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## Development of Weighting on Self-assessment Evaluation for Total Quality Management: A Case Study of Wholesale Sectors

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### Abstract

A continuous overall improvement of a business is a very important task for survival and increasing competitiveness in the modern trade. However, the wholesale sectors, especially in the traditional trade, are good in establishing a strong relationship with the stakeholders; retail shop owners and suppliers. However, weaknesses are also present such as the lack of a novel technology, only one way service without customer satisfaction, and operating the business based on experience without quality management. To address this issue, the researchers focus on the development of weighting on self assessment evaluation for total quality in the retail sector. The study involves shop owners as respondents and uses Total Quality Management (TQM) checklist, observational study and interview for data gathering. Statistical tools were then used to interpret numerical data. The researcher found out that the whole business improvement using total quality management is a challenging issue. Therefore, there is no report on the self assessment evaluation form in wholesale sector. From the results, most of wholesale population significantly agreed with those items (95.8 – 100%) in a high frequency of agreement ( $\square$  3.5 score). In addition, the weighting percentage in all criteria was equal (10 – 12%), which was differed from Thailand Quality Award to target on business result criterion for 40%.

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### 1. Introduction

Total quality management (TQM) in individual private sector is a very important tool to continuously improve the long-term competitiveness and to have a sustainable business. However, TQM is very complicated. Thailand Quality Award (TQA) is not only concern on overall management but also label a symbol on the products as a quality guarantee. In the world, there are many quality awards such as, TQA, Singapore Quality Award (SQA),

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Japan Quality Award (JQA) and Korean Quality Award (KQA). All of these are developed from Malcolm Baldrige National Quality Award (MBNQA) [1-5].

Development of criteria and weighting in assessment scoring system is a challenging issue [6-13]. Standardization weighting and scoring in each sector of business have been well established. For example, the TQA weight has been previously studied in each criterion including 1) Organization leading (12%), 2) Strategic planning (8%), 3) Customer center and marketing, (11%) 4) Knowledge evaluation, analysis and management (8%), 5) Human resource emphasis (10%), 6) Process management (11%), and 7) Business outcome (40%) [14]. Therefore, the weighting criteria in TQM relating to wholesale sector still needs to be developed and implemented in the near future. The objective of this investigation is to develop the self assessment evaluation, adjust the major and minor criteria by wholesale key stakeholder and weight the score in each criterion.

## 2. Methodology

Twenty-three wholesale establishments of traditional trade in Thailand were selected as sample population to evaluate the agreement and weighting score of self assessment evaluation modified from the quality award criteria. The major evaluation criteria compose of 1) Leadership and clustering; 2) Strategic policy; 3) Customer and marketing; 4) Information system and analysis; 5) Human resources; 6) Business management and supply chain; 7) Logistic management; 8) Safety, health/sanitation and environment; and 9) Business results. A range of weighting was scored from 1–5; 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree and 5 = Strongly agree. A frequency of wholesale scoring was calculated as well as the average of score in each major and minor criteria were demonstrated. Finally, the weighting score in individual major criteria was compared to Thailand Quality Award.

## 3. Results and Discussion

Average weighting on leadership and clustering criterion (item 1.1) is 4.52 score ( $Z$ -value = -0.915), highly significant by Chi-Square test with 100% agreement (Table 1). A frequency of leadership and clustering sub-criterion moved to the right hand side with a peak of 5 score for 15 wholesale sectors (Fig. 1A). Weighting score on friendly environment and corporate social responsibility (CSR) in item 1.2 was 3.65 ( $Z$ -value = 0.520) with 95.8% agreement. A frequency in this task was near to normal distribution (Fig. 1B). In strategic policy criterion, weighting was very high in both development of strategic policy for competitive efficiency (4.61 score) and implementation of strategic policy (4.30 score), highly significant by Chi-Square test with 95.8 and 100% agreement, respectively (Table 1). A high frequency peaks at 5 score (Fig. 1C-D).

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