

THE ROLE OF STRONG AND WEAK RELATIONSHIPS BETWEEN CSF AND PM FOR ORGANIZATIONAL PERFORMANCE

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ABSTRACT

This study has important implications for managers. First, it motivates managers (and provides a justification) to invest time and resources to implement TQM programs. By examining TQM in relation to organization strategy, the study seeks to advance the understanding of TQM in a broader context. In this paper, we are exploring the relationship between the extent of total quality management (TQM) implementation and organization performance, and the moderation with strong and weak related to CSF and PM for organization support on the TQM performance relationship. It also resolves some controversies that appear in the literature concerning the relationship between TQM and differentiation and cost leadership strategies as well as quality and innovation performance. The empirical data for this study was drawn from a survey of 500 data with regression analysis. The analysis was conducted using a relationship with Organizational Performance by examining two competing models that represent full and partial mediation. The findings indicate that TQM is positively and significantly related to differentiation strategy, and it only partially mediates the relationship between differentiation strategy and three performance measures (product quality, product innovation, and process innovation). The implication is that TQM needs to be complemented by other resources to more effectively realize the strategy in achieving a high level of performance, particularly innovation.

KEYWORDS: Green Manufacturing, Cement Industry, Total Quality Management, TQM; Critical Success Factors, CSFs, Quality Management