

“Integrated Quality Management applied to increasing Internal Customer Satisfaction in Bekasi Educational Institutions in 2014”

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Abstract

The implemented integrated quality management in order to increase internal customer satisfaction, the formulation of the problem in this study is “How Quality Management Is Integrated In Order To Increase Internal Customer Satisfaction in Bekasi Educational Institutions”. The purpose of the research is to describe the implementation of meeting the needs of internal customers ; respecting their opinions, have management decisions be based on fact and carrying out continuous improvements to internal customer satisfaction. In this case the internal customers are teachers, employees, and principals. This research is descriptive, with a qualitative approach. The data collected is in the form of writing, visuals and behaviors that are evident when the research is done. The research concluded are the application of total quality management regarding in the fulfillment of needs, in the fulfillment of needs, respect for everyone, implementation of fact-based management, implementation of continuous improvement generally have resulted in satisfaction in several aspects but not all feel satisfied with certain aspects..

Key Words: Internal customers, quality improvement and customer satisfaction

METHODOLOGY

‘Descriptive’ research means that the research procedure produces descriptive data (oral, audio, documentation and visual). This includes : notes on organizational profiles and organizational documents, interview results and other official documents (internal and external). The Research subjects 40 people consisting of 26 teachers, 4 principals and 10 employees. The research method was in the form of questions, observations and interviews, these were conducted twice to ensure accuracy.

The research questions were as follows :

A) How is the fulfillment of needs for internal customer satisfaction implemented?

The aspects covered were the following:

1. What level of certainty is there regarding job security?
2. What welfare benefits are provided?
3. What are the conditions for teaching and working?
4. What are the opportunities for promotion?
5. Is remuneration accurate and prompt?

B) How does internal customer satisfaction deliver respect for each person? The aspects covered were the following:

1. How are internal customers treated?
2. How are various agreements communicated?
3. How is internal customer participation in decision-making implemented?

C). How are the implementations regarding internal customer satisfaction based on facts ?

1. On what are decisions regarding the internal customers based?
2. What are the requirements and stages of improvement for internal customers?
3. How does the Institute predict the results of each decision / action?

D) How are continuous improvements regarding internal customer satisfaction implemented ? The aspects covered were the following:

1. How are improvements regarding the quality of life of internal customers planned?
2. How is the improvement plan continuously updated and improved?
3. How are internal customers valued?
4. How can the evaluation plan be improved?
5. How is corrective action taken on unsatisfactory results ?

RESULTS

The Bekasi Educational Institution is located at Jl. Pebayuran RT 02/03, Pebayuran District, Bekasi Regency. This institution was established on May 21, 2003 by the Wakaf Hidayat Foundation, located in Bekasi. The Educational buildings and facilities cover an area of 9 hectares. At present the Bekasi Educational Institution organizes the following educational activities: High school ; Middle school ; Integrated Islamic Primary School; and Integrated Islamic Kindergarten;

Bekasi Education Institutions include scholars from various universities, both domestic and foreign i.e. from Damascus and Jordan universities as well as Al-Azhar University in Cairo, Egypt. The Bekasi Institution consists of 200 teachers and employees at present, 146 men and 54 women. It also provides housing for internal customers (principals, teachers and employees). The findings in the field regarding the application of Total Quality Management in increasing internal customer satisfaction at the Bekasi Educational Institutions were compiled based on the results of interviews, observations and documentation studies. Interview activities were carried out with the 40 informants in detail and arranged systematically according to the aspects studied, making it easier to do further analysis. The data obtained was analyzed through descriptive analysis techniques by comparing existing data with the theory of Total Quality Management.

1. Implementation of Fulfillment of needs on Internal Customer Satisfaction.

a. Data Analysis

1. The question of certainty regarding continued job security

The interviews conducted mainly indicate that the internal customers are satisfied because they agree with the regulations of the institution which ensure certainty that they can continue teaching. Also, if a position of headmaster expires, the teacher can still work in the institutional environment in accordance with his abilities. Confidence in job security is good because no one has been dismissed unless the rules agreed upon were violated *thus, the Bekasi Education Institution's internal customers*

are satisfied about the certainty that they can continue to be teachers and work in institutions can be fulfilled.

2. The welfare level provided by the Institution.

The results of interviews indicate a satisfaction with the level of welfare provided by the institution as management always review and improve the quality of welfare provided to prevent staff turnover. It is however pointed out that monthly salaries for employees need to be raised to take into consideration the increasing cost of daily needs. The internal customers at Bekasi Educational Institutions are thus satisfied with the level of welfare provided but they require salaries that keep up with the cost of living.

3. The quality of Facilities and infrastructure provided for teaching and working in institutions.

Results show a high satisfaction with the facilities and infrastructure provided as the equipment fulfilled the needs of daily work and the buildings and equipment were conducive to work operations, thus, the satisfaction with the facilities and infrastructure provided is because they are suitable for an institution, meeting the needs of daily work such as building availability, housing for teachers and employees and equipment for student teaching and learning.

4. Promotional opportunities in the institution.

The interviews reveal that the handling of administrative rank upgrades was satisfactory but could be improved. The interviewees were satisfied that promotions go according to clear existing rules that are applied consistently.

5. The accurate and prompt payment of salaries / honorariums.

Replies indicate satisfaction that the institution regularly pays teachers on time, they never experienced extended delays in receiving salaries and if they experience delays they understand it.

Analysis

The results from interviews about the Implementation of Meeting the Needs of Internal Customer Satisfaction include:

1. Certainty of job security in the institution: internal customers are satisfied because there is a mutual agreement with the regulations of the foundation i.e. if they are not performing that will not progress and if they are competent they will have job satisfaction and security.
2. The welfare level provided by the institution: internal customers are generally satisfied but there are expectations that have not been fulfilled, namely changes in the level of income obtained from the institution for increases in the cost of living. The hope is that there is a change in monthly income / salary because it is considered not comparable to the cost of daily needs that keeps increasing.
3. The facilities and infrastructure of teaching and working in the institutions: internal customers are generally feeling satisfied because the good facilities and infrastructure, fulfill the work, living, building availability and equipment needs for the student's learning process.
4. Promotional opportunities in the institution: internal customers are generally satisfied because the handling of promotions for employees is done well with clear rules and regulations applied consistently.
5. The accurate and prompt payment of salaries / honorariums: internal customers are generally satisfied because the institution always pays on time, there are few delays in payment and great attention is paid to salary payment schedules.

Based on the field findings from the interviews, the Implementation of Fulfillment of Needs on Internal Customer Satisfaction is compatible with several theories on the subject. According to Hensler and Brunell (2005: 30) customer needs are sought to be satisfied in all aspects, including price, security, timeliness, and so on. Improved quality is equal to the improved quality of life of the customers. The higher the customer quality of life, the greater the customer satisfaction, the greater the quality produced. The level of Customer satisfaction is generated by comparing performance(reality) with expectations. Satisfaction is when they both match, thus, based on current theory and field findings, the Implementation of Total Quality Management in Bekasi Educational Institutions in order to fulfill the

needs of internal customer satisfaction is generally satisfying. There is however dissatisfaction with the level of welfare because expectations regarding increases in salaries in line with the cost of daily living were not met.

2. Implementation of Respect for everyone regarding Internal Customer Satisfaction.

A. Data Description

1. Treatment of internal customers.

The results of interviews conducted on the treatment of internal customers reveal that the institution respects and implements their rights, communicates well with them and cares about them. It was also found that respect between fellow employees or instructors was healthy and leaders did not belittle subordinates. The institution also paid attention and care to employees who were sick, thus, internal customers in Bekasi education institutions are satisfied with the treatment of them at the institution.

2. Various opportunities given to internal customers.

The interviews reveal that internal customers were given opportunities to increase knowledge through seminars, training and so on. They were also satisfied because the institution provided broad opportunities and support to improve their level of education. However, some do indicate a level of dissatisfaction with the expected funding that has not been provided, thus, the Bekasi Education Institution's internal customers, in most respects, are satisfied with the various opportunities given to them, but not all can be supported by sufficient funding by the institution.

3. Internal customer participation in decision making.

The results of interviews conducted on internal customer participation in *decision making* shows on various occasions they were involved in decision making resulting in satisfaction because they could participate in improving or resolving existing problems and they were considered to have valued rights, thus, the Bekasi Education Institution's internal customers are satisfied about their participation in decision making.

Analysis

The results of interviews about the implementation of respect for everyone regarding internal customer satisfaction include:

1. Treatment of internal customers shows satisfaction because the institution respects and carries out their rights, communicates easily, implements good respect, and is concerned for internal customers who are sick or have had an accident.
2. Internal customers are satisfied with the various advancement opportunities given because they have the opportunity to participate in seminars, training and so on. They are also given the opportunity and support to advance their level of education. Some, however, are not satisfied because of the lack of funding from the institution.
3. Internal customer participation in decision making enjoyed high satisfaction because on various occasions they were involved in making decisions and solving issues.

Based on the field findings from the interviews, the *implementation of respect for each person on internal customer satisfaction* is compliant with several theories. According to Hensler and Brunell (2005: 30), employees are the most valuable organizational resources. Therefore, everyone in the organization is treated well and given the opportunity to be involved and participate in decision-making teams. To encourage respect for each person, internal customer satisfaction must treat each internal customer well and provide opportunities to develop and participate in the organization. The theory and field findings show that the implementation of Total Quality Management in Bekasi Education institutions regarding respect for each person in internal customer is satisfying. This is due to: good Internal customer treatment; their ability to participate in decision making; good job security; good facilities and infrastructure for teaching and working; good promotional opportunities; and the accurate and prompt payment of salaries / honorariums . Disatisfaction exists, though, regarding adequate funding for various opportunities.

3. Management based on facts regarding internal customer satisfaction

A. Data Description

1. Decisions on internal customers are based on data.

Based on the results of interviews conducted, in general, most decisions have been made based on objective data, but there are also decisions taken that are still considered not objective, thus, the Bekasi Education Institution's internal customers are all satisfied with decisions based on data but there are still decisions that raise questions, especially those based on family relationships.

2. Priorities and stages of improvement for internal customers.

The results of interviews conducted on priorities and stages of improvement to internal customers show a general level of satisfaction, thus, internal customers are satisfied with the priorities and stages of improvement for internal customers in the institution because priority provisions and stages of improvement are well implemented, e.g. the efficient conveying of various data needed for career improvement and considation of the data provided in carrying out policies

3. The ability for the Institutions to predict the results of each decision / action.

The results of interviews conducted on the Institution's capability of predicting the results of each decision / action showed a high level of satisfaction because the institution had gone through the deliberation process well so that the policies issued were quite successful in their implementation, therefore the Bekasi Education Institution's internal customers generally feel satisfied with the institution's ability to predict the results of each decision / action.

B. Analysis

Results of interviews about the implementation of management based on facts on internal customer satisfaction include:

1. Decisions on internal customers in the institution are taken based on known data with which there is general satisfaction. This is because most decisions are taken based on factual information even though there are some decisions that still raise questions.
2. The priorities and stages of improvement for internal customers in the institution are satisfied due to regulations in the institution that all progress made is considered when carrying out the stages of advancement.
3. There is satisfaction with the ability of Institutions to predict the results of each decision / action because the policies issued are quite successful in their implementation and ability to predict what will happen in the future. Expectations are also sufficiently fulfilled with the new policies issued.

Based on the field findings from the interviews, the implementation of management based on facts on internal customer satisfaction is compatible with several theories. According to Hensler and Brunell (2005: 30) one aspect of Total Quality Management is that every decision is always based on facts.

Based on the theory and field findings, the implementation of TQM in Bekasi Educational Institutions in the context of implementing management based on facts on internal customer satisfaction shows success.

4. Implementation of continuous improvement regarding internal customer satisfaction

A. Data Description

1. Institutions make plans to improve the existence of internal customers.
Results of interviews conducted regarding the institution making plans for improvements in the existence of internal customers showed satisfaction because the institution regularly implemented improvements in their lifestyle . Other statements show that improvements to the existence of customers are also carried out annually, thus, the internal customers of Bekasi educational institutions are satisfied with how the institution makes plans for improvement of their existence because the institutions regularly make various improvements to their existence.

2. The agency carries out the implementation of plans to improve the existence of internal customers.

Based on the results of interviews conducted on Islamic boarding schools in the implementation of improvement plans for the existence of internal customers, answers were obtained that there had been satisfactory improvements to various plans, all according to customer expectations. Other statements revealed that there was high commitment in the implementation of the improvement plan, thus, the Bekasi Education Institution's internal customers are satisfied with the institution in carrying out the implementation of improvements to the existence of internal customers.

3. **Institutions evaluate the existence of internal customers.**

Based on the results of interviews conducted on institutions evaluating the existence of internal customers, answers were obtained that they were satisfied with the policy of the institution requiring an open evaluation of their existence. This had a very positive impact on their work and status but some internal customers were not satisfied because they were replaced due to not satisfying requirements but they acknowledged that it was best for the sake of future progress in the future the Dimay institution, thus, the Bekasi Education Institution's internal customers are satisfied with the institution in evaluating the existence of internal customers and there is openness about the evaluation activities which have a positive impact. Some dissatisfaction exists but they are aware that good evaluation is needed to make progress in the institution in the future .

4. The institution improves the plan for evaluating results.

Based on the results of interviews conducted, positive answers were obtained regarding the institution improving new activity plans which were the results of the new evaluations. Several activities and new policy steps carried out by the institution were the result of a collaboration supported by internal customers, thus, the Bekasi Education Institution's internal customers are satisfied with the institution's work on evaluation plans.

5. The institution takes corrective action on results obtained.

The results of interviews conducted regarding the institution making corrective actions on results indicate a positive response. These corrections were well communicated but several internal customers stated that corrective actions had not all been implemented in detail to meet all their expectations, thus the internal customers of Bekasi educational institutions are satisfied that the institution takes corrective action on the results obtained but because it is not detailed some customers still feel unsatisfied.

Analysis

Results of interviews about implementing continuous improvements to internal customer satisfaction include:

1. The Institutions' plans for improvement on the existence of internal customers is known greeted positively because the institutions regularly make various plans and improvements, some carried out annually and some involved in planning improvements in existing human resources.
2. The institutions' implementation of improvement plans for the existence of internal customers is positively received because there are improvements to various plans for them even though some are dissatisfied due to their limitations.
3. The institutions' evaluation of the existence of internal customers is met with satisfaction due to the institutions' policy requiring evaluations and the transparent process of those evaluations.
4. The Institutions' implementation of the evaluation plan is successful due to several new policies derived from evaluation results that have had a positive impact. Some dissatisfaction exists because some improvements are not implemented to expected detail.

Based on the field findings from the interviews, the implementation of continuous improvements in internal customer satisfaction is compatible with several theories. According to Hensler and Brunell (2005: 30) one aspect of Total Quality Management demands continuous improvement which means improvements must be regularly and perpetually made. In order to be successful, every

organization needs to have a systematic process in carrying out continuous improvements. One of the 5 pillars Arcaro (2001: 43) establishes in Total Quality Management education is continuous improvement, thus the implementation of continuous improvement in internal customer satisfaction is carried out continuously by a systematic process. The theoretical opinion and field findings reveal a positive response to the implementation of Total Quality Management in Bekasi Education institutions in the context of implementing continuous improvement.

DISCUSSION

The following results are based on the field findings about the application of Total Quality Management in increasing internal customer satisfaction in Bekasi Education Institutions, from the results of these interviews it is known that:

1. Implementation of Fulfillment of needs on Internal Customer Satisfaction.

Results of interviews :

1. Internal customers are satisfied in terms of certainty that they can continue to be instructors and work in institutions
2. Internal customers feel satisfied in terms of the level of welfare obtained from the institution reflected but salary increases need to be increased in accordance with the high costs of living.
3. Internal customers are satisfied in terms of facilities and infrastructure provided for teaching and working by the institutions.
4. Internal customers feel satisfied with promotional advancement opportunities in the institution.
5. Internal customers are satisfied with the institutions' prompt and accurate payment of salaries / honorariums.

Based on the field findings and the results of interviews, the application of Total Quality Management at Bekasi education institutions in the implementation of meeting the needs of internal customer satisfaction is successful. This satisfaction is derived from fulfilled expectations regarding meeting their needs.

According to Hensler and Brunell (2005: 30) internal customer needs should be satisfied in all aspects, including price, security, timeliness, and so on. The more

provided, the greater customer satisfaction. Thus the application of Total Quality Management in Secondary education institutions have mostly caused internal customer satisfaction with their implementation of meeting needs.

2. Implementation of respect for everyone regarding internal customer satisfaction

Results of interviews :

1. Internal customers are satisfied in terms of their treatment
2. Internal customers are satisfied in terms of the various opportunities given to them.
3. Internal customers are satisfied in terms of their participation in decision making.

Based on the field findings from the results of the interview, the implementation of Total Quality Management in the implementation of respect for each person on internal customer satisfaction has largely been successful.

This comes from fulfilled expectations for the various opportunities given to them to improve their quality of life. According to Hensler and Brunell (2005: 30), employees are the most valuable organizational resources. Therefore, everyone in the organization is treated well and given the opportunity to be involved and participate in decision-making teams. Thus the implementation of Total Quality Management in Bekasi education institutions has caused internal customer satisfaction in the implementation of respect for everyone.

3. Fact-based management regarding internal customers.

Results of interviews :

1. Internal customers are satisfied with the institution's management decisions because even though there are decisions made on the basis of the consideration of family.
2. Internal customers are satisfied with priorities and stages of improvement based on data. There is, however, a feeling of dissatisfaction due to the leadership's special policies towards his family.

3. Internal customers are all quite satisfied with the institution's ability to predict the results of each decision / action..

Based on the field findings from the interviews, the implementation of Total Quality Management in the implementation of management based on facts on internal customer satisfaction has been successful because all decisions issued by the institution are based on facts and data.

4. Implementation of continuous improvement in internal customer satisfaction

Results of interviews :

1. Internal customers are satisfied in terms of the institution making plans for improvements to their existence .
2. Internal customers are satisfied with the agency's continued implementation of an improvement plan for the existence of internal customers.
3. Internal customers feel satisfied in terms of the institution evaluating their performance. Those who are dissatisfied with the value of the evaluation results are usually not good enough so the institution replaces them it.
4. Internal customers feel satisfied with the work the institution does on the plan for evaluating the results.
5. Internal customers are satisfied how the institution carries out corrective actions on the results obtained.

Based on the field findings from the interview results, the implementation of Total Quality Management in the implementation of continuous improvement in internal customer satisfaction has proved successful at the Bekasi Education Institution. This is derived from the fulfilment of internal customer expectations for continuous improvements by the Institution. According to Hensler and Brunell 2005: 30), continuous improvement is crucial in order for a business to be successful and thus every company needs to employ a systematic process to carrying out continuous improvements, thus the application of Total Quality Management in Bekasi education institutions has resulted in internal customer satisfaction in carrying out continuous improvements.

CONCLUSION

The results of this study conclude the following:

1. Implementation of Total Quality Management in the implementation of meeting the needs of internal customer satisfaction in Bekasi education institutions. has caused satisfaction because: 1) there is job certainty ; 2) Facilities and infrastructure are available to teach and work in institutions; 3) the good poasaibility of promotioin in the institution; 4) the accuracy and promptness of scheduled salary / honorarium payments. But it has not caused internal customer satisfaction in terms of: 1) the nominal value of the welfare level obtained from the institution as a result of the increasing cost of living.
2. Implementation of Total Quality Management in the implementation of respect for each person in internal customer satisfaction in Bekasi education institutions. has caused satisfaction because of: 1) good treatment of internal customers; 2) empowered internal customer participation in decision making, 3) there are clear rules. Yet not all feel satisfied in terms of the limitations of the amount of aid funds from the institution.
3. Implementation of Total Quality Management in the implementation of management based on facts on internal customer satisfaction in Bekasi education institutions. has caused satisfaction because: 1) there are priorities and stages of improvement for internal customers in the institution based on the data. 2) decision making on internal customers in the institution is taken based on objective data; 3) there is good planning from the institution so that it is able to predict the results of each decision / action. And not all are satisfied because there are still decisions that are considered biased towards leadership family members.
4. Implementation of Total Quality Management in implementing continuous improvements to internal customer satisfaction at Bekasi education institutions. has caused satisfaction because: 1) the institution has made plans for improvements concerning various aspects of the existence of internal customers; 2) institutions consistently carry out improvement plans concerning

various aspects of the existence of internal customers; 3) institutions continue to evaluate the existence of internal customers; 4) the institution executes the results of all evaluations of decision making. Not all feel satisfied in terms of: 1) being replaced if unable to improve the quality and results of corrective work.

SUGGESTIONS

Based on the discussion and description of the conclusions then:

1. Implementation of Total Quality Management in an effort to improve the implementation of the fulfillment of needs for internal customer satisfaction at the Bekasi education institution has generated satisfaction and needs to be maintained. This is done so that the various needs of internal customers can continue to be known and addressed.
2. Implementation of Total Quality Management in an effort to improve the implementation of respect for everyone on internal customer satisfaction in Bekasi education institutions has caused satisfaction and the internal customers' input needs to be continuously increased.
3. Implementation of Total Quality Management in an effort to improve management implementation based on facts on internal customer satisfaction at the Bekasi education institution has caused satisfaction but management needs to be improved so that various needs for data for a decision can be obtained more precisely on target, detailed and guaranteed.
4. Implementation of Total Quality Management in an effort to implement continuous improvement in internal customer satisfaction at the Bekasi Educational Institution has resulted in satisfaction but needs to be continually improved, socialized and coordinated, both with internal customers and the management of the institution. This is done so that continuous maximum improvement can run in accordance with the plans and decisions of the institution.

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