

**A STUDY ON THE RELATIONSHIP BETWEEN TOTAL
QUALITY MANAGEMENT (TQM) PRACTICES AMONG
EMPLOYEES AT ADMINISTRATIVE DEPARTMENT IN UiTM
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Statement of the Problem

There is a recent and vulnerable debate in the literature regarding the influence of total quality management (TQM) to innovation. Several studies have been review at what area organizations that implement TQM practices and approaches tend to be more innovative (Prajogo & Sohal, 2001, 2006a, b; Singh and Smith, 2004; Molina et al., 2007; Sa' & Abrunhosa, 2007).

The contribution of TQM to innovation has not been realized sufficiently in former research (Prajogo & Sohal, 2003a), especially, empirical studies are occasional. The review on the relationship between TQM and innovation do not seem very commonly in the literature. Basically, there are only a lesser number of such literatures which is supported by theoretical concepts or by empirical proof. The existing studies indicate a complex relationship (Bon & Mustafa, 2012 *in press*). The complication appears from the variety of TQM practices and variety of its aspect and, on the other hand, from diversity typology of innovation.

Agreeing to Prajogo and Sohal, (2001) there are conflicting disagreements fearing the relationship between TQM and innovation. Total Quality Management-Innovation literatures unveil both positive and negative interpretations of the scholars on the relation between Total Quality Management and innovation. There are two conflicting schools of thought concerning relationship between TQM and innovation. One school believes that TQM supports innovation, suggesting that organizations that implement TQM will be effective in innovation. The substitute school represented by Wind and Mahajan (1997), Tidd et al. (1997), Slater and Narver (1998),

Kim and Marbougne (1999) argues that TQM disrupt innovation. The main argument issue is in the disagreement whether the nature of TQM practices does support innovation or not.

Arguments about the positive relationship between TQM and innovation emphasis on the idea that organizations embrace TQM in their arrangement create a convenient environment for innovation in terms of growth because TQM includes principles that are in agreement with innovation (Prajago & Sohal, 2001). However, when covered for industry type, the strength of the relationship between TQM and innovation changed from insignificantly positive to significantly positive, suggesting that the relationship between TQM and innovation is strengthened when investigated for a specific industry type. The relationship between total quality management (TQM) and innovation is difficult. Literature recommends that conflicting arguments occur and that the impact of TQM on innovation depends both on the specific quality management elements under concern and on the type of innovation.

This study studied the effect of TQM, in general, and of each TQM practice, in exact, on the employee innovation. It also provides ideas for improvement in the execution of TQM practices in Malaysian organizations and for the range of the TQM practices that are best suited to these organizations. The findings requires that TQM is positively and significantly linked to distinct strategy, and it only moderately mediates the relationship between differentiation strategy and three performance methods (product quality, product innovation, and process innovation).