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主 論 文 の 要 旨

論文題目

**IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT (TQM) IN
VIETNAMESE ENTERPRISES
– CUSTOMIZATION OF APPLICATION AND EVALUATION OF THE
PERFORMANCE –**

氏 名 PHAM Thi My Dung

論 文 内 容 の 要 旨

Total quality management (TQM) is one of the popular management methods in many developed countries, while it is an entirely new method for emerging economies. Although TQM practices contribute to the sustainable development of organizations, it is challenging to adopt this method efficiently. Six criteria factors are playing important roles in TQM implementation, which are: leadership, process management, quality information, employee training, customer focus, and supplier management. Each factor has different roles for firm performance represented by financial performance and non-financial performance. Identifying the relationship between TQM practices and the performance in Vietnamese enterprises, the research investigates the role of non-financial performance as a mediator variable in the relationship between TQM practices and financial performance. Besides, basing on the comparison situation of TQM companies and non-TQM companies, the research explores the customization of TQM application in Vietnamese enterprises by empirical. The thesis concentrates on studying the relationship between TQM practices and firm performance with the role of non-financial performance. In addition, this thesis conducts the comparative analysis between TQM companies and non-TQM companies also conducts to evaluate for the TQM implementation in Vietnam. From the key findings, the thesis proposes some suggestions for companies to progress for TQM implementation.

Through designing a questionnaire to conduct a survey, this thesis studies the mediating role of non-financial performance on the relationship between TQM practices and financial performance utilizing SPSS 20 and AMOS 22 software with 211 Vietnamese enterprises by using SEM analysis. The

estimation results propose that non-financial performance plays a vital role as a full mediator in the relationship between TQM practices and financial performance in the Vietnam context. In this thesis, there is no difference in the mediating effect level of non-financial performance between TQM companies & non-TQM companies as well as ISO adopters & non-ISO adopters. The thesis suggests that Vietnamese enterprises should have a strict commitment to place TQM philosophy in actions at this early step of TQM implementation process to achieve considerable benefits in long-term development. Also, TQM companies and non-TQM companies should focus on their different activities to enhance the efficiency of quality management practices.

The significant purposes of this thesis determine in two primary objectives:

(1) The first purpose of the thesis is to identify clearly about status of TQM application in Vietnamese enterprises with two sub – purposes:

+ *Identify the situation of quality management practices in Vietnam*

+ *Identify the status of TQM practices in Vietnam*

(2) The second purpose of the thesis is to investigate the customization of TQM application in the relationship between TQM practices and firm performance in Vietnamese enterprises with the role of non-financial performance with two sub-purposes:

+ *Investigate the mediator role of non-financial performance in the relationship between TQM practices and firm performance*

+ *Compare the situation of TQM companies and non-TQM companies to find the customization of application*

From the results of this thesis, some suggestions will be proposed to motivate for not only TQM practices but also quality management practices in Vietnam.

Apart from **Chapter 1 – Introduction**, eight chapters of the study focus on the main contents:

Chapter 2: Literature review

This chapter reviews the literature on principles of TQM and performance as well as quality management systems. Besides, the relationship between TQM implementation and performance is summarized as the basic framework for the research. The mediating effect of non-financial performance in the relationship between TQM implementation and performance also discussed to identify the critical role of non-financial performance in the TQM implementation process. Furthermore, the relationship between TQM and ISO standards is reviewed to conclude the findings and discussions of the correlation to improve the implications of the analysis.

Chapter 3 – Research methodology

This chapter describes about the methodologies for doing research. The data sources and data collection are mentioned in this part to identify clearly about the database of thesis. For analysis methodology, the thesis utilizes SPSS 20 software and AMOS 22 software for applying t-test, SEM analysis and multigroup analysis.

Chapter 4: Application of quality management systems and TQM in Vietnamese enterprises

This chapter concentrates on the application of the quality management system in Vietnam and the TQM application basing on the database from the survey with two primary purposes. The first purpose is describing the main characteristics of quality management systems and TQM applications based on data collected from the study. The second purpose is comparing the situation between TQM companies & non-TQM companies as well as ISO adopters & non-ISO adopters basing on the evaluation of respondents.

Chapter 5: Evaluation of performance in Vietnamese enterprises: the mediator of non-financial performance

Chapter 5 studies the mediating role of non-financial performance on the relationship between TQM practices and financial performance by using SEM analysis. The estimation results propose that non-financial performance plays a vital role as a full mediator in the relationship between TQM practices and financial performance in the Vietnam context. In this study, there is no difference in the mediating effect level of non-financial performance between TQM companies & non-TQM companies as well as ISO adopters & non-ISO adopters.

Chapter 6: Relationship between quality management practices and performance in Vietnamese enterprises – Comparison between TQM & non-TQM companies

This chapter investigates this relationship in detail of TQM practice activities to find which activities have a positive or negative relationship with non-financial performance. From these results, the situation of application will be identified as well as the effectiveness of quality management will be evaluated in both TQM companies and non-TQM companies.

Chapter 7: Relations of TQM factors, financial performance and non-financial performance in TQM companies

Chapter 7 analyzes the correlation between six TQM factors in the relationship with financial performance and non-financial performance in TQM companies. Based on these results, some suggestions will be submitted to support TQM companies in the TQM implementation process.

Chapter 8: Relations of quality management practice factors, financial performance and non-financial performance in non-TQM companies

Chapter 8 intends to study the relationship between six quality management practice factors in the relationship with financial performance and non-financial performance in non-TQM companies. From these results, some suggestions will be distributed to advise non-TQM companies in the quality management process.

Chapter 9 – Suggestions for TQM and non-TQM companies

Chapter 9 summarizes the suggestions from the above sections for not only TQM companies but also non-TQM companies to support for enhancing the effectiveness of quality management

practices in Vietnamese enterprises. The study expects that these suggestions will be both practical and profitable for Vietnamese companies. For TQM companies, the first suggestion is that at the early step of the TQM implementation process, TQM companies should keep on going and set up clearly the target for quality achievement. The second suggestion is that TQM companies should focus on enhancing leadership practices, process management practices, customer focus practices, and supplier management practices to improve firm performance. For non-TQM companies, the first suggestion for non-TQM companies is that Vietnamese enterprises should concentrate on the works of leadership, customer focus, and supplier management in detail to create improvement in firm performance. Secondly, supplier management in non-TQM companies seem to be ineffective activities. Therefore, this activity should be more focusing on enhancing the efficiency of quality management practices in non-TQM companies.

In sum, TQM companies have been recently more struggling in quality management practices than non-TQM companies. However, TQM companies have more chance to improve firm performance than non-TQM companies, and the motivation for TQM companies are higher than non-TQM companies. Non-TQM companies will be more difficult in the near future because they have to distribute company resources when they try to involve supplier management practices in the strong relationship between five factors. With the main part of the TQM pyramid is continuous improvement, it is necessary for not only TQM companies but also non-TQM companies to have some continuing improvement plans for quality management practice motivation.

