					
13.	Enhance economies of scale due to greater efficiency					
14.	We deliver customer orders on time					

Part III. Organizational Performance

Please describe to what extent you agree with each of the following statements regarding the current reward system of the company by using the following scales where:

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

I.	Organizational Performance	1	2	3	4	5
1.	There is an increase in production percentage (production achieved/ production planned).					
2.	Work organization is efficient.					
3.	Stability of work schedule.					
4.	Clarity of work or process instructions given to employees.					
5.	Our product quality is very high.					
6.	The number of customer complaints within the last period has decreased strongly.					
7.	We deal with customer complaints faster than our opponents.					
8.	We retain existing clients and manage to attract new ones					
9.	Reputation of our company in eyes of the customers has improved.					
10.	There is no case in our company of people leaving for internal reasons.					
11	Employees have high morale and are fully satisfied					
12	Employees feel very committed to the organization					
13.	Employees are very satisfied with the situation within the company.					
14	Learning ability and adaptability of employees is high.					

Part III. Demographic Factors

Please place a tick or mark for each of the following.

1. Gender

- Male
- Female

2. Age

- < 25 years
- 26 - 35 years
- 36 - 45 years
- 46 - 55 years
- Above 55 years

3. Education level

- Undergraduate
- High School
- Certificate / Diploma
- Others, please specify

4. How long have you been working in King Kaytumatie Garment?

- < 1 year
- 1-3 years
- Above 3 years

5. What is your current position?

- Supervisor
- Assistant Supervisor
- Senior Staff
- Junior Staff

Thank you very much for your kind participation

APPENDIX II

Regression Analysis of Effect of Quality Management Practices on Operational Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.732 ^a	.536	.515	.34940	1.391

a. Predictors: (Constant), TSM, TLM, TEM, TCM

b. Dependent Variable: OPM

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	12.281	4	3.070	25.150	.000 ^b
Residual	10.621	87	.122		
Total	22.902	91			

a. Dependent Variable: OPM

b. Predictors: (Constant), TSM, TLM, TEM, TCM

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.444	.488		.910	.365		
TLM	.191	.078	.207	2.446	.016	.747	1.339
TCM	-.222	.104	-.213	-2.146	.035	.540	1.851
TEM	.287	.111	.245	2.577	.012	.590	1.695
TSM	.628	.075	.656	8.418	.000	.877	1.140

a. Dependent Variable: OPM

Regression Analysis of Operational Performance on Organizational Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.640 ^a	.409	.403	.38701	1.549

a. Predictors: (Constant), OPM

b. Dependent Variable: OGPM

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.346	1	9.346	62.402	.000 ^b
Residual	13.480	90	.150		
Total	22.826	91			

a. Dependent Variable: OGPM

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.690	.364		4.648	.000		
OPM	.639	.081	.640	7.899	.000	1.000	1.000

a. Dependent Variable: OGPM