



## **EFFECTS OF IMPLEMENTING TOTAL QUALITY MANAGEMENT ON BUSINESS PERFORMANCE: A RESEARCH IN AFYONKARAHİSAR**

TOPLAM KALİTE YÖNETİMİ UYGULAMALARININ İŞLETME PERFORMANSINA ETKİLERİ:  
AFYONKARAHİSAR'DA BİR ARAŞTIRMA

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### **Abstract**

Business Performance is a vital issue for businesses. In this context, total quality management (TQM) can play an important role. The aim of this study is to analyze changes in performance before and after implementing TQM comparatively in a shopping center in Afyonkarahisar. The research performance model is composed of four performances dimensions. These are, External Customers, Internal Customers (Employees), Marketing Function and Financial Function. This research method based on a qualitative study with document analyse. Qualitative and quantitative data were gathered, grouped and evaluated using Frequence Analyse and Altman's Zeta Model. Starting from implementing TQM, the performance increases were observed in the four sized of the business by years.

**Key Words:** Total Quality Management, Business Performance.

### **Öz**

İşletme Performansı işletmeler için yaşamsal bir konudur. Bu kapsamda Toplam Kalite Yönetimi (TKY) önemli bir rol oynayabilir. Bu çalışmanın amacı, Afyonkarahisar'da bir alışveriş merkezinin TKY uygulaması öncesi ve sonrası performansındaki değişiklikleri karşılaştırmalı olarak analiz etmektir. Araştırma performans modeli dört boyuttan oluşmaktadır. Bunlar, Dış Müşteriler, İç Müşteriler (İşgörenler), Pazarlama Fonksiyonu ve Finansal Fonksiyon'dur. Bu araştırma, niteliksel araştırma metodu olan döküman analizine dayanmaktadır. Niteliksel ve niceliksel veriler frekans analizi ve Altman'nın Zeta Model'i kullanılarak toplanmış, gruplanmış ve değerlendirilmiştir. TKY uygulamasının başlamasından sonra yıllar itibariyle dört boyuta göre işletmenin performansında artışlar görülmüştür.

**Anahtar Kelimeler:** Toplam Kalite Yönetimi, İşletme Performansı.

## **1. Introduction**

With increasing competition, business survival pressure and the dynamic, changing customer-oriented business environment, total quality management (TQM) has been recognized as one of the most important issues and generated a substantial amount of interest among managers and researchers (Samson and Terziovski, 1999: 393-409; Adam et al., 2001:39-43; Samson and Daft, 2005:250-265). In addition, firms that focus on continuous improvement, that involve and motivate employees to achieve quality output and focus on satisfying customers' needs are more likely to outperform firms that do not have this focus (Sath and Tripathi, 2006: 811-826; Joiner, 2007:617-627; Jitpaiboon and Rao, 2007:78-102). Total quality management (TQM) has been reported to have positive and negative effects on business performance and is the focus of considerable attention in the literature and research (Costa et al.,2006: 495–511).

Business performance can be evaluated in four key areas; human resource results, customer results, organizational effectiveness, and financial and market results (Sila, 2007: 83-109). Eleren, and Soba (2009: 1309 ) first developed a business performance model including external customer dimension, internal customer dimension, marketing dimension and finance dimension. The present study reports on the implementation of TQM within a business which is a shopping center in Afyonkarahisar. TQM in terms of business performance is analyzed on the basis of External Customers, Internal Customers (Employees), Marketing Function and Financial Function.

## **2. Business Performance**

Business performance management (BPM) is a key business initiative that enables companies to align strategic and operational objectives with business activities in order to fully manage performance through better-informed decision-making and action. In other words, BPM is a process that enables organizations to meet business performance measurements and objectives. It enables businesses to proactively monitor and manage processes, and take appropriate actions that result in meeting objectives (Balard et al., 2005:27-29; Alfaro et al., 2007: 643; Kanji, 2002:1116). Business performance is basically composed of three factors; financial, operational and organizational effectiveness (Venkatraman and Ramanujam, 1986:801-814). From the other side, business performance reviews put in action and bring the firm's performance measurement models to life, such as balanced scorecards, performance prisms,

budgeting systems, assessment frameworks and accounting systems (Martinez and Kennerley, 2009:12-21; Sardana, 2008:32), six sigma business scorecard (Gupta, 2006:89; Trusko et al., 2007:49; Tyagi and, Gupta, 2008: 233). Some authors conclude that TQM positively influences business performance through the development of a series of competencies (Powell, 1995: 15-37; Douglas and Judge, 2001: 158-169; Das et al., 2000: 649-690; Kaynak, 2003: 405-435; Brah et al., 2002:356-379, Garcı et al., 2010: 363-382). Furthermore, TQM has an impact on the way organization members apply their knowledge within the organization, and therefore TQM affects organizational performance and investigates the alignments of performance management system components, with a strategic emphasis on quality (Haines et al., 2004:146; Ton and Raman, 2004: Ahmed et al., 2005: 386). However, employees have a key role in implementing TQM. Soltani et al., argued that performance management should be based on both systems-level features and contributions from individual employees, as these tend to complement each other. Their findings suggested that individual employees—as a basis for competitive advantage in the new millennium—will retain a critical role in providing a potential source of quality improvement (Soltani et al., 2004:1069–1091). In a subsequent study, Soltani et al., examined the importance of senior management commitment to successful implementation of TQM initiatives. They concluded with some brief remarks about prospects for the highly committed senior management of TQM organizations, and the need for further empirical research on the factors that impede the transition to a stable total quality (TQ) environment (Soltani et al., 2005: 1009–1021). Ou et al., (2007:1) found that the relationship between TQM and business performance through examining the direct and indirect effects of seven TQM constructs on three different levels of business performance. Unlike these researches some researches showed that the implementation of TQM hadn't positive effect on business performance (Reed et al., 1996:173-202; Lemark et al., 1997: 67-86; Choi and Eboch, 1998:59-75; Dale et al., 1998: 305-325; Kaynak, 2003:405-435).

### **3. Research**

This section outlines the aim, scope, research method, the performance model of the research and findings.

### **3.1. The Aim of the Research**

The aim of this study is to provide a comparative evaluation of performance results before and after implementation of TQM in an organization and to examine the extent to which TQM benefits the organization and contributes to achieving business objectives.

### **3.2. The Scope of the Research**

The scope of the research is limited to 2005-2009 data from a shopping center in Afyonkarahisar. The shopping center site includes an adjacent gas station. The shopping center started using TQM management practices in 2007. The scope of the External Customers are between 247 and 283. The scope of the Internal Customers (Employees) are 67.

### **3.3. The Method of the Research**

This research method based on a qualitative study with document analyse. Data were gathered, grouped and evaluated using SPSS program (Version 15), frequency analyse and Altman's Zeta Model.

### **3.4. The Performance Model of the Research**

A performance model used in the study was first used by Eleren and Soba (2009:1309) in table 1. Originally, there were six dimensions and scales of the model. This model included marketing, finance, internal and external customer dimensions. To determine the dimensions of the model, the organization's database was used and the most appropriate factors were selected. The availability of data, including questionnaire data obtained from internal and external customers of the organization in previous years. Furthermore finance and sales data, determined the four dimensions used in the current study. Data was gathered from a large database for the years 2005 to 2009. In evaluating the first two dimensions, External Customers, Internal Customers (Employees), a scale composed of Likert-type questions were used. In the other two dimensions, Marketing Function and Financial Function quantitative data was used.

**Table-1 : Proposed New Performance Model and Dimensions**

BASIC DIMENSIONS	INDICATORS	SUB INDICATORS
1. External Customers	Customer Satisfaction	Re-De Cost/Quality Diversity Flexibility
2. Internal Customers (Employees)	Employee loyalty. Employee Satisfaction, Productivity	Job Satisfaction Working Conditions Fee and Responsibility Quality of Work life Job Security
3. Marketing Function	Market Performance	Sales Market Shares Sales Refund
4. Financial Function	Financial Performance	Liquidity Loans Profitability Action/Effectiveness

Qualitative method was used in the study. The SPSS program (Version 15) was used for quantitative analysis of questionnaire data. Two research questionnaire scales including five-point Likert-type scoring system were developed according to peer review. The Cronbach's Alpha reliability of the questionnaires were 0.85 and 0.92, respectively. The first questionnaire was applied to External Customers and the second questionnaire was applied to Internal Customers (employees). Questionnaire data were analyzed with the SPSS program (Version 15). Data related to Market and Financial Performance were analyzed with context analysis. In addition, the Marketing function analyzed sales trends as an indicator of market performance. Altman's Zeta Model was used to analyze the Financial Performance of the organization.

#### **4. Findings**

In this section, four dimensions of the model were reported separately. These are, External Customers, Internal Customers (Employees), Marketing Function and Financial Function.

##### **4.1. External Customers**

A questionnaire including five-point Likert-type responses, were administered to customers between 247 and 283 per year to measure customer satisfaction. The results were shown in table 2.

**Table-2: Performance Based on Customer Satisfaction**

<b>PERFORMANCE CRITERIA</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>AVR.</b>
We received satisfactory and prompt answers to our problems and complaints.	2,58	2,61	3,22	3,45	4,68	3,31
Product range is wide.	2,78	2,74	3,43	3,53	3,61	3,22
The staff are friendly and well dressed.	2,89	2,94	3,2	3,39	3,46	3,18
The ratio of product price / quality is appropriate.	2,91	2,87	3,34	3,36	3,28	3,15
Quality performance of the business is high in all of its products and services.	2,65	2,68	3,15	3,11	3,44	3,01
Service areas are clean, tidy and sanitary.	2,41	2,36	2,84	2,98	3,24	2,77
The business facilitates convenient exchange of faulty products.	2,31	2,65	2,57	2,96	3,13	2,72
Business takes into account of our choices and tastes when developing product lines.	2,21	1,91	2,52	2,59	3,22	2,49
Product price, quantity, manufacturer, manufacturing and expiry dates are available on labels.	2,17	2,15	2,51	2,61	2,95	2,48
The design of our products are suitable fashion and our tastes.	2,27	2,22	2,59	2,56	2,63	2,45
Brands offered by the business is reliable and I always prefer.	2,21	2,24	2,32	2,52	2,49	2,36
Introductions of product are reasonable and attractive.	1,86	1,91	2,12	2,34	3,33	2,31
Using the shopping center is convenient.	1,29	1,73	1,66	1,93	2,26	1,77
Products packaging is adequate and attractive.	1,13	1,47	1,69	1,48	2,69	1,69
<b>AVR.</b>	<b>2,26</b>	<b>2,32</b>	<b>2,65</b>	<b>2,77</b>	<b>3,17</b>	<b>2,64</b>
<b>N=2500</b>	<b>n=247</b>	<b>n=269</b>	<b>n=273</b>	<b>n=256</b>	<b>n=283</b>	

As of 2007, when TQM was introduced, the average customer ratings were above the hypothetical average of 2.5 and ratings have continuously improved. This shows that customer satisfaction improved. When propositions customers positively rated were evaluated. It was seen that the following TQM applications were effective in the organization; Quality and variety of products, quick response to customer needs and helpful and friendly sales personnel.

#### **4.2. Internal Customers (Employees)**

To measure employee satisfaction, a questionnaire was administered to a total of 67 employees. The questionnaire used a 5-point Likert scale. As in the previous section, TQM evaluation is not possible in this section before and after implementation. Therefore, because of the lack of the employee satisfaction surveys for previous years, the application period for 2009. As given, it was not possible to provide evaluation results before and after TQM because there were no data available on employee satisfaction in previous years. The evaluation was provided only for a term for 2009. Average response scores as of 2007 are above the hypothetical average of 2.5. This shows the positive views of participants after the implementation of TQM. The

propositions on the following issues show that the TQM applications achieved their goals: consultations before decisions, participation in management, fair work and fair pay.

**Table-3: Performance Based on Internal Customer (Employee) Satisfaction**

PERFORMANCE CRITERIA	2005	2006	2007	2008	2009	AVR.
Everybody has the right to comment on management.	2,78	2,73	3,21	3,48	3,41	3,12
We have been believed to distribute of work load suitably.	3,02	2,90	2,96	3,18	3,36	3,08
We often consult with management while making decisions.	2,63	2,65	2,79	3,24	3,39	2,94
Peace and security are primary in ensuring job satisfaction.	2,81	2,58	3,02	3,09	3,14	2,93
I have been believed the distribution of fees and bonuses fairly.	2,62	2,73	2,51	3,10	3,14	2,82
We are valued in the workplaces.	2,41	2,30	2,52	2,78	3,71	2,74
Division of labor and help dominate the business.	2,10	2,68	2,40	2,84	3,10	2,62
Adequacy of financial opportunities in our job satisfaction comes in the foremost/ Perceptions of job-satisfaction are focused on financial rewards.	2,45	2,08	2,73	2,97	2,66	2,58
We usually feel happy at our jobs ourselves.	2,21	2,09	2,55	2,65	3,17	2,53
We are working with in a team spirit.	2,17	2,00	2,32	2,72	2,65	2,37
I have adequate job-security.	1,97	1,92	2,22	2,46	2,82	2,28
Responsibility and authority related to our jobs are given enoughly at workplace.	2,04	1,89	2,18	2,42	2,69	2,24
We view success as the success of our business.	1,79	1,86	2,08	2,43	2,65	2,16
<b>AVR.</b>	<b>2,35</b>	<b>2,39</b>	<b>2,73</b>	<b>2,87</b>	<b>3,21</b>	<b>2,71</b>
<b>N=67(Max.)</b>	n=61	n=63	n=65	n=64	n=62	

#### 4.3. Market Performance Dimensions

In this section, international and domestic sales performances were considered. Two separate indices were prepared for two separate years. The sales of the organization were grouped in four categories. Based on 2005 sales, an increment index was created using data simplified by inflation rate. The results showed in table 4 that sales performance started to increase during and after 2007.

**Table-4: Marketing Performance Scores**

<b>SALES (TL) (*)</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Textile and Home Application and Electronic	1.256.172	1.268.949	1.688.320	1.844.997	1.746.584
Increase (2005 base)	1,00	1,01	1,34	1,47	1,39
Market	1.010.127	1.008.965	1.101.918	1.372.173	1.201.328
Increase (2005 base)	1,00	1,00	1,09	1,36	1,19
Café and Restaurant and Entertainment	323.878	338.842	372.751	528.519	540.120
Increase (2005 base)	1,00	1,05	1,15	1,63	1,67
Fuel	139.462	161.919	127.703	183.674	241.205
Increase (2005 base)	1,00	1,16	0,92	1,32	1,73
<b>TOTAL</b>	<b>2.729.640</b>	<b>2.778.674</b>	<b>3.290.693</b>	<b>3.929.363</b>	<b>3.729.237</b>
<b>Increase (2005 base)</b>	<b>1,00</b>	<b>1,02</b>	<b>1,21</b>	<b>1,44</b>	<b>1,37</b>

(\*)The total value amounts belonging to years and rates have been corrected by inflation.

As shown in table 4, the introduction of TQM had a positive effect on sales performance. The slower increase in sales in 2009, compared with the increase in 2007 and 2008 shows the effects of the global financial crises.

#### **4.4. Financial Performance Dimension**

The organization's financial results for the fiscal years 2005-2009, were used to evaluate financial performance. Historically, analysts have computed different types of financial ratios to assess four separate aspects of financial well-being. These four types of ratios measure liquidity (the ability of a firm to pay its obligations as they arise), leverage (the extent to which a firm uses debt as a method of finance), activity or turnover (the efficiency of asset usage), and profitability. More recently, financial researchers have begun to combine these financial ratios into models that produce an overall score that can be used to both assess financial stress and to predict bankruptcy well in advance of the event (Gritta et al., 2006:2). Data first converted to financial ratios by ratio analysis was converted to financial accomplishment performance scores using Altman's Zeta Model. The basic evaluation of this model is based on Z-value calculations developed by Altman (Altman et al., 1977:29-54). Though developed in 1968 using a small sample of firms from the 1950s And 1960s, Altman's Z-score model remains a commonly used tool for evaluating the financial health of companies. Because of the age of the model and other attributes, such as its small sample of manufacturing firms and the use of equal group sizes of bankrupt and non-bankrupt firms, it is likely that this model is not as effective in classifying firms in more recent studies as it was when it was originally developed by Altman (Grice and

Ingram, 2001: 53-61). Although the Zeta Model was designed to determine level of bankruptcy and accomplishment levels, it helps compare organizations' annual financial performance. Altman found that firms with Z scores below 1.81 were correctly classified as bankrupt (Katz et al., 1985: 70-74). Table 5 shows the Z-score ratings of financial performance for the years 2005 to 2009.

$$\begin{aligned}
 Z = & + 1.2 \quad * \text{ (Net business asset/total assets)} \\
 & + 1.4 \quad * \text{ (distributed profits/Total assets)} \\
 & + 3.3 \quad * \text{ (profit before Interest And tax//total assets)} \\
 & + 0,6 \quad * \text{ (capital/debts)} \\
 & + 0.999 \text{ (sales/total assets)}
 \end{aligned}$$

**Table 5: Financial Performance Scores**

	2005	2006	2007	2008	2009
Altman Zeta	2,81	2,89	3,06	3,45	3,36
Increases (2005 base)	1,00	1,03	1,09	1,23	1,20

According to table 5, the financial scores for the period 2005-2007 are between 2.81 and 3.06. These scores show that the firm is healthy. Furthermore, as of 2007 there is a significant increase in the financial performance following the introduction of TQM applications. While the Z-score declined recently, it is projected financial performance will increase after the global economical crisis of early 2009.

## 5. Conclusion

The results of the present study show that TQM has positive effects on an organization's competitive positions. In line with the theoretical goals, the implementation of TQM saw increases in internal and external customer satisfaction, marketing, production and financial performance. While these developments will positively affect competition, the results of these developments will also reach other shareholders, such as associates, customers, society and government. In this study, the theoretical performance level of an organization owning a shopping center was tested using a performance measurement model. The model is composed of internal and external customers, marketing and finance dimensions. Based on this relationship,

the model was used to determine the expected performance increase of the organization following the implementation of TQM. The positive increase observed in all dimensions when TQM was introduced means that TQM positively contributed to the organization's performance. In a successful TQM application, a similar performance increase should be seen in other organizations. However, factors such as the position of the organization, professionalism in management, organization size, quality of technology and workforce will affect actual performance. These differences in potential performance improvements between different organizations should be investigated in future studies.

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Dear **Mustafa Hotamışlı**,

Your paper entitled

**EFFECTS OF IMPLEMENTING TO TOTAL QUALITY MANAGEMENT ON THE  
BUSINESS PERFORMANCE AND A RESEARCHII**

has been published in the ISSD 2010 Proceeding Book Volume 1(Economy and Management) by  
accident in spite of you have withdrawn it from the symposium papers.

This is to inform to confirm the case.

For Your information.

09 June 2010

Best Regards,

Prof. Dr. Hüseyin Padem

Symposium Chairman and President of IBU.

