

**ASSESSING THE EMPLOYEES' AWARENESS TOWARDS THE TOTAL QUALITY
MANAGEMENT (TQM) AT INLAND REVENUE BOARD OF MALAYSIA (IRBM), JOHOR
BAHRU BRANCH**



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5. Report

5.1 Proposed Executive Summary

Background of research – Total Quality Management (TQM) is a wide broad continuous improvement initiative that many organisations have joined the growing of this phenomenon in order to drive their business into sustainable profitability. However, not all the workers in the organisation are aware of the implementation of TQM. Therefore, it could say that people's awareness of quality is central to TQM's purpose (Psychogios & Priporas, 2007).

Objective – The purpose of this research is to investigate the extent to which workers are aware of the TQM approach.

Design/Methodology/Approach – The sampling method used in this study is a proportionate stratified sampling by departments. The questionnaires will be distributed randomly among the respondents in each department at LHDN Cawangan Johor Bahru.

Analyses/Findings – This study uses SPSS (Scientific Package for Social Sciences) specifically Frequencies Distribution, Reliability Analysis, Correlation Coefficient, and Regression Analysis. There is a significant relationship between the workers' awareness and independent variables (Top management commitment and support, employee involvement, training and education, and continuous improvement).

LHDN Cawangan Johor Bahru is one of the organisations that implements the concept of TQM through the KPI principle which involves the concept of SMART (Specific, Measurable, Achievable, Realistic, and Time Bound). According to Norudin *et al.* (2011), TQM is a visionary movement, which represents a final recognition of a management philosophy that encourages employees to share responsibility for delivering quality services and products. Thus, in a TQM effort, all the members of an organisation should participate in improving processes, products, services, and the culture in which they work. However, the question is "how can TQM become "a way of life" within an organisation when workers are not really aware of it?" Therefore, the purpose of this study is to investigate the extent to which the workers are aware of the TQM approach.

5.2 Enhanced Executive Summary

Total Quality Management (TQM) is a wide, broad, continuous improvement initiative that many organisations have joined the growth of this phenomenon in order to drive their business into sustainable profitability. Therefore, this study examined the employees' awareness towards TQM at IRBMJB. The objectives of this research are to identify the most relevant factors that contribute to the employees' awareness towards the TQM and to find the relationship between employees' awareness and independent variables (Top management commitment and support, employee involvement, and training and education). In assessing the goodness of measures, the factor and reliability analyses were conducted. The factor analysis was revised for three times in order to make sure that there was no item scored for loading less than 0.5. The Cronbach's Alpha for each concept was between 0.930 – 0.965. Cronbach's Alpha that was larger than 0.60 indicated that the items measured the intended concepts. The descriptive analysis (frequency distribution) was conducted in reporting the demographic information. The dichotomous scale was used to elicit the yes-and-no answer for the question: "Do you understand about Total Quality Management (TQM) that has been practised by the organisation?" There were 249 employees or 75.5% of the respondents declared that they were aware about TQM which practised by the organisation. The hypothesis testing was conducted by using Pearson Bivariate Correlation. The findings showed that the independent variables which were top management commitment and support, employees' involvement, and training and education had a strong and significant relationship with employees' awareness of TQM. As the extension of these results, the multiple regression analysis was conducted. Blending all the three independent variables in explaining the employees' awareness formed 71.9% of a contributing factor. However, when we went in depth for each independent variable, only two variables would significantly contribute to the employees' awareness of TQM which were employees' involvement, and training and education. Thus, the study proved that employees' involvement, and training and education would influence the employees' awareness of TQM. To conclude, the organisation should try to focus on top management commitment and support, employee involvement, and training and education in assessing the implementation of TQM in the future since they were associated variables that would influence the awareness of TQM.

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