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Factors Influencing Total Quality Management

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Abstract

The purpose of this study were to investigate the factors influencing total quality management modeling for a sub- district municipality, and to create a suitable total quality management model for a sub- district municipality. This research utilized a qualitative method by use of in-depth interviews. The respondents were 30 leaders from the sub- district municipality offices. Seven factors were used in the measurement, which included [i] leadership; [ii] training; [iii] organizational structure; [iv] communication; [v] incentives; [vi] measurements and evaluation; and [vii] teamwork. The demographic findings revealed male respondents as the majority who had an average age between 40- 49 years, and had between 6- 10 years of working experience. The findings on the significant factors for modeling the total quality management for a sub- district municipality explained that successful public organizations required leaders who possess the seven factors, whereas management of strong teamwork, appropriate trainings, incentives and evaluation, and effective communication contributed to public organizational success.

Keywords: Factors; Leader; Total Quality Management.

1. Introduction

Globalization has shaped management in the 21st Century, in that there is higher complication in boundless environment. Advancement in information and communication technology has mobilized every activity around the world. Achieving higher competitiveness becomes the main goal of most organizations, both public and private. Management Excellence is a modern way that enables an organization to survive and achieve growth. Nowadays, Management Excellence has been recognized by many public organizations which have adopted this framework as their strategy-to-success guidance. During the early 1999s the United States of America was the first country which

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started reforming bureaucracy, and became the leader of this global shift and the model for many countries including Thailand. Thai public organizations have been stimulated in modifying this management styles, and recognizing the significance of bureaucratic reformations of organizational structure, behavior and operational process for a changing global context.

2. Review of Literature

In order to stimulate a quality development of the Thai governmental operations for public services, the Office of the Public Sector Development Commission (OPDC) has exercised to monitor and evaluate governmental offices. The practice is to ensure a reduced number of steps and time spent in the operation. Rewarding program has also been activated by the OPDC in order to appraise governmental offices with quality public service provision. This helps encourage staff and organizations to continue improving their services. Furthermore, this reformation contributes to increasing the capabilities of governmental servants as well as raising the public faith towards governmental bureaucracies. In this regard, essential guidelines based on the Planning Strategies of Thai Public Sector Development (2003-2007) were established to be utilized in improving public service quality, reforming the process and operations of governmental offices for enhancing operational capacity and standards to meet the international level, on a good governance basis. The prominent characteristics of the public administration and management quality criteria encompass the following three items: 1) goal- oriented; 2) flexible and adjustable for all governmental organizations' missions; and 3) linking and corresponding to other items within the criteria. Implementing these criteria can lead to an integrated outcome, which will ultimately become beneficial as the communication tool of the organization, whereas it endorses flexibility innovation and decentralization or empowerment of organizations.

3. Methodology

This study aimed to investigate the factors for total quality management modeling for a sub- district municipality, and to create a suitable total quality management model for the sub- district municipality. This research utilized the qualitative method by use of in-depth interviews. The respondents were the 30 leaders from the sub- district municipality offices. Seven factors were used in the measurement, which included 1) leadership; 2) training; 3) organizational structure; 4) communication; 5) incentives; 6) measurements and evaluation; and 7) teamwork. These factors were operationalized based on the seven items of organization management: 1) organizational leading; 2) strategic planning and actions; 3) customers and stakeholders management; 4) knowledge analysis and management; 5) human resource function; 6) process management; and 7) outcome assessment.

4. Findings

The demographic findings of this research paper reported that male respondents were the majority; they had an average age between 40- 49 years old, working experience between 6- 10 years, and bachelor degree as the highest level of education. Based on the seven factors, the finding reported that good leaders should be decisive, determined, idealistic, goal- oriented, challenge-taking, patient, loyal to team, knowledgeable, and take initiative. However, leaders require justice and integrity in management. The findings of leadership factors were presented in table 1.

Table 1. Leadership Factors for Total Quality Management Modeling.

Factors	Frequency	Percentage
1. Behavior of leader for organizational development		
1.1 Decisive, determined, idealist, goal- oriented	11	100
1.2 Challenge- taking, patient	4	36
1.3 Loyalty to team	9	84
1.4 Knowledgeable, initiative	8	73
1.5 Justice- oriented, integrity	11	100
2. Public responsibility		
2.1 Responsible for actions resulting in negative impacts to public	7	64
2.2 Solution- oriented, social aware and empathizing, building social understanding	10	91
2.3 Listening to others, seeking group-agreed understanding of the problem	11	100
3. Characteristics of people and task management		
3.1 People and task management is very important.	11	100
3.2 People and tasks- oriented management can go together.	10	91
3.3 "Putting the right man to the right job"	11	100
4. Appropriate characteristics of leader for organizational management		
4.1 Decisive	10	91
4.2 Bearing, consistent, considering fun as part of job	9	82
4.3 Determined, achievement- oriented, responsible for mistakes	5	45
4.4 Socially intelligent, persuasive	9	82
4.5 Experienced	11	100

The training factors presented the significance of trainings as motivators for staff in future development of the organization. Possible training styles can be through seminars led by special experts and walk rallies held at least once a month. These findings were exhibited in table 2. Table 3 displayed organizational structure factors. It was found that good organizations should have a clear chain of command and organizational structure as this led to effective control of staff, fast and effective communication and appropriate delivery of the right job to the right person. The findings of the communication factors were reported in table 4. The significance of the communication factors could be summarized in that communication was mainly important for organization and service provision, for example for daily operations, as driving tasks to achieve objectives, to meet the aim of service provisions, to retrieve public needs, and finally to drive organizations to success. Information and communication technology was reported vital for organizational productivity. However, ambiguous documents and communication red tape were

reported as the obstacles.

Table 2. Training Factors for Total Quality Management Modeling

Factors	Frequency	Percentage
1. Benefits of trainings		
1.1 Gaining knowledge and understanding	10	91
1.2 Gaining better relationships	10	91
1.3 Increasing self- confidence	9	82
1.4 Changing attitudes	5	45
1.5 Saving time and budget spent in working	5	45
1.6 The training should be held at least once a month.	10	91
2. Types of trainings		
2.1 Training through work rally activity	8	73
2.2 Training by use of learning tools and people	10	91
2.3 Training by use of simulation	5	45
3. Contributions of trainings for organizational and personnel development		
3.1 Higher effectiveness of work	11	100
3.2 Higher productivity of work	10	91
3.3 Empowering personnel by sending them to attend future training courses	8	73
3.4 Providing seminars and guest speakers	11	100

Table 3. Organizational Structure Factors for Total Quality Management Modeling.

Factors	Frequency	Percentage
1. Advantage and disadvantage of different types of organizational structures		
1.1 Small- sized	10	91
1.2 Advantage: clear chain of command	11	100
1.3 Disadvantage: Inadequate number of staff	11	100
2. Appropriateness of organizational structure		
2.1 Appropriate due to being controllable	10	91
3. Effects of organizational structure design for better delivery of public services and accessibility		
3.1 Effective in terms of higher mobilization	9	82

Factors	Frequency	Percentage
4. Characteristics of organizational structure appropriate for organizational management		
4.1 High service quality	8	73
4.2 Effective communication and convenience	10	91
4.3 "Putting the right man to the right job" considered as significant	11	100
5. Effects of organizational structure adjustment on operating works		
5.1 Effects can occur due to situation.	8	73
5.2 Adjustment by changing from sub-district municipality to municipality	11	100

Table 4. Communication Factors for Total Quality Management Modeling.

Factors	Frequency	Percentage
1. Significance of communication for organization and service provision		
1.1 Significant for daily operation	11	100
1.2 Significant as driving tasks to achieve objectives	10	91
1.3 Significant as helping organization to meet the aim of service provision	10	91
1.4 Significant as helping organization to retrieve public needs	6	55
1.5 Significant as the basic factor of service	5	45
1.6 Significant as driving organization to success	11	100
2. Obstacles of communication and solutions		
2.1 Ambiguous documents	9	82
2.2 Communication red tape	8	73
2.3 Solving problems at the originate point	9	82
3. Factors driving efficiency of intra-communication		
3.1 Facing an open- mind	8	73
3.2 Body languages and facial expressions	9	82
3.3 Using communication tools	10	91
3.4 Using information and communication technology such as Internet	10	91

4. Characteristics of communication system appropriate for organizational development		
4.1 Modern	7	64
4.2 Compatible with organizational needs	7	64
4.3 Mobilizing operation	10	91
4.4 Practical	9	82

Table 5. Incentives Factors for Total Quality Management Modeling

Factors	Frequency	Percentage
1. Criteria of incentives program for staff		
1.1 Honesty	8	73
1.2 Hard working and patient	11	100
1.3 Outstanding performance	10	91
1.4 Loyalty to organization	7	64
1.5 High responsibility	11	100
2. Effects of incentive programs for organizational development		
2.1 Motivating staff towards achievement- oriented behavior	10	91
2.2 Motivating staff towards higher attention to duties	11	100
2.3 Motivating staff towards higher involvement	9	82
2.4 Building positive work environment	7	64
2.5 Increasing staff loyalty to organization	5	45
3. Appropriateness of incentives program and improvement		
3.1 Appropriate	10	91
3.2 Appropriate promotion and increasing wages and salaries	11	100
4. Intrinsic and extrinsic rewards: which one is more effective in motivating and encouraging staff at work		
4.1 Intrinsic rewards is for emotional enhancement	2	18
4.2 Extrinsic rewards is for stability and security of life	4	36
4.3 Intrinsic and extrinsic rewards should come together.	5	45

Table 5 showed the significance of the incentive factors. The findings revealed that incentive programs were essential for motivating staff who were hard working and patient and had an outstanding performance with high responsibility. The effects of incentive programs were reported highly valuable for individual staff development and improvement, such as to have achievement- oriented behavior, and for organizational development as a whole. However, appropriate incentives program and improvement must be designed. The findings of the measurement and

evaluation factors in table 6 revealed that measurements and evaluation stimulated the staff to develop themselves and enhance the capability of the organization. In terms of the characteristics and appropriateness of organizational measurements and evaluation, people who give measurements and evaluation should possess knowledge and understanding of the evaluation system. The utilization or benefits of measurements and evaluations were reported to result in developing an organization service provision in the aspects of improving capability of the organization and motivating staff into learning and development.

Table 6. Measurement and Evaluation Factors for Total Quality Management Modeling.

Factors	Frequency	Percentage
1. Effects of measurements and evaluation on organizational operation and development		
1.1 Deficiency can occur in measurements and evaluation	9	82
1.2 Measurements and evaluation facilitate pre- and post performance comparison	6	55
1.3 Measurements and evaluation allow individuals' capability to be visible.	7	64
1.4 Measurements and evaluation stimulate staff to develop themselves.	10	91
1.5 Measurements and evaluation enhance the capability of organization	10	91
1.6 Measurements and evaluation can be utilized as the criteria for comparing individuals' knowledge, skills and attitudes.	7	64
2. Significance of modern measurement and evaluation techniques		
2.1 Insignificant for non- profit organizations	5	45
2.2 Insignificant for public service organizations living in less competitive environment	6	55
3. Characteristics and appropriateness of organizational measurements and evaluation		
3.1 Good measurements and evaluation should be done in appropriate time.	5	45

The findings also displayed the significance of teamwork factors; it was found that strong teamwork must be composed of knowledgeable staff who understands their roles and duties as well as those of their team members. Moreover, good teamwork should have a strong relationship tied among the team members, whereas all members

need to understand the goal in the same direction and the team should allow team members' participation.

4.1. Discussion

The fact that good leaders should be decisive, determined, goal- oriented, knowledgeable, and have initiative coincided with a study by Kamcharoen (2009) that concluded good leaders must be consistent with the purpose of product and service improvements for the organization's survival in a competitive environment. Trainings provided for staff were found necessary in shaping the staff's behavior in terms of learning in their tasks, and loyalty to their organization. These findings agreed with a statement by Sanoh Tiyao (2001). However, Wongmontha (2005) also suggested that trainings should be carried out in appropriate time and situations for effective outcomes. Communication in public organizations was important for daily tasks within an organization and in providing public services, yet the findings revealed some obstacles, for example ambiguous documents and communication red tape, which may be considered factors to cause failure by miscommunication and misinterpretation due to individuals' differences (Boonlai, 2005;Cheoyjanya,1998). Teamwork presented its importance in driving the organization's success through team members' emotional engagement and participation. This was in harmony with a study of Awanno & Burikul (2007) which found that the level of teamwork participation determined the level of public participation. The findings also agreed with a study of Khunchanomcham (2003) which stated that the facts of information perceived, time spent in perceiving the information, and team members' knowledge and understanding towards responsible tasks provided a positive effect on team members' level of participation.

5. Future Studies

One of the limitations of this research paper came from the use of only qualitative research technique. Since there was a clear population of government officials, many techniques could be utilized to obtain a sample for quantitative research technique. Therefore, in order to get more specific results, the future research should survey a variety of government officials based on their provinces of residence to obtain representative opinions from a variety of provinces in Thailand.

Acknowledgements

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