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EDITORIAL

It is my proud privilege to welcome you all to the Academics World International Conference at Los Angeles, USA. I am happy to see the papers from all part of the world and some of the best paper published in this proceedings. This proceeding brings out the various Research papers from diverse areas of Science, Engineering, Technology and Management. This platform is intended to provide a platform for researchers, educators and professionals to present their discoveries and innovative practice and to explore future trends and applications in the field Science and Engineering. However, this conference will also provide a forum for dissemination of knowledge on both theoretical and applied research on the above said area with an ultimate aim to bridge the gap between these coherent disciplines of knowledge. Thus the forum accelerates the trend of development of technology for next generation. Our goal is to make the Conference proceedings useful and interesting to audiences involved in research in these areas, as well as to those involved in design, implementation and operation, to achieve the goal.

I once again give thanks to the Academics World, Institute of Research and Journals & The IIER for organizing this event in Los Angeles, USA. I am sure the contributions by the authors shall add value to the research community. I also thank all the International Advisory members and Reviewers for making this event a Successful one.

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Coimbatore, India.



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VITAL FACTORS THAT AFFECTED THE SUCCESS OF TOTAL QUALITY MANAGEMENT

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Abstract: Total quality management often lead to the success of the company. The aims of this study were to investigate the factors influencing the success of total quality management modeling for small companies, and to create a suitable total quality management model for small companies. This research utilized a qualitative method by using an in-depth interviews and focus group. The respondents were 5 managers from famous small business companies, 5 academic and scholars in the area of total quality management, and 5 customers who had been affected by the success of total quality management. Seven factors were used in the measurement, which included [i] leadership, [ii] training, [iii] communication, [iv] attitude, [v] incentives, [vi] motivation, and [vii] teamwork. The demographic findings revealed male respondents as the majority who had an average age between 41- 50 years, and had over 25 years of direct working experience. The majority had at least undergraduate degree. The findings on the significant factors for modeling the total quality management for small companies explained that successful private organizations required leaders who possess these seven vital factors.

Keywords: Total quality management, Factors, Success

I. INTRODUCTION

The world is always changing and affects every economy and every business more or less. Globalization has tremendous effects on how people do business and has shaped management in the 21st Century, in that there is higher complication in boundless environment. Advancement in information and communication technology has mobilized every activity around the world. Achieving higher competitiveness becomes the main goal of most organizations, both public and private. Management Excellence is a modern way that enables an organization to survive and achieve growth nowadays. Management Excellence has been recognized by many public organizations which have adopted this framework as their strategy-to-success guidance. During the early 1990s the United States of America was among the first country which started reforming bureaucracy, and became the leader of this global shift and the model for many countries including Thailand.

Thai public organizations have been stimulated in modifying this management styles, and recognizing the significance of bureaucratic reformations of organizational structure, behavior and operational process for a changing global context.

II. REVIEW OF LITERATURE

In order to stimulate a quality development of the Thai governmental operations for public services, the Office of the Public Sector Development Commission (OPSC) has exercised to monitor and evaluate governmental offices. The practice is to ensure a

reduced number of steps and time spent in the operation. Rewarding program has also been activated by the OPSC in order to appraise governmental offices with quality public service provision. This helps encourage staff and organizations to continue the improvement of their services. Furthermore, this reformlation contributes to increasing the capabilities of governmental servants as well as raising the public faith towards governmental bureaucracies. In this regard, essential guidelines based on the Planning Strategies of Thai Public Sector Development (2003- 2007) were established to be utilized in improving public service quality, reforming the process and operations of governmental offices for enhancing operational capacity and standards to meet the international level, on a good governance basis. The prominent characteristics of the public administration and management quality criteria encompass the following three items: 1) goal-oriented, 2) flexible and adjustable for all governmental organizations' missions, and 3) linking and corresponding to other items within the criteria. Implementing these criteria can lead to an integrated outcome, which will ultimately become beneficial as the communication tool of the organization, whereas it endorses flexibility innovation and decentralization or empowerment of organizations.

III. METHODOLOGY

The objectives of this research were to examine the factors for total quality management modeling for a sub-district municipality, and to offer a suitable total quality management model for the sub-district

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Vital Factors That Affected The Success of Total Quality Management

4.1 Decisive	10	91
4.2 Bearing constant, considering fun as part of job	9	82
4.3 Determined, achievement-oriented, responsible for mistakes	5	45
4.4 Socially intelligent, persuasive	9	82
4.5 Experienced	11	100

municipality. This research utilized in-depth interviews as a research tool for its qualitative method. The respondents were the 30 leaders from the sub- district municipality offices. Seven factors were used in the measurement, which included 1) leadership; 2) training; 3) organizational structure; 4) communication; 5) incentives; 6) measurements and evaluation; and 7) teamwork. These factors were operational based on the seven items of organization management: 1) organizational leading; 2) strategic planning and actions; 3) customers and stakeholders management; 4) knowledge analysis and management; 5) human resource function; 6) process management; and 7) outcome assessment.

IV. FINDINGS

The demographic findings of this research paper reported that male respondents were the majority; they had an average age between 41- 50 years old, working experience over 20 years, and master degree as the highest level of education. Based on the seven factors, the finding reported that good leaders should be decisive, determined, idealistic, goal-oriented, challenge-taking, patient, loyal to team, knowledgeable, and take initiative. However, leaders require justice and integrity in management. The findings of leadership factors were presented in table 1.

TABLE 1 LEADERSHIP FACTORS FOR TOTAL QUALITY MANAGEMENT MODELING

Factors	Frequency	Percentage
1 Behavior of leader for organizational development		
1.1 Decisive, determined, idealist, goal-oriented	11	100
1.2 Challenge-taking, patient	4	36
1.3 Loyalty to team	9	84
1.4 Knowledgeable, initiative	8	73
1.5 Justice-oriented, integrity	11	100
2 Public responsibility		
2.1 Responsible for actions resulting in negative impacts to public	7	64
2.2 Solution-oriented, social aware and empathizing, building social understanding	10	91
2.3 Listening to others, seeking group-agreed understanding of the problem	11	100
3 Characteristics of people and task management		
3.1 People and task management is very important.	11	100
3.2 People and tasks-oriented management can go together.	10	91
3.3 "Putting the right man to the right job"	11	100
4 Appropriate characteristics of leader for organizational management		

The training factors presented the significance of trainings as motivators for staff in future development of the organization. Possible training styles can be through seminars led by special experts and walk rallies held at least once a month. These findings were exhibited in table 2.

Table 3 displayed organizational structure factors. It was found that good organizations should have a clear chain of command and organizational structure as this led to effective control of staff, fast and effective communication and appropriate delivery of the right job to the right person.

The findings of the communication factors were reported in table 4. The significance of the communication factors could be summarized in that communication was mainly important for organization and service provision, for example for daily operations, as driving tasks to achieve objectives, to meet the aim of service provisions, to retrieve public needs, and finally to drive organizations to success. Information and communication technology was reported vital for organizational productivity. However, ambiguous documents and communication red tape were reported as the obstacles.

TABLE 2 TRAINING FACTORS FOR TOTAL QUALITY MANAGEMENT MODELING

Factors	Frequency	Percentage
1 Benefits of trainings		
1.1 Gaining knowledge and understanding	10	91
1.2 Gaining better relationships	10	91
1.3 Increasing self-confidence	9	82
1.4 Changing attitudes	5	45
1.5 Saving time and budget spent in working	5	45
1.6 The training should be held at least once a month	10	91
2 Types of trainings		
2.1 Training through work rally activity	8	73
2.2 Training by use of learning tools and people	10	91
2.3 Training by use of simulation	5	45
3 Contributions of trainings for organizational and personnel development		
3.1 Higher effectiveness of work	11	100
3.2 Higher productivity of work	10	91

Vital Factors That Affected The Success of Total Quality Management

3.3 Empowering personnel by sending them to attend future training courses	11	100
3.4 Providing seminars and guest speakers	11	100

TABLE 3 ORGANIZATIONAL STRUCTURE FACTORS FOR TOTAL QUALITY MANAGEMENT MODELING

Factor	Frequency	Percentage
1. Advantage and disadvantage of different types of organizational structures		
1.1 Small-sized	10	91
1.2 Advantage clear chain of command	11	100
1.3 Disadvantage inadequate number of staff	11	100
2. Appropriateness of organizational structure		
2.1 Appropriateness due to being accountable	10	91
3. Effects of organizational structure design on better delivery of public services and accountability		
3.1 Effective in terms of higher mobilization	9	82
4. Characteristics of organizational structure appropriate for organizational management		
4.1 High service quality	8	73
4.2 Effective communication and convenience	10	91
4.3 "Putting the right man in the right job" considered as significant	11	100
5. Effects of organizational structure adjustment on operating works		
5.1 Effects can occur due to structure	8	73
5.2 Adjustment by changing from sub-director municipality to municipality	11	100

TABLE 4 COMMUNICATION FACTORS FOR TOTAL QUALITY MANAGEMENT MODELING

Factor	Frequency	Percentage
1. Significance of communication for organization and service provision		
1.1 Significant for daily operations	11	100
1.2 Significant in driving tasks to achieve objectives	10	91
1.3 Significant as helping organization to meet the aim of service provision	10	91
1.4 Significant as helping organization to retrieve public needs	6	55
1.5 Significant as the basic factor of service	5	45
2. Obstacles of communication and situation		
2.1 Ambiguous documents	9	82
2.2 Communication red tape	8	73
2.3 Solving problems at the original point	9	82
3. Factors driving efficiency of intra-communication		
3.1 Fostering an open mind	8	73
3.2 Body language and facial expressions	9	82
3.3 Using communication tools	10	91
3.4 Using information and communication technology such as Internet	10	91

4. Characteristics of communication system appropriate for organizational development	9	84
4.1 Modern	7	64
4.2 Compatible with organizational needs	10	91
4.3 Mobilizing operation	9	82
4.4 Practical		

DISCUSSION

The fact that good leaders should be decisive, determined, goal-oriented, knowledgeable, and have initiative coincided with a study by Duff [1] that concluded good leaders and service improvements for the purpose of product and service improvements for the organization's survival in a competitive environment. Trainings provided for staff were found necessary in shaping the staff's behavior in terms of learning in their tasks, and loyalty to their organization. These findings agreed with a statement by Pride [2]. However, Wongmontha [3] also suggested that trainings should be carried out in appropriate time and situations for effective outcomes. Communication in public organizations was important for daily tasks within an organization and in providing public services, yet the findings revealed some obstacles, for example ambiguous documents and communication red tape, which may be considered factors to cause failure by miscommunication and misinterpretation due to individuals' differences [4] [5].

Teamwork presented its importance in driving the organization's success through team members' emotional engagement and participation. This was in harmony with a study of Awanno and Burikul [6] which found that the level of teamwork participation determined the level of public participation. The findings also agreed with a study of Wongleedee [7] which stated that the facts of information perceived, time spent in perceiving the information, and team members' knowledge and understanding towards responsible tasks provided a positive effect on team members' level of participation.

FUTURE STUDIES

One of the limitations of this research paper came from the use of only qualitative research technique. Since there was a clear population of government officials, many techniques could be utilized to obtain a sample for quantitative research technique.

Therefore, in order to get more specific results, the future research should survey a variety of government officials based on their provinces of residence to obtain representative opinions from a variety of provinces in Thailand.

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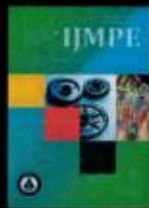
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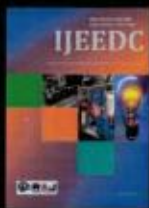


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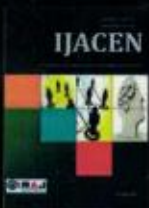


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