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A STUDY OF CRITICAL SUCCESS FACTORS OF QUALITY MANAGEMENT PRACTICES ACROSS CONTINENTS: A REVIEW

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ABSTRACT

In this era of globalization and competition Quality management has become the key area for the organizations to survive and sustain. Organizations face many hurdles in successful implementation of Quality management practices. Critical success factors of Quality Management practices are the vital constructs for ensuring quality objectives in the organizations.

The purpose of this paper is to identify and propose a list of vital critical success factors (CSFs) of quality management practices in manufacturing and service industry through literature review of the studies conducted between the period 2004 and 2017. An in- depth analysis of 140 Studies available at the Prominent Databases like Emerald database, Taylor and Francis, Google Scholar etc. have been conducted and included in the review.

Further, the paper classified these CSFs across the continents. Leadership, Customer focus, Organizational Culture, Employee Involvement, Innovation, Suppliers Evaluation and continuous improvement are the key CSFs of quality management across all of the continents. Social networking, Lean manufacturing and Just In Time are the other emerging factors.

Information and Technology, Self - Efficacy, Personal Valence & Employee Readiness for change, Quality Certification are some of the CSFs prevalent in Africa. In Asia, Quality Training and Education, Reward and Recognition, Physical condition and Social space, Communication, Quality orientation and Ergonomics are found to be significant factors of quality management .Application of Time standards in incentive pay, is found to be significant factor in America. Supply management& Partnership is found to be the significant factors in the studies conducted in Europe. In Oceania/ Australia Quality Certification, Customer focus, supplier partnership, Employee Empowerment, and supplier partnership and organizational culture are found to be the key CSFs of Quality Management Practices.

Thus, the paper helps the organizations to remove the hurdles it face for the effective implementation of Quality Management practices and also helps them to give an insight on the CSFs prevalent in continents across the globe.

KEYWORDS: *Critical Success Factors, Quality Practices, Continents.*

JEL CODE : L1-L15

1. INTRODUCTION

Quality Management implementation is the key concern in all the business sectors especially in the Manufacturing Sector. Quality has emerged as the single most critical factor needed for the survival and growth of an organization (khanna et al , 2011). This sector provides employment to the growing labor force and stimulates the growth of other sectors. However, this sector is far from its potential and performance. In

general, manufacturing sector involves technical issues related to reliability, measurement of defects and Statistical Quality control. With the passage of time quality has increased its scope and today it covers various management dimensions like human resource management, employees participation, supply chain management, leadership, Benchmarking etc. A better understanding of the quality management practices helps the organization to effectively and efficiently achieve its objectives. In order to implement the Quality Management successfully in the organization, CSFs are the facilitating tools. Thus, the paper will identify the critical success factors responsible for the successful implementation of TQM practices in the Manufacturing and service sectors from the literature available in the last decade.

2. SCOPE AND LIMITATIONS OF STUDY

The present paper focuses on the prevalent Critical Success Factors of Quality Management in Manufacturing and Service industry across the world. The paper categorizes these sectors according to the Continents and thus helps in exploring the CSFs of Quality Management across the globe.

No study is free from limitation. The present study is limited to the review of 140 research papers published between 2004 to 2017. The research only considers the online databases and it may be extended to offline journals. The research categorizes the CSFs of Quality Management across continent. The variations in CSFs of Quality Management can be analyzed by adapting empirical analysis.

3. RESEARCH OBJECTIVE

The main objective of the research are :

i. To identify and propose a list of vital critical success factors (CSFs) of quality management between 2004 and 2017.
ii. To determine prominent CSFs of quality management across different continents

4. RESEARCH METHODOLOGY

Prominent Databases like Emerald, Taylor and Francis, Springer, Science Direct, Elsevier and Google Scholar were searched with the key words like Quality Management Practices, Critical Success Factors of Quality Management etc. Finally, 140 empirical studies were considered suitable for the in depth analysis and CSFs of Quality Management were extracted and categorized as per the Continents in which the study was conducted. The Literature used in the study along with their database is shown in Table 1.

Table 1 : Details of study and their database

S. No.	Name of Database	Number of paper Reviewed
1	Emerald	52
2	Taylor and Francis	64
3	SSRN database	05
5	Inderscience	02
6	Science Direct	16
7	Citeseer	01

The continent wise bifurcation of the study is deciphered in Table 2. It can be seen from the Table that most of the paper reviewed belonged to Asia followed by Europe and America, Oceania and Africa.

Table 2 : Continent wise bifurcation of the study

S. No.	Continent	Number of paper Reviewed
1	Africa	06
2	Asia	71
3	America/North America	12
5	Europe	40
6	Oceania/Australia	11

5. Critical Success Factors of Quality Management

Critical Success Factors can be defined as those important areas in the organization where the firms should have great focus which ultimately results in higher competitive advantage and great performance. The prominent Critical Success Factors of Quality Management and their supporting references are given in Table 3.

Table3: Prominent CSFs of Quality Management in Manufacturing and Service Sector

S.No	CSF	Supporting References
	Customer Focus	Anil *et al* (2017), Huang *et al* (2017), Weingarten, F., & Longoni, A. (2015), Vanichchinchai, A. (2014) , Das, A.*et al* (2011), Khanna et al (2011). Arumugam V *et al* (2008)
	Leadership	Suwandej, N. (2015), Kingsley Graham *et al* (2014) N. (2015), Kuei, C. H., Madu, C. N., & Lin, C. (2011), Khanna *et al* (2011), Laohavichien, (2011), Suwandej, Camgoz-Akdag, H. (2007) Flynn*, B. B., & Flynn, E. J. (2005)
	Top management commitment	Vanichchinchai et al (2014), Delić, M. *et al* (2014) , Mustafa, E., & Bon, A. T. (2012), José Soria-García & Ángel Rafael Martínez-Lorente (2014), Oakland, J. (2011).
	Organizational Culture	Stewart, D., & Waddell, D. (2008), Zu *et al* (2011), K.A.S.P. Kaluarachchi, (2010, Ismail Salaheldin, S. (2009), Tripathi D (2005)
	Quality Training	Mahadevappa, B., & Kotreshwar, G. (2004)), A Demirbag, M et al (2006), Ishmah Osman & Husniyati Ali, (2009)
	Employee Empowerment	Silvia C. et al (2012), Fotopoulos et al (2010 Osayawe Ehigie & Regina Clement Akpan, (2005)
	Quality Certification	Elshaer, I. A., & Augustyn, M. M. (2016), Asif, M. *et al* (2013 by Kuo, *et al* (2009), Arumugam V *et al* (2008) ,Mahadevappa, B., & Kotreshwar, G. (2004)
	Knowledge	Anil et al (2017), Ooi, K. B. (2015), Hung R *et al* , (2010), Lo, V. H., & Yeung, A. (2006). Kuei, C. H., Madu, C. N., & Lin, C. (2011)
	Human Resource Management	Kuei, C. H., Madu, C. N., & Lin, C. (2011), Zakuan *et al* (2010),
	Innovation	Yu Mu. et al (2017), Scott Leavengood et al (2014) , Matias, J. C. D. O., & Coelho, D. A. (2011)
	Supplier Evaluation	Foster Jr et al (2011), Kuei, C. H., Madu, C. N., & Lin, C. (2008), Kuei, C. H., Madu, C. N., & Lin, C. (2008)

6. Variation of Quality Management Practices Across Continents

6.1. CSFs of Quality Management in Africa

In the study conducted by Haffer *et al* (2017) on 226 Algerian Manufacturing firms TQM was found to be a direct consequence of self - efficacy, personal valence and Employee readiness for change and supportive organizational culture did not play any significance role in the same.

Elshaer, I. A., & Augustyn, M. M. (2016) carried out study on 288 Egyptian hotels. The study found that Quality Certification played a vital role in the effective implementation of the quality practices.

In the study conducted by Kingsley Graham *et al* (2014) on 145 printing firms in Ghana, exploratory factor analysis and multiple regressions were employed. The study vindicated that Leadership and quality policy are the key factors behind the successful implementation of quality practices.

Mjema et al (2005) conducted study on forty two Tanzanian Manufacturing firms and found that IT plays an important role in the implementation of quality practices.

6.2. CSFs of Quality Management in Asia

In a study by Anil *et al* (2017) on 260 Indian SMEs, Customer focus is found to be the key antecedents of the quality practices. Huang *et al* (2017) carried out the study on the 302 B2B organisation in Taiwan and found customer satisfaction as the enabler of quality management. In 2015, Wiengarten, F., & Longoni, A. (2015) conducted study of Ninety Indian firms belonging to Metal, IT, Transport and Electrical and machinery sector. The study uses Confirmatory factor analysis and also supported customer focus importance. Prakash (2011) conducted the study on the 150 Auto companies and found that customer supplier dyads as a significant factor of quality management. Vanichchinchai, A. (2014) in their study on 211 automotive companies in Thailand found that customer focus and quality oriented strategy as the important part of the quality management practices. Krittanathip, V., Rakkarn, S., Cha-um, S., & Konkhum, P. (2013) Kumar R (2011), Das, A.*et al* (2011), Khanna et al (2011) in India, Yubing Yu & Baofeng Huo (2017) in China and Tawfik Mady, M. (2009) observed the similar findings in Kuwait, Kumar, R. et al (2011) in India, Khalid Al-Marri (2007) in UAE, Kuo *et al* (2009) in Taiwan, Arumugam V *et al* (2008) in Malaysisa , Wankhade, L., & Dabade, B. M. (2006) in India and Hoang et al (2006) on Manufacturing firms in Vietnam also found the customer focus as a key enabler of quality practices.

In one of the studies conducted by Wei, J. T., *et al* (2017), on performance measurement system, it was found that the Person Organisation Fit plays an important role in TQM's multilevel firm performance. Khanna (2009) in India also found the relevance of 5S and Quality tools in 62 Indian firms.

In the study conducted by Ishmah Osman & Husniyati Ali, (2009) on 150 Automobile companies in Malaysia, Quality Training & education and Reward & Recognition were found to play an important role in effective implementation of quality practices.

Various studies have been conducted in Asia to know the impact of organisational culture on the quality management practices. Zu *et al* (2011) conducted a study on the 199 Chinese Manufacturing firms. The study uses Confirmatory Factor analysis and found that Organisational culture is one of the major CSFs of the quality management. Mohammad Mosadegh Rad, A. (2006), conducted the study with an aim to find the impact of organisational culture on TQM. The study uses the sample size of 667 employees of Hospitals in Iran found the significant impact of the Organisational culture. Similar findings were observed by K.A.S.P. Kaluarachchi, (2010) in Srilanka , Ismail Salaheldin, S. (2009) in Qatar , Mohammad Mosadegh Rad, A. (2006) in hospitals in Iran and Deepak T (2005) in 111 Indian Automobile Engineering & Processing firm.

Leadership has a significant impact on the quality practices of the firm. Suwandej, N. (2015) surveyed thirty government organisation in Thailand and Kuei, C. H., Madu, C. N., & Lin, C. (2011) conducted Analytical Hierarchial Process (AHP) analysis in Taiwan Manufacturing firms and found the significant impact of leadership on the successful implementation of the quality practices. The study conducted by Khanna *et al* (2011) on Engineering and textile industry. Used TOPSIS technique and found that leadership is one of the important factors for the successful implementation of TQM in the manufacturing industry. Mallur, S. B., Hiregouder, N. L., & Sequeira, A. H. (2012), Al-Refaie et al (2011) in Jordan, Das, A.*et al* (2011) in India and Laohavichien, (2011), Suwandej, Camgoz-Akdag, H. (2007) in Turkish Manufacturing Sector, Ismail Salaheldin, S. (2009) in Qatar also vindicated the same.

Top Management Commitment is also found to be another significant factor affecting quality management practices of the firm in Asian Countries (Xiong et al 2015). Vanichchinchai, A. (2014) in his study on 211 automotive companies in Thailand found Top Management Commitment's key role in the effective implementation of quality management in the organization. Similar findings were observed by Delić, M. *et al* (2014), Osei et al (2012), Mustafa, E., & Bon, A. T. (2012) in Malyasia., Yadav Ramanand (2013) and Singh *et*

al (2011) in Indian Firms. Tutuncu, O., & Kucukusta, D. (2007) in Turkey, Soltani, (2010) conducted study on fifty two service industries in Taiwan and Ismail Salaheldin, S. (2009) in Qataer also supported the same. Contrary to these findings the study conducted by Usman Awan *et al* (2009) on the 90 pharmaceuticals firms in Pakistan found that procedure and process plays an important role in embracing TQM Activity and there is no affect of Top Management commitment on the Quality practices.

Asif, M. *et al* (2013) in Pakistan concluded that Quality Certification plays an important role in the effective implementation of the Quality Practices. Similar findings were observed by Kuo, *et al* (2009) among the SMEs in Taiwan, Arumugam V *et al* (2008) in Malaysia and Mahadevappa, B., & Kotreshwar, G. (2004) in India .

Anil et al (2017) conducted the study on 260 manufacturing firms in India and found that Knowledge plays an important role in the effective implementation of the Quality in the organisation. Similarly, Ooi, K. B. (2015) conducted study using goodness of fit test on the survey of 203 Malaysian firms and found that knowledge management is a key enablers of quality practices. Similarly, Hung R *et al* , (2010), conducted study and found that knowledge plays an important role in the implementation of the quality management practices in Hi- tech companies in Taiwan. The survey analyses the responses of 223 managers using structural equation model. Similar findings were also confirmed by Lo, V. H., & Yeung, A. (2006).

Kuei, C. H., Madu, C. N., & Lin, C. (2011) conducted AHP analysis on the Taiwan Manufacturing firms and found that Human Resource Management plays an important role in the implementation of the quality practices. Similarly Zakuan *et al* (2010) conducted review study among Thailand and Malaysia and found that human resource played an important role in enabling quality practices.

Yusuf Y et al (2007) found that Customer Focus, Continuous improvement, get things right for the first time, JIT, Benchmarking and Employee Involvement are the important factors of quality practices in 120 Chinese Manufacturing firms.

Sun H et al (2006) conducted the study on Japan and Hong Kong Manufacturing industry and found that customer focus is the key factor of the quality management. Demirbag, M et al (2006) conducted a study on 500 Textile Industry in Turkey and found that e- training, employee relations and quality data & reporting play an important role in the implementation of the quality practices.

The other factors which have significant impact on the quality practices are Continuous improvement, Quality System, Benchmarking (Talib *et al* ,2011, Panwar (2013), Six Sigma (Zu et al 2008), Physical condition and social space (Karhan et al M et al (2014), strategic Quality management and planning Product Design, Process Management, Supplier Quality, Training, Employee Involvement and Quality Data Reporting (Mahadevappa, B., & Kotreshwar, G. (2004) Aggressive Technology application (Shrivastava,2006), Strategic Quality Management (Parvadavardini et al, 2015), Total Product Maintenance (Ahuja, 2009), Hybrid QMS (Jeong, 2017) and IT enabled TQM (Yang 2006) (Arauz, R., Matsuo, H., & Suzuki, H. ,2009),TPM (Kumar J et al ,2014) and Job Satisfaction (Liu, N. C., & Liu, W. C. ,2014)..

The study by Devadasan *et al* (2006) found that quality function deployment is the important tool of the quality management in Indian Pump companies.

6.3 CSFs of Quality Management in Europe

The study conducted by Mu, Y. et al (2017) found the significant impact of innovation on the quality practices in 1598 European firms. The finding is also supported by previous study in the conducted by Matias, J. C. D. O., & Coelho, D. A. (2011) 451 Manufacturing firms in Europe Customer Satisfaction has emerged as the one of the key enablers of Quality Management Practice in Europe. Fotopolus et al (2010) conducted study on 370 firms in the Greece and found that customer satisfaction played a key role in the implementation of quality practices in the organisation. Similar findings were observed by Jaca, C., & Psomas, E. (2015) in their study on seventy two firms in Spain, José Soria-García & Ángel Rafael Martínez-Lorente (2014) observed the same findings in the education sector in Spain. and Bryde, D. J., & Robinson, L. (2007) in UK.

The other significant factor of Quality Management found in the Europe is Organisational Culture. The study conducted by Gimenez-Espin et al (2013) on 451 Spanish manufacturing and service firms established that the organisational culture plays a key role in the effective implementation of the quality practices.

Employee involvement and commitment are key antecedents of quality practices in the organisation. Silvia C. et al (2012) carried out the survey among 200 SMEs in Europe, America, Japan and Asian countries and vindicated that Employee Empowerment is positively related to the quality management practices of the firm. The previous study conducted by Fotopoulos et al (2010) on 370 firms in Greece and Benjamin Osayawe et al (2005) establishes the importance of Employees Empowerment in the quality practices.

The study conducted by Camisón, C., & Puig-Denia, A. (2016), in the 550 Manufacturing firms in Spain concluded that Learning & Technological capabilities, enables the quality management practices in the organisation.

Quality Certification motivates the organisation to effectively implement the quality practices in them. This is confimed by the three other studies conducted by Lixandru et al (2016) in Serbia , Wiśniewska, M., & Szczepańska, K. A. (2014) in Government organisation in Poland and Maja et al (2017). Wiśniewska, M., & Szczepańska, K. A. (2014) conducted case study on Poland firms and justified the same.

Leadership and Top Management commitment are found to have a vital role in the successful implementation of the quality practices. The finding is confirmed by the study conducted by José Soria-García & Ángel Rafael Martínez-Lorente (2014) in education sector and Oakland, J. (2011).

The other factors found to be key enablers of quality management practices in Europe are Supplier (Hietschold et al , 2014), (Theodorakioglou et al, 2006) Organisation structure and process (Rezeanu, O. M. ,2011), Information System (Rahman Z et al ,2006), Continuous renewal (Yu Mu. et al ,2017),Communication (Grudzień, Ł., & Hamrol, A. 2016) (Abrunhosa, 2008), Respect For People (Taskov, N., & Mitreva, E.,2015), Social Networking Strategies (Bagur-Femenías et al (2016), Product assessment (Liepiņa, R., Lapiņa, I., & Mazais, J. (2014), Vision (Oakland ,2011), Training (Clegg et al ,2010), team work (Perdomo , 2009), Towers N., & McLoughlin, J. (2005). , Performance measurement system (Cagnazzo, L, 2010), (Chang 2006), Product Quality (Jaca, C., & Psomas, E. 2015), Benchmarking (Braadbart,2007), and Lean Manufacturing (Benjamin Osayawe Ehigie, Regina Clement Akpan, 2005).

6.4 CSFs of Quality Management in America

Manuel F. Suárez-Barraza et al (2014) conducted the study on the 50 Manufacturing and service sector firms in USA and found that 5S and Communication are factors contributing to quality practices.

Scott Leavengood et al (2014) in their study on the forest product found that the customer and innovation are having a significant impact on the quality practices. Garstenauer, et al. 2014 conducted their study on US firms and found that knowledge has a significant impact on the quality practices of the firm.

Kumar V (2009) conducted study on the 42 Canadian firms and found that Employee Involvement and customer satisfaction are the key enablers of the quality management. Similar findings were observed by Kaynak et al (2005),

Sadikoglu, E. (2005) conducted a study on 437 Manufacturing firms in Midwest of United States and found that application of time standards in incentive pay affected quality and continuous improvement in the organisation.

Foster Jr et al (2011) conducted the study on better understanding of supply chain and quality management and Supplier evaluation emerged as the key variables in 44 APIC Members in US.

Kuei, C. H., Madu, C. N., & Lin, C. (2008), in their study on implementation of supply chain quality implementation in Fabric firms in United States found that Supplier are having key role in the implementation of the quality. Similar findings were observed by Morris, D., Donnelly, T., & Donnelly, T. (2004).

Sila *et al* (2007) identified CSFs of Quality Management in American Manufacturing sector. The study was based on survey of 286 Manufacturing and service firm. Using Confirmatory Factor Analysis the

study identified Leadership, customer focus, strategic planning, HRM, Process Management, supplier management, information and analysis as the CSFs of quality management. The findings are supported by Ablanedo-Rosas et al (2010). Lakshman (2006) conducted review study on the USA Firms and found the key role of the leadership in the implementation of the quality practices. Similar findings were observed by Flynn, B. B., & Flynn, E. J. (2005) who carried out study on the synergy between quality practices and Supply chain management. The study was conducted on machinery, electronics and transportation components industries in North America and found that SCM and Process Management have a significant impact on quality practices. The study conducted by Lounsbury et al (2014) concluded that Intrinsic Motivation plays a key role in the effective implementation of the Quality practice.

Kannan, V. R., & Tan, K. C. (2005) conducted study on 556 USA Manufacturing industries and found that JIT helps in the enabling quality in the organisation. Gerolamo, M. C., Poltronieri, C. F., Yamada, T. T., & Cintra, A. L. (2014) found the importance of Team Management in Brazil companies.

6.5 CSFs of Quality Management in Oceania/Australia

AlMaian et al (2015) conducted a study on the supplier quality management in the construction industry and found that supplier support & Partnership played an important role in the effective implementation of the quality practices.

Kumar M (2014) in Australian firms reported that Quality Certification and Customer focus is required to have successful quality practices in organisation

Narasimhan, R., & Schoenherr, T. (2013) found that the supply management practices and environmental practices leads to the successful implementation of the quality practices in Australia, Austria, China, Germany and Italy firms.

Stewart, D., & Waddell, D. (2008) carried out the study on 250 Australian firms and found that knowledge and organisational culture are important determinants of quality practices.

Welikala And, D., & Sohal, A. S. (2008) conducted a study on Total Quality Management practices in the Australian organisation and found Employee Empowerment as a significant factor of Quality Management.

Baird K (2011) conducted study on 364 manufacturing and service firms and found that the culture, teamwork and Respect For People are key enablers of TQM. Similar findings were observed by Cooney et al (2004).

The overall classification of the Critical Success Factors (CSFs) of Quality Management across continents is deciphered in Table 4.

Table4 : CSFs Of Quality Management Across Continents

S.No.	Continents	Name Of CSFs
1	Africa	Leadership And Quality Policy, Information And Technology, Self - Efficacy, Personal Valence And Employee Readiness For Change, Quality Certification
2	America	Leadership, Customer Focus, Strategic Planning, HRM, Process Management, Supplier Management, Information And Analysis, ,Communication, Application Of Time Standards In Incentive Pay, Knowledge, Supplier, Customer, Innovation, Process Management, JIT, Intrinsic Motivation
3	Asia	Customer Focus ,Quality Training And Education, Reward And Recognition, Organizational Culture, Leadership, Vision And Missions, Supplier Quality Culture System, Continuous Improvement, Knowledge, Technology, Benchmarking, Equipment, Advance

		Manufacturing Technology, Customer –Supplier Dyad, Process Management, Top Management Leadership,Total Product Maintenance, Teamwork And Employee, Social Networking, Training, Empowerment, Supplier Development And Coordination Between Departments, Quality Tools , '5S',JIT, Information System, Human Practices, Process, Ergonomics, Quality Certification, Physical Condition And Social Space, Communication, Quality Function Deployment, Innovations, Six Sigma, Knowledge, Person Organisation Fit, Organisational Structure, Incentives, Quality Data & Reporting And Get Things Right For The First Time, And Benchmarking
4	**Oceania/Australia**	Supply Management& Partnership, *Quality Certification, Customer focus, supplier partnership, Employee Empowerment, organizational culture, Teamwork, Respect for people*
5	**Europe**	Innovation And Continuous Renewal, Learning And Technological Capabilities, Hr Practices And Employee Commitment, Employee Involvement , Customer Satisfaction, Quality Certification, Organisation Culture, Leadership, Product Design, Vision, Lean Manufacturing, Quality Certification, supplier, organisation structure and process,

7. CONCLUSION

Critical Success Factor of Quality management practices play a key role in the effective implementation of the quality practices in the organization. The CSFs like Leadership, Customer focus, Organizational Culture, Employee Involvement, Innovation, Supplier Evaluation and Continuous Improvement are the key CSFs of quality management across all of the continents. Some of the other emerging factors are Social Networking, Lean Manufacturing and Just In Time. The proper consideration of these factors in an organization leads to the successful implementation of the quality practices in the organizations.

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