

The impact of TQM Implementation on employee's performance in China — an example of Shanghai Fu-Shing company

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Abstract

This study seeks in a controlled setting to examine the efficacy of TQM program implemented on rank and file employees, using the method of Case Study at Shanghai Fu-Shing Inc. located in Shanghai City of China, and a Longitudinal Comparative Research Design. Through the sample composition, instrumentation, procedures, data analysis, Null Hypothesis were tested.

Results show that there is a significant difference in the degree of Employee participation between After and Before TQM Implementation. The significant difference indicates that After TQM Implementation has considered the conditions necessary for job performance. In reference to the Human Performance System model, Shanghai Fu-Shing Inc. through its TQC program has addressed the aspects of input (information, resources), performer (training, guidance), output (conformance to quality standards), consequences (bonuses, recognitions), and feedback. In fact, Total Quality Management covers every aspect on the way of life and operation that is conducted in an organization. This is particularly true for employee involvement and job performance that is directly affected by Total Quality Management: Employee Involvement because of established participative activities and job performance because of the conditions created necessary for good performance.

Keywords : Total Quality Management (TQM), performance, employee participation, Just-In-Time (JIT).

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