

Comparative Study of Business Excellence Enablers between Small and Medium Enterprises and Multinational companies: A TQM Survey Result

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Abstract— Business excellence (BE) model is a very crucial tool for organisations to improve their business performance. However, SMEs seems to face issues in implementing business excellence compared to MNCs due to less resources and exposure on BE. Thus, understanding the appropriate business excellence enablers to be implemented in order to achieve an outstanding performance is crucial for SMEs and MNCs. This study aimed to determine the level of business excellence enablers amongst SMEs and MNCs. There were six enablers utilized in this study which were; (1) Leadership, (2) Strategic Planning, (3) Customer Focus, (4) People, (5) Process, and also (6) Information. A total population of 100 respondents have been selected. Finally, 60 respondents have replied for further analysis. Random sampling technique was used during the distribution of questionnaires and SPSS was also applied in this study to analyse data and generate outcomes. Based on research outcomes, customer focus practices had the highest mean (Mean=6.29) which classified as high level. Furthermore, comparison analysis of BE enablers between SMEs and MNCs has been conducted. The result showed that there was no significant difference between SMEs and MNCs except information but MNCs mean ranks were higher

compared to SMEs. This research study is also conducted as a guidance for both SMEs and MNCs to improve their business performances in the future.

Keywords— Total Quality Management, SMEs, business Excellence,

1. Introduction

The implementation of business excellence (BE) is a very crucial action for almost every organisation in this whole world [1][2][3][4]. Business excellence models has helped companies in improving their business performance. Many countries around the world developed their own business models to assist their organisations in their nations with measuring their performance [5]. BE model helps to guide companies towards continuous improvements, delivering demanding and practical tactics to identify strengths and opportunities [6][7], co-ordinating numerous new initiatives, educating staffs on the behaviours of successful organisations, providing an external measure of performance and finally allowing companies to become 'world class'[8].

Total Quality Management (TQM) today is currently modernized into a model which is widely known as the Business Excellence Model [9]. One of the first and earliest excellence model recognized worldwide was the Deming Prize which was