

Determinants of Total Quality Management and Institutional Pressure towards Project Performance: A Review of Literature

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Abstract

The purpose of this paper is to systematically review the literature published on various aspects of project performance. This paper highlights the importance of total quality management (TQM) with respect to project success. The study is based on secondary information collected through the review of existing literature. It was found that TQM factors are important factor in the organization's performance and improved efficiency. It is crucial since concentrating on the execution and success of the project helps the organisation, employers, and project managers. Project managers can make better decisions, recognise their rights and obligations, and comprehend and manage risk when TQM is combined with suitable governance. This study provides theoretical framework that includes TQM factors, institutional elements, project governance and project performance. Based on the comprehensive review of literature it is suggested that future research should aim on confirming the developed framework for project performance and success.

Keywords: TQM, Institutional Pressure, Project Performance, Project Success

Introduction

The importance of total quality management in the organization cannot be overstated. By reducing project issues, the tools of TQM can be used to improve performance. Companies can create and maintain cultural values that lead to long-term success for consumers and the organization by requiring all employees to focus on quality management and continual improvement. Project based management has been the key focus for several decades together with utilizing the new project management tools and techniques to improve project performance (Besner & Hobbs, 2012; Hebert et al., 2011; Sirisomboonsuk et al., 2018). In the past few decades, it has been a real challenge for the organizations to show their ability to sustain and acquire competitive advantage considering the technological, social and political changes (Cancino et al., 2018). In addition, customer's awareness and greater demand of quality products from the international market made tough for companies to survive unless

they deliver and uphold good quality products and services (Bajaj et al., 2018). In today's dynamic and demanding environment, organizations prefer to focus on many significant strategies at the same time in order to achieve their goal of business sustainability in an effective and efficient manner (Abbas, 2020).

We note that while the theoretical investigations have extensive models of the factors influencing the project performance, the empirical research has included a huge number of variables in their models. It makes sense that solving a theoretical model that includes a significant number of the factors that influence the evolution of the performance would be challenging. But such a concept looks quite attractive, and it will bring the literature that already exists together.

This is how the remainder of the paper is arranged: The awareness of Total Quality Management (TQM) is covered in Section 2, organizational theories and TQM are highlighted in Section 3, TQM factors and their relationship to project performance are explained in Section 4, institutional pressure determinants are discussed in Section 5, suggestions for enhancing awareness of project success are offered in Section 6, the study's conclusion is presented in Section 7, and the scope of future research is highlighted in Section 7.

Organizational theories and TQM

Previous studies have suggested that organizational theories help to understand the innovation diffusion in the organization. There are many organizational factors like organization size, culture, strategy, product differentiations, specialization, intensity of the administration that affect the diffusion of innovation in the tasks (Damanpour, 1987). Furthermore, Weber (2009) stated organizational theories to be able to address scientific and fundamental issues and improve management efficacy. Thus, it is believed that organizational theories have potential to improve TQM implementation in the construction projects and thus the justification on the diffusion of TQM with the usage of contingency theory can be found (Jayaram et al., 2010; Silvestro, 2001) and institutional theory (Dubey et al., 2018; Sila, 2007). Previous organizational theories and the TQM literature used them in their research are listed out in Table 1:

Table 1

Organizational Theories used in TQM studies

Organizational theories	Literature
Resource based theory	(García-Bernal & García-Casarejos, 2014; Powell, 1995; Ruiz-Carrillo & Fernandez-Ortiz, 2005; Tena et al., 2001)
Institutional Theory	(Ahmad et al., 2014; Carmona-Márquez et al., 2018; Corredor & Goñi, 2011; Sila, 2007)
Contingency Theory	(Sila, 2018; Talapatra et al., 2019; Yas et al., 2020)
Agency Theory	(Gyan, 2017; van Kemenade, 2019; Zu & Kaynak, 2012)

According to Barney (1991) RBV theory helps the organization to gain competitive advantage by using various strategic resources and capabilities. Similarly, (Dubey et al., 2018; Powell, 1995) further mentioned that TQM is not ready for using RBV theory and it is doubtful for the organization gaining competitive advantage through TQM. However, Kiatcharoenpol et al. (2010) stated that organization may gain competitive advantage by implementing TQM. In addition, Ling-Yee (2007) argued that RBV may not be able to identify appropriate resources capabilities that suits in different circumstances. When it comes to contingency theory, an appropriate environmental condition is must for an effective use of resources (Granlund & Lukka, 2017). In addition, Panigrahi et al (2023) investigated influence of LM practices on business and operational performance using PLS-SEM modelling and found that small lot production and quick set ups would improve the business performance and meeting customer demand and satisfaction.

Furthermore, Gemünden et al (2018) stated that under uncertain environment, organization must select appropriate process characteristics that fit the uncertain condition. Institutional theory improves legitimacy of the stakeholders and organization may be forced from the government pressure to perform their business (Sila, 2007). Government policies play crucial role to ease business under competitive pressure and however, organization need to confront with the standards developed by the regulatory agencies. However, for TQM it is crucial to have appropriate guideline for its implementation as there is no concrete certification provided by the regulatory agencies (Ferdousi et al., 2018). Obamen et al (2019) suggested that TQM adoption by the organization need to be environment friendly and adjust their product as per the customer requirements.

For firms, strategies are important and necessary for exploration of the links between resources, competition and profitability. Companies must be comprehensive and appropriate resources are essential for their survival. In addition to the strategic formulation of companies (Grant & Baden-Fuller, 1995) proposed a resource-based theory of a competitive advantage. The resource-based competitiveness theory points to four resource and capacity characteristics. It considers them to be important determinants of competitive advantage sustainability. It is durable, transparent, transferable and reproducible. The key to a resource-based strategy approach is to understand resource relationships, skills, competitive advantage and profitability. RBV highlights a five-phase strategy formulation procedure. It analyze the resources, examines the capabilities of the company, analyze the profit potential of the resources and capabilities of the company, and chooses a strategy through the extension and upgrading of the resources and capabilities of the company.

The agency theory argues that the structure of a corporation is based on the managers (agents) to look after the principals and shareholders' interests. According to Friedman (Neoclassical economist), corporate activities improve efficiency of the employees and the managers. Various theories have been proposed over the last several decades that have sought to explain the role and functions of the business corporations. Agency theory is related to the construction contracts, clients and contractors that are involved in the principal agency relationships that possess different goals and different attitude to risks (Osipova, 2015). But in order to do so, it is incompatible with the responsibilities enlightened with the modern corporations taking action viewing working conditions, customers and supplier relation and the environmental conditions.

Certain practices and rules are evidenced through the institutional pressures that are subsequent to the organizational outlines with similar traits. It is very crucial to understand

the degree and type of pressure that are placed in the organization within certain business environment, called as isomorphism pressure. Isomorphism is a concept based on certain norms and practices required to be followed within an environment by the organization (Johnston, 2013). The dynamic nature of the environment has significant effect on organization's decision making. However, in order to provide an effective decision-making process there is a need to identify potential institutional pressures that is evident within the environment and its impact on the organization. It has been depicted by institutional theory that the legitimacy of the organization works on the organization's structure, beliefs and behavior together with social and culture pressures exerted from external environment.

Kennedy and Fiss (2009) followed two stage model proposed by Tolbert and Zucker (1983) and used institutional theory to focus on the diffusion of innovation strategies. They argued that early innovation adopters are likely to improve their efficiency as they are associated with opportunities whereas late adoption are associated with threat to survive in the competitive market in both economic and social perspective. After reviewing various theories and the studies adopted them, it can be argued that all the theories are in line with the economic and environmental situations that the organization faces. This study expects that contingency theory is most suitable for the TQM implementation and construction projects performance.

TQM factors and project performance

Several authors have contested the positive quality, operational and financial performance and satisfaction of employees and customers in TQM in an entire organisation, and have empirically verified it (Choi and Eboch, 1998; Hendricks and Singhal, 1997, 2001; Agus and Hassan, 2000; Terziovski and Samson, 1999, 2000; Brah et al., 2000, 2002; Saizarbitoria, 2005; Karia and Asaari, 2006; Yang, 2006; Fuentes et al., 2006). Nevertheless, many of these research studies focus on classifying the implementation of TQM that is most effective and essential for better performance. None of these studies emphasize a specific performance type, such as quality performance and financial performance. The Kumar et al. (2009) study showed that TQM has a positive impact on organizational achievement. The four areas of organizational performance studied were all enhanced by customer satisfaction (number of customer objections and complaints), by specific employee relationships (developed employee contribution and self-confidence), the operational procedures (upgrade products and quality of services, productivity and procedures and reduced mistakes), and financial results (profitability has been increased).

Different empirical research based on the country supported the TQM performance relationship. The relations between, for example, TQM's own firms in China and the US were investigated (Miyagawa & Yoshida, 2010) and the Chinese SMEs meta-analysis (Ahmad et al., 2015). TQM and TQM business relations in China were also examined (Yusuf et al., 2007). This survey shows that companies with good-quality initiatives are far better than late adopters or no companies adopting TQMs. Empirically, research like Douglas and Judge Jr (2001) has shown that TQM is associated with the financial performance of hospitals in the US. Likewise, the TQM practices play a key part in product quality innovation (Prajogo & Sohal, 2003) researching manufacturing companies in Australia have identified. Moreover, based on the profit market strategies database, quality was found to be the important factor in the organization's performance and improved efficiency. TQM is mainly adopted by Spanish

manufacturing and service organizations (Corredor & Goñi, 2011) and benefits greatly from its application. On the other hand, it was empirically stated that there is no substantial link between TQM and the performance of health industries in Italy, contrary to all of the findings previously discussed.

Institutional Pressure Determinants

The institutional environment, as per the institutional theory, has an impact on the social, economic, and environmental performance of any organization. The theoretical framework of institutional theory acknowledges the guiding role of organizational practices and behaviors on organizational norms, rules, beliefs, and values (Latif et al., 2020). Although neo-institutional ideas have been established in the literature, the criticisms they have attracted are often neglected. A study Suddaby (2014) accused these concepts of having lost their internal consistency and ignoring how organizations make meaning known to certain elements (and not to all) of their institutional environment. This theory fails to take account of Lawrence et al (2011), processes and individuals related to change that lead to poor development of the logic of factors contributing to dynamism. Studies that adopt the neo-institutional approach normally cover short deadlines as they reduce the causal thread to a series of relatively measurable and discrete variables (Suddaby & Greenwood, 2005). Three institutional pressures relating to normative (for example morality), mimetic (for example, in general accepted behavior in the same industries) and coercive (for instance law); Isomorphic forces can be gained organizational legitimacy (Kolk & Perego, 2010). It can be sensible that most organizations are adopting an assurance process based on their neo-institutional approach, just to ensure social legitimacy and address external & internal pressures This study followed the neo-institutional approach by suggesting that respect for institutional rules leads to structural and isomorphic similarities in sustainable development between organizations that stem from normative and coercive factors.

Othman et al (2011) defined coercive isomorphism as the consequences of the informal rules of the game. Coercive pressures manifest as the outcome of the relationships between politics and power in society. The actors, such as the state, normally demand absolute compliance in practices and threatens with both formal & informal sanctions. The concept of coercive isomorphism entails that companies within an industry show some levels of similarities to each other due to certain legal or regulative pressures (Väyrynen et al., 2018). Coercive pressure is most prominent in institutionalized environments where specific rules and standards are set by professional bodies, governments, and credential associations; such rules and standards are set for organizations to follow to receive benefits. Several studies on coercive isomorphism have highlighted the relevance of the legal environment in the auditing and disclosure of information (Cuadrado-Ballesteros et al., 2015; Francis et al., 2011; Martínez-Ferrero & García-Sánchez, 2017).

Normative pressures occur as a result of professionalism in certain organizational fields. Professionalism, according to DiMaggio & Powell (1983), can be interpreted collectively by the members of a given occupation as the appropriate ways of action expected by the members of such occupation. This view is based on the fact that the members of any profession are guided by norms and cultural behaviors associated with such a profession. Normative pressures may also result from organizations which draw on similar resource pools in terms of graduates, consultants and conferences (Washington & Patterson, 2011). The Jennings and Lodge (2011) study stated that normative mechanisms can help sports

professionals who can share common norms and practices by hosting major sporting events. Theorists argue, however, that there are associated risks to the use of similar professional resource pools and the exchange among organizations of similar professionals.

Suggestions to Improve Project Performance

Project performance that is measured against the accomplishment of the overall projects by fulfilling all the performance criteria's leading to project success (Curlee, 2008). According to Wells (2013) project management methods (PMMs) varies from organization to organization based on the completeness and appropriateness of the projects. Some of the PMMs are irrelevant for certain types of projects. Thus it is suggested by Harrington et al (2012) to not look into PMMs as a whole and follow it blindly. In accordance with Joslin and Müller (2016), corporate management encompasses all the work that the organization does, by governing the traditional lines of the organisation.

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Conclusions and policy implications

From the theoretical foundations, it can be concluded that TQM factors and institutional pressure are important determinants about project performance. Quality is a very relevant concept that play a crucial role in organization's success and sustainability (Hoang et al., 2006). Thus emphasizing on quality would enable the organization to address the need and requirements of their customers and eventually put the organization in an appropriate competitive position and business success (Herzallah et al., 2014).

Based on the extensive previous studies on TQM, five key elements have been considered as being critical for the project performance. These are:

- Customer focus
- Continuous improvement
- Top management commitment
- Project strategy
- Employee involvement

These elements represent the best way to promote TQM practices as they were strongly supported in many previous studies of TQM. A research framework showing the linkage between TQM, institutional factors, OCB and project governance with project performance was established in order to illustrate the main constructs and their linkage with each other as shown in Figure 1.

The theoretical research framework, shows how total quality management (TQM) (independent variable) influence the performance of construction projects (dependent variable) with organisational citizenship behaviour (OCB) as the mediator and project governance as moderator.

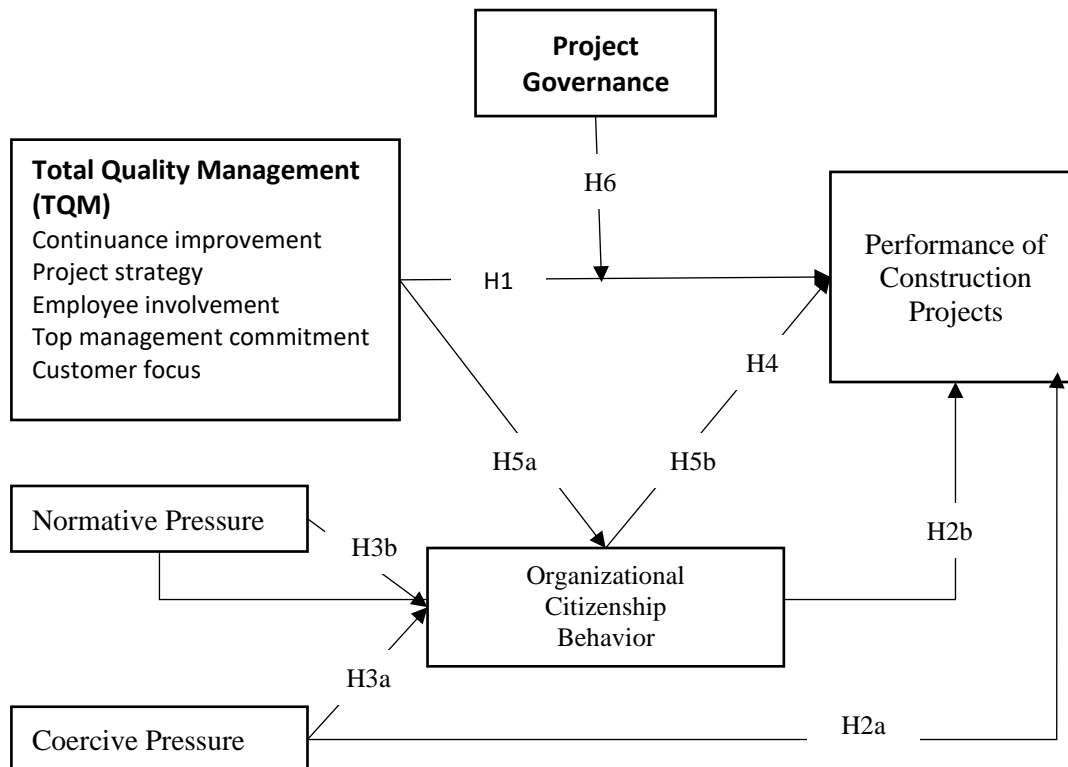


Figure.1. Theoretical Framework

Scientists and academics have previously recognized the significance of TQM. It is crucial since concentrating on the execution and success of the project helps the organisation, employers, and project managers. Project managers can make better decisions, recognise their rights and obligations, and comprehend and manage risk when TQM is combined with suitable governance.

Scope for Future Research

This investigation is predicated on a survey of extant literature. An empirical investigation might be conducted to verify the findings' applicability in a particular setting. The success of a project depends on a number of variables and is always evolving. As a result, primary research can also be conducted to confirm the elements influencing project performance.

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