



UNIVERSITI TEKNOLOGI MARA

**A STUDY ON THE EFFECTIVENESS OF TOTAL QUALITY
MANAGEMENT: CASE STUDY OF BINTULU DEVELOPMENT**

AUTHORITY

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ABSTRACT

Quality is fast becoming one of the competitive issues of the 1980s and 1990s. Pressures for improvement have become intense. The result is a heightened interest in quality management at many Malaysian organizations, both public and private, and a growing recognition of quality's strategic importance. The issue of globalization today has pounded more pressures for quality improvement. A public service organization, the Bintulu Development Authority (BDA), is one among those many organizations that has the drive and ambition to be among the world-class in providing better and quality services to their customers. In August 1994, BDA launched the implementation of TQM in the organization. After ten years of its implementation of the quality system, a review is necessary to find out the effectiveness of the quality system TQM. In carrying out this study, the areas reviewed to determine the effectiveness of the quality system implemented make use of the seven core principles of TQM: (1) Top Management Support, (2) Strategic Quality Planning, (3) Customer Focus, (4) Training and Recognition, (5) Enhancing Teamwork, (6) Performance Measurement, and (7) Quality Assurance. In this research, primary data were obtained from survey questionnaire distributed to BDA's employees and public.

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CHAPTER 1

INTRODUCTION OF THE STUDY

1.1 INTRODUCTION

For an organization to change over to a new management approach, it requires experimentation, as well as unconventional experiences and setbacks, and creativity of managers. In the process of doing so, some organizations are better managed than others. In essence, many organizations never fail to try new approaches to management.

As a practical matter, these schools of thought continue to exert influence today on how managers work: plan, organize, lead, and control (or coach others in doing so). As new ways of thinking about management become popular, their influences on day-to-day practices is typically gradual. In Malaysia, the public sector organizations have been required to improve quality in order to increase productivity and reduce cost through re-engineering of their processes. An effective way to re-engineer the process of the public sector organizations is to adopt the universally accepted Total Quality Management (TQM) and ISO 9000 quality management standards.

The objective of the implementation of such a quality system in an organization is to familiarize the employees with the requirement and demand of the system during the transformation process. Gradually, the usage of the system would lead to the development of the organization's quality culture.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Today, organizations all over the world are striving for quality. The driving force in business organizations for quality is to achieve and maintain the competitive edge. This phenomenon is a global trend.

In Malaysia, the public sector, even with limited resources, has been required to provide the main impetus to the quality drive. Numerous administrative reform measures have been embarked ranging from Total Quality Management (TQM) at the broadest level to such micro-level measures as the effective method of handling official telephone calls (Abdul Karim, 1999).

This chapter represents the review of relevant literature on the seven core quality principles of TQM.

2.2 THE CORE PRINCIPLES OF TQM

This section will review and discuss on the seven (7) core principles of TQM, which will be the basis of this research and how the roles of these principles, in the implementation of the BDA's quality system ISO 9000, support and enhance TQM. The seven principles are as outlined by MAMPU (Malaysian Administrative Modernization and Management Planning Unit) in the