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## Quality: A Contributing Factor to Become Competitive and Innovative

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### ABSTRACT

*People or even organisations emphasize on the quality which is the important thing requested by customers. seek. Customers are seeking seek quality in order to full-fillfulfil and satisfy their needs and wantss which are non-limited in nature. This paper will discusses the concept of quality which is the a contributing factor to become competitive and innovative. Motivation, job satisfaction and performance will be explained in the quality context which is drivendrives one to the be competitive and innovative personnel (something is needed here) in the business world. Quality is the never ending story and it will keep moving and improving from time to time in order order for an organisation to become relevant and significant. organization. (what to become relevant and significant?.*

**Keywords:** *competitive, innovative, Quality quality, Competitive , Innovative, Performance performance*

### Introduction

A Qquality of their an organization organisation,, be it a private or government sector, is means to be able to improve service provided and goods produced either in the private sector, government sector or other organization and cooperation. To realize realise the importance of quality, UiTM has implemented the ISO 9001:2000 which is aimed aims to at improveing the quality of its services in order to become the a world class university.

Unfortunately, quality solely cannot contribute to the high performance without support from other factors and environments which includinges the managerial prerogative elements. In an academic institution, Aadministrators, teachers, school boards, parents, community members, and students each has strong roles to play for all of the implementations needed to be met successful and for integration to be connected to student learning. Immediately (why immediately?) tThe human factors and environments of working places must be emphasized emphasised deeply to make ensure the spirit of quality becomes reality is grasped and is shared by the entire all personnel in the organization organisation.like UiTM Pahang.

The underlying technology of many innovative products is not necessarily different or more advanced than the previous models or competing offerings;. iInstead, one of the primary keys in building a winner is athe firm's ability to embed significantly greater service potential in a relatively simple device or service.

To ensure the personnel is able to deliver a good quality of service, the factor of motivation and satisfaction should be full-filledfulfilled first. in accordance to become competitive and innovative. Thus, this paper will discusses the concept of quality that supports the effort notion of competitiveon and innovatveon which are required in the global world.

## Quality

What is meant by quality? According to Associates Professor Dr Zaini (2009) in his speech during the *Sambutan Hari Kualiti* Universiti Teknologi MARA Pahang Abdullah, claimed that quality is good and; anything good is quality. (*Hari Kualiti UiTM Pahang, 22 January 2009*).

The American Society for Quality (ASQ) defines quality as ‘“tThe totality of features and Characteristics characteristics of a Product product or service that bears on its ability to satisfy given needs”’. (Haksever, Service Management and Operations, Prentice Hall 2000, p. 331). Along the same line, Park, Robertson and Wu (2004) define service quality and service value as:

1. Service quality is customer’s overall impression of the relative efficiency of the organization and its service, and b) .
2. Service value is customer’s overall assessment of the utility of a product based on perceptions of what is received and what is given. However, the most common definition is the traditional notion that views quality as the customer’s perception of service excellence. That is to say, quality is defined by the customer’s impression of the service provided (Berry, Parasuraman & Zeithaml 1988, Parasuraman, Zeithaml, & Berry, 1985).

According to Wirtz & Johnston (2003), service excellence requires a total approach. Excellent customer service results from all the appropriate components being situated properly, from the correct strategic focus and service culture, to a clear understanding of service, good people and training, and good systems and processes. Companies that want to perform excellent service quality should:

- have a strategic focus on customers or in other terms to be customer centric,
- value staff and take care of them,
- take every opportunity to continually develop staff and systems,
- re-create the service offered by predicting potential customer needs,
- emphasize emphasize the ‘surprise’ effect,
- listen to feedback from all areas of the company, especially from the customers,
- consider customer complaints and compliment seriously,
- invest in training, particularly for front line staff,
- introduce a learning orientation based on continuous improvement,
- reward and recognize recognise staff for contributions to service excellence,
- focus on cost/profits.

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It is important to note that Qquality can hardly become better without innovation. This, which requires much systematic continuous thinking than what has been practiced practised so far. Forker (1991) defines quality as the extent to which a product or service satisfies the customer’s requirements (Forker 1991). He classifies customers as external (vendors, suppliers) and internal (employees and departments within the company). Table 1 shows summary of experts various approaches to quality.

Table 1: Summary of experts various approaches to quality

<i>Expert</i>	<i>Definition of Quality</i>	<i>Emphasis</i>
Deming	How well a product or service meets customer's needs.	Customer
Juran	How well a product or service meets customer's needs. Company willingness to service product after sale.	Customer
Crosby	Product conforms to engineering standards, zero defects.	Manufacturing
Tagucci	Product operates without unintended variability. Product does not harm customer.	Value of product

To ensure the quality is almost at the its peak, factor and environment in the job itself and working place should be focused seriously and considered immediately. This These factors indirectly will affect behavior especially in delivering the service to the students. Based on the findings of the UiTM Audit during 2006 – 2008 (see Ttable 2 below), several factors were revealed and mostly are caused by human factor. ; Based on the findings, the Pareto comparison is shown in Figure 1 below.

Table 2.: Audit findings during 2006-2008

	AD1/06	AD2/06	AD1/07	AD2/07	AD1/08	AD2/08	
	Num	Num	Num	Num	Num	Num	%
<i>Major</i>	-	-	-	-	-	-	0
<i>Minor</i>	2	1	1	-	-	-	0
<i>RC</i>	23	16	14	6	12	16	52
<i>SFI</i>	-	-	-	18	5	15	48
<b>Total</b>	<b>25</b>	<b>17</b>	<b>14</b>	<b>24</b>	<b>17</b>	<b>31</b>	<b>100</b>
<i>Human</i>	19	16	13	17	17	29	93.5
<i>System</i>	5	1	1	7	-	2	6.5
<i>Tool</i>	1	-	-	-	-	0	0
<b>Total</b>	<b>25</b>	<b>17</b>	<b>14</b>	<b>24</b>	<b>17</b>	<b>31</b>	<b>100</b>

Based on the findings, the Pareto comparison is shown in the diagram 1 below;

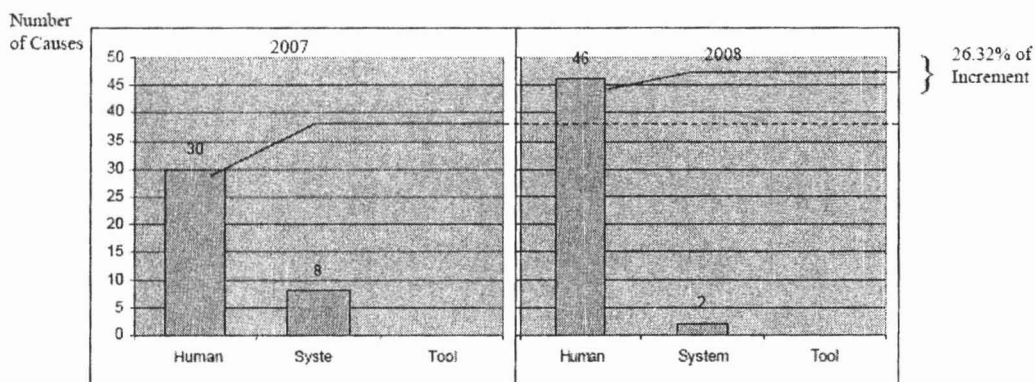


Figure 1. Pareto Comparison of Audit Findings 2006-2008

**Probabilities of the Causes**

Based on the Audit findings, the number of causes that contributed to the violation of the procedure are was caused by human and the number (increasing ed from 30 to 46). However, while the number of causes that contributed to the violation of the procedure are decreasinged (from eight to two). This figure shows that the human factor is the main factors to the increment of avoidance. based on the Audit findings. This situation supports the principal of 80/20, in which is 80% the failure is caused by 20% of the human factor.

The probabilities that can be predicted in this violation are based on the Two-Factor Theory. The two factors are which the main effects are: a) motivator, and b) hygiene.

*Motivator Factors.*

These factors are related to the job content, or what people actually do in their work, and are associated with individual’s positive feelings about the job. It does include the job itself, opportunities for achievement and advancement, responsibility, and job challenge. Referring to the Pareto diagram and the analysis, this factor does not affect much to the violation.

*Hygiene Factors*

These factors are associated with the job contexnt or the environment in which the job is performed. These factors evolve around company policy and administration, technical supervisor, salary, working conditions, status and security and inter-personal relationships, relationships with peers or, relationships with subordinates, status and security.

Hygiene factor does affect human directly because the dissatisfaction of the hygiene factor or any factor under the management prerogative can slowly make human slowly become stress. and tThis factor probably contributes to the increment of the 26.32% violation to the procedure that are caused by human. Up to now, there ishas been there is no yet proper research has that focusseding on to this scenario. This factor may cause impact to the increment of the number of

cases that are caused by human. Besides, the red tape in the administration organization may probably also decrease the satisfaction of the personnel in the organization. These petty cases may affect the quality of service given, and it will can lead to the lower performance, and finally, can becomes a barrier to be competitive and innovative in the future.

### How do motivation, job satisfaction, and performance contribute to being competitive and innovative?

Job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. Meanwhile, motivation refers to forces within an individual that account for the level, direction, and persistence of effort expended at work (Schermerhorn, Hunt, and Osborn, 2005).

When these two elements above are achieved successfully, the probability for performance to improve is exactly higher, thus this situation can leads to quality achievement and can help will move towards a more critical thinking which will contribute to the competitive and innovative. The relationship between these elements is shown in the Figure 2 below.

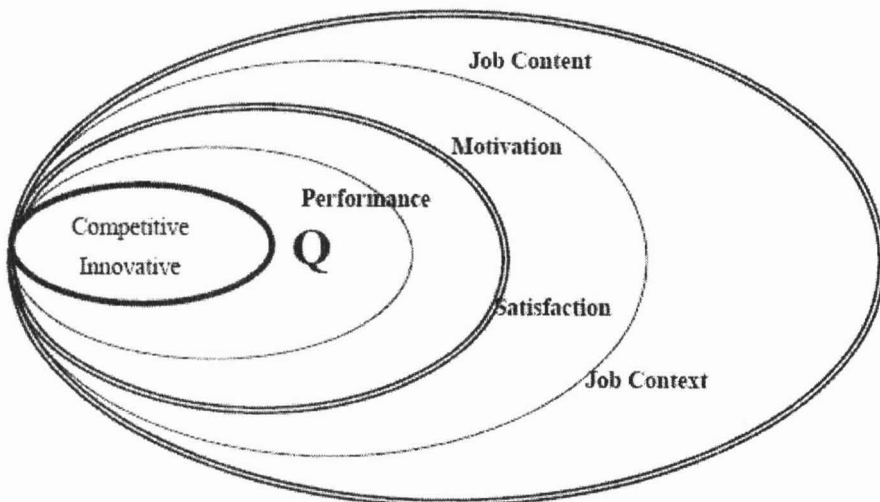


Figure 2. The relationship of motivation, job satisfaction and performance in building the competitive and innovative organization

One way of motivating the members of an organization is through rewards and recognition. According to Kamisah (2008), claimed that by giving recognition and incentive to the lecturers that who are active in the writing and publication will boost high their motivation to the particular lecturer and other peers'. She gave an example of the annual *For Sanggar Sanjung* cash rewards given by Universiti Sains Malaysia (USM) promotes the *Anugerah Sanggar Sanjung* and cash reward every year to the eligible lecturers who have been active in publishing their works. The effect is an effect, Universiti Sains Malaysia has arised as an excellent university in the area of writing and publication in the country, which is and one of the reasons that makes this university considered asto be selected as an Apex University.

Kamisah also described about the working environment that supports the writing activities. This additional statement supports the Hygiene factors theory that was proposed by Herzberg,, that is, whenever the working environment ensures satisfaction,, it will contribute to the personal performance.

## Conclusion

Antony et al. 1993, has proposed one of the six principles that can be used to make a company's strategy comes alive and prosper is encouraging everyone to take full responsibility for everything: encouraging managers to develop their worker's talents and encouraging workers to make decisions and follow through. Creating a positive environment both involves and requires a lot of persistence (Fedotova Guseva 2004, Medvedeva & Umpleby 2004;, Ojasalo 2004;, Potocan & Mulej 2003) and requires a lot of persistence (Popadic et. Al, 1998).;

1. Linking HRM to the company's business objectives
2. Understanding international HRM issues
3. Ensuring that HRM complies with state and local laws
4. Creating an employment relationship that benefits both the company and the employees.

To gain competitive advantage, companies must ensure a suitable work environment, training and development opportunities, and a specific organizational organisational culture, which helps employees coordinate their work and other activities. (Sonja Treven, & Matjasmulej, 2005). Organizational culture can be defined as system of shared actions, values and beliefs that develops within an organization and guides the behavior of its member. (Edgar Schein, "Organizational Culture", American Psychologist 45 (1990): 109-119, E. Schein, Organizational Culture and Leadership (San Francisco: Jossey Bass, 1985).

Elements mentioned by Sonja Treven, & Matjasmulej in the paragraph above These elements support Herzberg theory that emphasizes on job context. When the job context is full-filled appropriately it will contribute to the employee satisfaction, and without doubt employees performance will increase and move towards quality which will stimulate the way of thinking to become competitive and innovative.

Thus, to become competitive and innovative, an organization should emphasize and focus on the administration concerned to ensure the improvement of quality of among staff in a long run. Indeed, the quality staff will contribute to the performance, and lastly eventually, they will be driven to become more competitive and innovative.

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