

# Quality management system practices and employee performance in logistics companies: Basis for continuous improvement plan

Gawat, Adrian P. ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines



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## Abstract

Quality is critical to an organization's success and survival in today's competitive business climate. Companies are incorporating numerous quality practices into their strategic business strategies in order to remain competitive in the global economy. Quality Management System Practices (QMS) in general are processes used in the workplace to improve product quality, overall workplace safety, and employee performance. The study assessed the Quality Management System practices (QMP) Practices and Employee Performance of logistics companies. Results revealed that the employees generally agreed on indicators under quality management system and employee performance. There was a significant relationship between the two variables quality management system and employee performance implying that the better the quality management system practices, the better the employee performance. The researcher recommended that the proposed improvement plan may be tabled for discussion to the management leaders of logistics companies to strengthen their QMS practices and enhance employee performance, Logistics companies may create a culture that is customer-focused, and that Voice of Customer survey will be their measure to improve services of the company. They may also invest in technological solutions such as enterprise resource planning (ERP) systems, supply chain management software, and data analytics tools to increase operational efficiency, visibility, and decision-making skills. Leaders may boost employee engagement in monitoring, diagnosing, and addressing quality problems through decentralization and delegation. They may also invest in training programs to equip employees with the knowledge and skills necessary to effectively contribute to the QMS by offering ongoing support and guidance to help them overcome challenges and achieve success. Further researchers may explore profile variables on functional areas (Operations, HR, Marketing) regarding the QMS Practices and Employee Performance for certain companies that would help their efficiency and work processes. Future researchers may include test of significant difference to show and analyze the difference between the sample mean and the population mean is statistically significant. Future studies could explore additional areas of Quality Management Systems (QMS), such as Relationship Management, Evidence-Based

Decision Making, and the Process Approach, which were not covered or discussed in this study.

**Keywords:** quality management system practices, employee performance, logistics company

## **Quality management system practices and employee performance in logistics companies: Basis for continuous improvement plan**

### **1. Introduction**

Quality is critical to an organization's success and survival in today's competitive business climate. Companies are incorporating numerous quality practices into their strategic business strategies to remain competitive in the global economy. Quality Management System Practices (QMS) are processes used in the workplace to improve product quality, overall workplace safety, and employee performance. Quality management system practices (QMS) are a driving force in improving organizational quality performance as a requirement for creating quality standards in any company (Chen, et al., 2020; Gözükarar, et al., 2019). Employee performance is significantly improved by QMS as well (Shafiq, et al., 2019; Jimoh, et al., 2019; Maqsood, 2019). The importance of quality management and how it impacts businesses' success have been the subject of several research; a plethora of literature is available on the topic (Nguyen et al., 2018). The importance of service capabilities to obtain a competitive edge for better performance has been emphasized by many researchers simultaneously (Karia et al., 2015; Kraja et al., 2015). On the other hand, inadequate study has been done to determine how QMPs directly affect Logistics Service Providers' (LSPs') ability to integrate.

The logistics sector, while simultaneously offering services, must give management and staff the know-how and abilities to develop and enhance the overall quality approach. Enhancing the quality of goods, services, personnel, and procedures through the adoption of QMS principles is another tactic to boost organizational competitiveness, which in turn boosts worker performance. Huo et al. (2019) has shown that quality management (QM) has garnered significant attention and demonstrated its benefits for logistics and organizational performance. QM procedures must thus be implemented to apply logistics quality management or LQM. Due to its broad scope and emphasis on controlling and providing clients with a consistent level of logistics service quality, the idea of total quality management, or TQM, has been expanded into the domains of supply chain management and logistics. The rationale for this is that attaining a competitive advantage is seen as contingent upon the quality of logistics. Consequently, LQM is a system-based strategy for the ongoing enhancement of all logistical services, work cultures, and procedures to provide overall customer value and satisfaction through employee engagement in a company.

Employee performance is determined by their aptitude, effort, and perception of the work (Hee et al. 2016, Ping et al. 2016). By increasing job efficiency and effectiveness, employee performance contributes to the organization's increased production. Superior worker performance generates results such as high output and quality among workers in the company (Hee, et al., 2018). When others around them are performing their jobs well, the morale and enthusiasm of the employees will increase. An organization's employee effectiveness is reflected in the way it interacts with its workforce.

Improved employee performance is guaranteed by appropriate employee engagement. Although it may be challenging for businesses to encourage ongoing employee participation, implementing a QMS fosters a collaborative work atmosphere. Workers will receive QMS training, gain knowledge of the QMS, and assist in achieving company objectives. In addition, QMS promotes staff involvement in process audits, an essential step in the ISO certification procedure. Organizations may identify any inefficient areas of their company and create plans to solve them with the aid of QMS. Work-flows can continue if these redundancies are promptly found and eliminated. With consistency, efficient work-flows, and clearly defined roles for employees, the organization will reach peak efficiency and provide high-quality goods or services promptly. This will also have an impact on other work-flows within the organization and lead to improved employee performance.

As a former logistics manager, I can attest that it is highly appropriate to identify the critical success factors

of a quality management system because there is a paucity of research pertinent to logistics supply. However, the most crucial elements of QM identified by numerous researchers have a relatively similar focus and are employees, process management, continuous improvement, data and information usage, and strategic planning. This study utilized a logistics company as the research locale, this intended to present the relationship of QMS to employee performance to help the organization create a continuous improvement plan based on the identified limitations of the study.

**Objectives of the Study** - The study assessed the quality management practices and employee performance in logistics companies as the basis for proposing a continuous improvement plan. Specifically, it determined the quality management system practices as to leadership and top management commitment, education and training, customer focus, organizational culture, and teamwork; described the employee performance in terms of job problem solving and decision making, adaptability and flexibility, and customer driven and service orientation; tested the significant relationship between quality management system practices and employee performance and developed a continuous improvement plan for logistics companies.

## 2. Methods

**Research Design** - The study used the descriptive approach to shed light on current concerns regarding employee performance and quality management system practices. Data processing allowed for the description of the traits and actions of the sample population in the given scenario. Descriptive research design is a scientific approach in which the behavior of a subject is observed and described without any manipulation. Typically, descriptive research is conducted as a first step before implementing quantitative research methodologies, since the broad overview provides valuable insights into which factors need further investigation. Characterizing the features of the population or phenomena under study is the goal of descriptive research. This research approach prioritizes the "what" above the "why" of the topic under investigation. The approach mostly concentrates on characterizing a demographic segment's characteristics rather than addressing "why" a certain phenomenon happens (Creswell et al., 2018). To put it another way, it "describes" the study topic without discussing "why" it occurs.

**Participants of the Study** - The employees in the logistics companies were the best qualified to be the respondents who assessed the Quality Management System practices (QMS) and their performance. The respondents of the study were selected from among the employees of the logistics companies.

**Table 1**

*Number of Employees*

Logistics Company	Employees
A	145
B	190
C	255
TOTAL	590

Based on the given data the recommended sample size is 233, using the Raosoft sample size calculator with the following considerations: 99 percent confidence level and a five percent margin of error at a constant response distribution of 50 percent.

**Instrument of the Study** - The data-gathering instrument used in the study is the survey questionnaire. The first part of the survey questionnaire consists of the profile of the respondents including age, sex, marital status, number of years working in the company, and job position. The second part consists of the Quality Management Practices about leadership and top management commitment, education and training, customer focus, organizational culture, and teamwork. The second part of the questionnaire was adopted in the study by Nor et al. (2016) "Study on the Total Quality Management (TQM) Practices and its Association with Production Workers in Malaysia". The third part comprises employee performance in terms of problem-solving and decision-making,

adaptability and flexibility, and customer-driven and service orientation. The third part was adopted in the study of Mohanty (1988) titled “Factors Affecting Productivity: Perceptions of Indian Managers. Industrial Management & Data Systems.

These questionnaires were modified to suit the current practices of Quality Management Practices QMP and employee performance. The following Likert Scale was used in assessing the variables: 4 - Strongly Agree; 3 - Agree; 2 - Disagree and 1 - Strongly Disagree. Questionnaires were subjected to validation by academic and industry experts on QMS practice, revisions were made based on the experts’ recommendations. The questionnaire was subjected to pilot testing to determine its validity and reliability. Below is the result of the reliability done by the university statistician.

**Table 2**

*Reliability Test Result*

Variables	No. of Items	$\alpha$ value	Interpretation
<b>Quality Management Practices</b>			
Leadership & Top Management Commitment	7	0.936	Excellent
Education and Training	5	0.936	Excellent
Customer Focus	6	0.863	Good
Organizational Culture	5	0.949	Excellent
Teamwork	5	0.857	Good
Overall	28	0.968	Excellent
<b>Employee Performance</b>			
Problem-solving and decision-making skills	5	0.914	Excellent
Adaptability and flexibility	5	0.936	Excellent
Customer-driven and service-oriented	5	0.947	Excellent
Overall	15	0.962	Excellent

*Legend > 0.9 =Excellent; 0.8=Good;>0.7=Acceptable;>0.6=Questionable;>0.5=Poor;<0.5=Unacceptable*

**Data Gathering Procedure** - Based on the researchers’ number of years of work experience in the logistics industry, the topic was formulated and presented to the research adviser. After the approval of the topic, a formal request letter was drafted and sent to the logistics companies for approval to be the research locale. The adopted questionnaire was revised and subjected to validation by academic and industry experts. It was also subjected to reliability before the actual administration. After the result of the reliability test, the questionnaire was administered personally to the respondents using hard copy and Google Forms. The questionnaire was then collected, tallied, interpreted, and analyzed using statistical tools assisted by the university statistician.

**Data Analysis** - To describe employee performance in terms of job problem-solving and decision-making, adaptability and flexibility, and customer-driven and service orientation, weighted mean and rank were used to determine the quality management system practices as it related to leadership and top management commitment, education, and training, customer focus, organizational culture, and teamwork. The data set was not regularly distributed, as shown by the Shapiro-Wilk Test result, which revealed that all variable p-values were less than 0.05. To find the significant link, Spearman rho was employed as one of the non-parametric tests. SPSS version 28 was used for all analyses.

**Ethical Considerations** - The planning, execution, and reporting of any research project involving human subjects must give careful thought to any ethical concerns that may surface. Every subject in the study was gathered, told, and given their consent by the researchers. To ensure confidentiality for the respondents, all respondents, including people mentioned in the survey, and companies and locations, were given fictitious names in transcriptions and publications. The participants were also informed that they had the option of withdrawing from the study at any time. The concept of 'informed consent' is central to ethical research. The word is made up of two key aspects, each of which requires careful consideration: 'informed' and 'consent'. Participants must be thoroughly informed about what was required of them, how the data were used, and the possible repercussions. Participants' identities must remain secure or anonymous, and the assurances go beyond preserving their names to include the avoidance of self-identifying remarks and material. Anonymity and secrecy are critical steps in

protecting people from potential damage. Data Privacy Notice was placed on the topmost part of the questionnaire, as preliminary information, as an assurance that the researchers complied with the data privacy standards. The proposed research was subjected to an ethics review before its title and topic defense was done last November 26, 2023.

### 3. Results and discussion

**Table 3**  
*Summary Table on Quality Management System Practices*

Key Result Areas	Composite Mean	VI	Rank
Leadership and Top Management Commitment	3.59	Strongly Agree	1.5
Education and Training	3.58	Strongly Agree	3
Customer Focus	3.59	Strongly Agree	1.5
Organizational Culture	3.46	Agree	5
Teamwork	3.54	Strongly Agree	4
Grand Composite Mean	3.55	Strongly Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 3 demonstrates the summary table on quality management system practices based on leadership and top management commitment, education and training, customer focus, organizational culture, and teamwork having a weighted mean of 3.55 which is interpreted as strongly agree.

In the table above, the leadership and top management commitment and customer focus tied the highest rank 1.5 with a composite mean of 3.59. Leadership and top management commitment are critical elements in the successful implementation of a quality management system (Mukherjee et al., 2019). This finding aligns with existing literature highlighting the pivotal role of leadership in quality management initiatives (Dahlgaard et al., 2018). Having this as a result, only shows how those top managers inside the organization are the major source of quality improvement as they are the ones who implement the system. Moreover, having an effective superior provides unity of purpose while leading the company to reach its goals. In terms of top management commitment, the responsibility of the managers is highly commendable if it means guiding the company to its better state. Through the development of plans and ideas by the company, it is more likely to achieve its goals with the help of managers who are dedicated enough to push everything for the betterment of the organization. According to Garcia (2022), quality management improvement always starts at the head of the organization as they are responsible for implementing a system to improve the services, products, and quality of the business. Having said that, senior managers must be role models for their subordinates as they might be influenced to do better inside the organization. Senior management's opinion and conviction that the business can profit from the deployment of a quality management system is a vital component of leadership, according to Sten et al. (2023). To ensure this, the organization must give the resources required and teach its workers. High standards, trends, and vision must all be recognized by leaders.

One of the factors contributing to the success of the QMS application is the senior management's support, the philosophy of quality management being adopted in all activities and operations carried out, Saffar et al. (2020) Management Science Letters, the leadership's commitment to strengthening the culture of quality and enhancing staff members' performance capabilities in carrying out duties and tasks, and the ability of senior management to persuade and influence employees. To achieve QMS, a leader must instill confidence in staff members, cut down on the number of administrative and supervisory tiers, and shift management's traditional role from police supervision to guidance and training. Quality control also applies to all administrative and technical tasks. Senior management's dedication to total quality management necessitates that leadership imparts fundamental ideas of the philosophy to reap its benefits, allot necessary resources, and implement changes to ensure TQM's success and enhance employee performance through incentives and training (Fadlallah, 2015). Customer focus is fundamental in quality management as it directs organizational efforts toward meeting customer needs and expectations (Su et al., 2017). This finding underscores the importance of customer-centricity in driving organizational success and competitiveness. The first quality management

principle, "customer focus," aims to increase the organization's "value, satisfaction, loyalty, and repeat business" as well as its "reputation, customer base, revenue, and market share." On the other hand, to improve the organization's capacity to generate and deliver value, competent, empowered, and engaged individuals at all levels are crucial (ISO 9000:2015)

Furthermore, education and training ranks 3rd with a weighted mean of 3.58. Education and Training are recognized as essential components of a robust quality management system. Appropriate training guarantees that staff members have the abilities and information required to make a meaningful contribution to activities aimed at improving quality (Aboelmaged, 2017). The literature emphasizes the significance of continuous learning and development in maintaining QMS effectiveness (Prajogo et al., 2017). Education and training, help the management encourage their employees to learn new skills and knowledge that they can apply to their current positions or in the future. For the organizational culture, it is necessary to align the policies and principles of the organization to the goals of the employees to avoid having problems inside the organization. While for the customer focus, it is important to establish a relationship with the internal and external customers as they are the primary target of the business. Studies on the effectiveness of small training businesses that are accredited or certified by the Quality Management System (QMS) and offer instruction and training to their target audiences have been fewer in number. in instruction and preparation. The quality assurance systems known as QMS accreditation make sure that certain certifications and educational criteria are provided for a certain amount of time. Due to the complexity of factors influencing education quality, including learner motivation and abilities, organizational backgrounds, contexts and values, and existing structures like rules, the idea of a quality management system (QMS) in education and training has not had much of an impact, both laws and regulations. According to certain theories, to improve teaching and learning, professional educators should concentrate on adopting new values, abilities, and attitudes into their behavior. Moreover, co-production in a real-world learning environment produces high-quality education.

Nevertheless, teamwork (3.54) and organizational culture (3.46), got the lowest rank. Effective teamwork fosters collaboration and communication, enabling organizations to leverage collective expertise toward quality improvement goals (Abdallah et al., 2019). This finding underscores the importance of teamwork as a facilitator of QMS implementation and continuous improvement initiatives. For the improvement of total quality management, these factors are indeed important. A good relationship between the employees enhances both productivity and management inside the organization. It allows everyone to communicate better with their workmates and express everything they need to express. If there is a problem within, it can be easily fixed as other employees would know the appropriate approach to use with their colleagues. In short, teamwork enhances relationships within the company that will eventually lead to a lower turnover rate, unity, and connection. The blog titled "5 Advantages of Teamwork in a QMS Organization"(2016), it was mentioned the importance of teamwork inside the organization where it helps to produce quick solutions to a problem, more resources of information through the sharing of ideas, and also it helps to build trust, communication improvement and culture of interdependence.

There was a high correlation between organizational effectiveness and teamwork. The effectiveness of an organization is more influenced by an organizational culture that values cooperation than by one that does not. Teamwork-oriented behaviors appeared to improve the overall performance of the organization under study (Sten et al., 2023). Organizational culture plays a significant role in shaping employee behaviors and attitudes toward quality management practices (Kong et al., 2018). Cultivating a quality-oriented culture is crucial for sustaining QMS effectiveness over the long term (Prajogo et al., 2017). The organizational culture (OC) is acknowledged in the quality management literature as one of the most important prerequisites for the success or failure of total quality management implementation in improving performance. Logistics owners and bosses find it difficult to balance the application of OC with their TQM endeavors, primarily due to the problematic aspects of OC. It has been observed that businesses spend millions more on unsuccessful quality culture development than on successful quality culture development. In this situation, QM should concentrate on fostering a culture of managerial leadership among the organization's members rather than on the process of long-term supervision and

orientation. This will help to drive away fear, increase work team use, foster pride in craftsmanship, and advance participatory management. A shift in OC has an impact on staff attitudes and is crucial to the effective use of QM (Eniola, et al., 2019). In summary, the result suggests a positive perception of QMS practices within the organization. These findings align with contemporary literature on quality management, emphasizing the multifaceted nature of QMS implementation and the critical role of various organizational factors in driving quality excellence.

**Table 4***Summary Table on Employee Performance*

Key Result Areas	Composite Mean	VI	Rank
Job Problem Solving and Decision Making	3.57	Strongly Agree	3
Adaptability and Flexibility	3.64	Strongly Agree	1
Customer Driven and Service Orientation	3.63	Strongly Agree	2
Grand Composite Mean	3.61	Strongly Agree	

Legend: 3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 4 explains the summary table on employee performance based on job problem-solving and Decision-making, Adaptability and Flexibility, and Customer Driven and Service Orientation with a composite mean of 3.61 which is interpreted as strongly agree. Adaptability and Flexibility gained the highest rank with a weighted mean of 3.64 and was interpreted as strongly agree indicating that employees excel in being adaptable and flexible in their work environments. This finding is consistent with the literature on organizational adaptability and flexibility. For the employees to succeed, they must be experienced, competent and reliable. Research by Jovanović et al. (2019) highlights the importance of adaptability in organizations, stating that it allows employees to respond effectively to changes in the internal and external environment. Moreover, as noted by Größler et al. (2017), adaptability is essential for organizational resilience and success in dynamic and uncertain business environments. Therefore, the high composite mean score in this category suggests that the organization may have a competitive advantage in responding to changes and challenges. Workplace balance between personal and professional life is provided by flexible work arrangements, which boosts employee happiness, performance, and the performance of the company. Employees may work from anywhere if they have an internet connection thanks to technological improvements and digital advancements, which emphasize the need for work flexibility.

In Table 4, Customer Driven and Service Orientation got the second highest rank with a weighted mean of 3.63 which is interpreted as strongly agree. This finding aligns with the literature emphasizing the significance of customer-centric approaches in business success. A customer-driven orientation fosters customer satisfaction, loyalty, and positive word-of-mouth, which are crucial for sustainable competitive advantage. Additionally, research by Homburg et al. (2017) underscores the link between customer orientation and organizational performance, highlighting its role in driving revenue growth and market share. Nevertheless, a significant factor in affecting employee productivity is group dynamics, given that the workers were present in their places of employment for the majority of the time. The degree to which salespeople implement marketing principles by trying to help their clients make decisions regarding purchases that will satisfy their requirements is known as customer orientation. Consequently, it is possible to view customer orientation as an endeavor to attain service orientation, whereas service orientation is an organizational activity that entails developing and offering a high-quality service to ensure the organization's existence and generate profit (Yi et al., 2022).

Finally, the following items Job Problem Solving and Decision Making, got the lowest ranks. This finding suggests that while employees demonstrate proficiency in problem-solving and decision-making skills, there may be room for improvement in this area. Literature on problem-solving and decision-making emphasizes the importance of these skills in organizational effectiveness and innovation. Therefore, investing in training and development programs aimed at enhancing these skills could further improve overall performance. The capacity of individuals to execute work, the amount of effort put forth, and the support of the organization are the three key elements that determine an employee's performance and how much they contribute to the business. Quantity,



quality, work efficiency, interpersonal impact, timeliness, and output are the five criteria used to measure performance (Sabuhari, et al., 2020).

**Table 5***Relationship Between Quality Management System Practices and Employee Performance*

Variables	rho	p-value	Interpretation
<b>Leadership and Top Management Commitment</b>			
Job Problem Solving and Decision Making	0.560**	< .001	Highly Significant
Adaptability and Flexibility	0.502**	< .001	Highly Significant
Customer Driven and Service Orientation	0.489**	< .001	Highly Significant
<b>Education and Training</b>			
Job Problem Solving and Decision Making	0.577**	< .001	Highly Significant
Adaptability and Flexibility	0.575**	< .001	Highly Significant
Customer Driven and Service Orientation	0.496**	< .001	Highly Significant
<b>Customer Focus</b>			
Job Problem Solving and Decision Making	0.672**	< .001	Highly Significant
Adaptability and Flexibility	0.649**	< .001	Highly Significant
Customer Driven and Service Orientation	0.638**	< .001	Highly Significant
<b>Organizational Culture</b>			
Job Problem Solving and Decision Making	0.594**	< .001	Highly Significant
Adaptability and Flexibility	0.568**	< .001	Highly Significant
Customer Driven and Service Orientation	0.514**	< .001	Highly Significant
<b>Teamwork</b>			
Job Problem Solving and Decision Making	0.613**	< .001	Highly Significant
Adaptability and Flexibility	0.584**	< .001	Highly Significant
Customer Driven and Service Orientation	0.604**	< .001	Highly Significant

\*\* . Correlation is significant at the 0.01 level

Table 5 shows the relationship between quality management system practices and employee performance. The resulting rho-values indicate a strong direct correlation and the computed p-values were all less than the alpha level. This means that there was a significant relationship between the two variables and implies that the better the quality management system practices, the better the employee performance.

In terms of Leadership & Top Management Commitment, there was a significant relationship between the quality management system practices and employee performance variables such as job problem-solving and Decision-making, Adaptability and Flexibility, and Customer-driven and Service Orientation. The findings indicate a consistently strong and significant positive relationship between QMS practices and employee performance across all variables examined. Specifically, the QMS practices of Leadership and Top Management Commitment, Education and Training, Customer Focus, Organizational Culture, and Teamwork are associated with enhanced employee performance in terms of Job Problem Solving and Decision Making, Adaptability and Flexibility, and Customer Driven and Service Orientation. This shows that total quality management and employee productivity depend on leadership and top management commitment.

For instance, the correlation coefficients (rho) for job problem-solving and Decision-Making range from 0.560 to 0.672, indicating a moderately to highly significant positive relationship. This suggests that organizations that emphasize QMS practices related to Leadership, Education and Training, Customer Focus, Organizational Culture, and Teamwork tend to have employees who excel in problem-solving and decision-making tasks. Similarly, the correlation coefficients for Adaptability and Flexibility and Customer Driven and Service Orientation also demonstrate consistently strong positive relationships across the various QMS practices examined. This implies that organizations that prioritize these QMS practices tend to foster employees who are adaptable, customer-oriented, and perform well in dynamic and service-oriented environments.

These findings align with existing literature on the subject. For example, a study by Karim et al. (2017) found that leadership commitment to quality and continuous improvement positively influences employee performance, including problem-solving abilities and adaptability. Additionally, research by Ahmad et al. (2020)

emphasized the importance of organizational culture and teamwork in enhancing employee performance, particularly in customer-driven industries.

Employee loyalty and happiness are increased when top management adopts a participatory leadership style, which views staff members as important assets via open communication and collaboration. Effective hiring and training practices, along with providing employees with opportunities to participate in the business, can enhance employee skills and morale. According to Goetsch et al. (2016), a leader can greatly influence and motivate employees by sharing the organization's vision, setting clear goals and a mission, empowering employees, giving them access to data to stay informed, and offering training and mentorship to help them reach high performance and efficiency. Leaders should not undervalue the importance of having direct touch with their employees to communicate effectively, listen to concerns and issues with worker productivity, and respond appropriately (Wheelen et al, 2017).

According to the reviewed literature, most studies place a strong emphasis on top management commitment as a key component of QMS and a performance motivator for workers. Information shared inside the company to motivate staff to contribute to quality enhancement. Employee participation can take several forms, such as the use of quality circles, cross-sectional teams, and volunteer labor. Once the proposals have been evaluated for validity, the workers' suggestions should be put into action (Goforth, 2015). Employee involvement is justified by the fact that, in the event of a problem, they are best positioned to address it and can make the best decisions for the process of quality improvement. Consequently, employees bear greater responsibility and a higher skill set (Ahmed et al., 2020).

Initiatives for employee skill enhancement through training and education have shown a strong relationship between work satisfaction and engagement and employee empowerment. Therefore, upper management must secure the resources needed to provide staff with QMS training and education. In exchange, staff members must support and adhere to QMS within their organizations, which will result in long-term infrastructure benefits. A full understanding of quality will be emphasized in addition to the sustainable growth of personnel services, goods, procedures, and work environments. Training is a daily process that lasts until the highest level of performance is attained, resulting in employee loyalty and satisfaction that must be tracked and reviewed regularly. Enhancing employee skills and morale may be achieved via implementing strategies like regular hiring and training programs, as well as providing employees with the chance to participate in the business (Goforth, 2015).

In addition to that, in terms of Education and Training, there was also a highly significant relationship across all employee performance indicators. Selection procedures must align with the quality context since there is a direct connection between the selection process and QMS. Through candidate screening, training, and education, human resources policies play a crucial role in the efficient execution of the Quality Management System (QMS) (Boer et al., 2017). The quality of the finished product matters more to an empowered employee than it does to the owner or management. The sense of ownership over the process that drives an employee to continuously improve the finished good or service is known as employee empowerment. Organizations may get a competitive edge by using open culture and behavioral variables like empowerment and dedication. In conclusion, HR management plays a crucial role in managing staff through appropriate training and education within a quality context, which has a significant impact on the implementation of QMSs. Organizations must adopt a balanced approach to ensuring customer satisfaction and meeting the needs of both internal and external customers. Differentiated training programs, ongoing education, and communication among staff members foster positive working relationships, allow for personal growth, and provide staff members with the resources they need to perform better. Finally, staff participation will boost loyalty and serve as inspiration to achieve the goals of the company.

In addition to that, in terms of Customer Focus, there was a highly significant relationship across all employee performance indicators. This shows that customer focus depends on employee productivity since the

return on investment (ROI) increases when customers are satisfied, and they tend to return and spend big which can impact the business. Gupta et al (2018) highlighted how teams must collaborate to produce a consistent, superior experience if they are to transform into a customer-focused business. Organizations that put their consumers first cultivate an organizational behavior devoted to raising customer experience and establishing long-lasting relationships with them.

Management must be aware of its internal operations as an employee's experience as a service and organization employee affects the opinions, attitudes, and intentions of customers on the evaluation of service quality. Organizational procedures on services and human resources are comprised of both functions. Removing barriers to QMS deployment and obtaining satisfaction for both internal and external customers necessitate the integration of work development and QMS. Both groups' assessments of the quality of the services are heavily influenced by many service-related factors, including the kind of client, frequency, length of the relationship, and complexity of the service. It is crucial to strike a balance between satisfying internal and external customer perceptions (Goetsch et al., 2016). To become customer-oriented, every firm must put in place a system that answers questions and fulfills requirements from customers, such as learning about the wants and expectations of the consumers and facilitating easy and efficient communication with the organization. Since it drives organizational direction and goal attainment, customer satisfaction—for both internal and external groups—must be given top importance. Simply listening to consumers is insufficient without implementing processes that evaluate and understand the results.

In terms of Organizational culture, there was also a highly significant relationship between quality management system practices and employee performance. This merely suggests that there are statistical differences in the responses, and it was confirmed that individuals who are involved in operations have more accurate assessments of the variables. Some workers are encouraged to work for an organization for a long period or to keep working in the real world by the benefits supplied by the company. Due to the economic conditions affecting both the employees and the organizations, rewards have become more important in recent years. It is a major element in both job retention and job satisfaction (Ahmed et al., 2020). And lastly, in terms of Teamwork, there was also a highly significant difference in the relation between the quality management system practices and employee performance. This means that the responses differ significantly, and it was found that all of these depend on how teamwork affects the employee productivity of an organization. The way the different responsibilities and actions of team members impact one another and the team as a whole is known as group dynamics. In summary, the findings from this table underscore the critical role of QMS practices, such as leadership commitment, education and training, customer focus, organizational culture, and teamwork, in driving employee performance across various dimensions. Organizations that invest in and prioritize these QMS practices are likely to see improvements in employee performance, ultimately contributing to overall organizational success.

**Table 6**

*Continuous Improvement Plan for Logistics Companies*

Key Result Area	Objectives	Strategies	Persons Involved	Time Frame
Quality Management System (Organizational Culture)	Encourage open communication	Town hall meetings: Hold regular meetings to gather feedback and address employee concerns.	Departmental Managers, Human Resources	Monthly
	Support employee development	Mentorship programs: Pair experienced employees with newcomers to facilitate learning and growth.	Departmental Managers, Senior Management	Quarterly
	Embrace innovation	Training programs: Provide training on creativity and innovation techniques to all employees.	Human Resources, Departmental Managers	Short Term (6 months)

Employee Performance (Job Problem Solving and Decision Making)	Enhance employee skills and competencies.	Provide access to resources such as case studies and simulations.	HR Manager, Learning & Development Specialist	Quarterly
	Enhance Problem-Solving Skills	Encourage participation in workshops/seminars on decision-making processes.	Department Managers	Monthly
	Improve Decision-Making Processes	Utilize data analytics tools to support evidence-based decision-making.	Data Analysts, IT Manager	Monthly

Table 6 suggests that the logistics business may successfully improve staff performance and its quality management system procedures by concentrating on these important outcome areas and putting the suggested action plans into reality. In the end, this will support increased productivity, client happiness, and general business success.

#### 4. Conclusions and recommendations

The respondents strongly agreed on the quality management system practices as to leadership and top management commitment, education and training, customer focus, and teamwork. The respondents demonstrated strong agreement on employee performance as to job problem-solving and decision-making, adaptability and flexibility, and customer-driven service orientation. There is a highly significant relationship between quality management system practices and employee performance. A continuous improvement plan was developed to enhance QMS practices and employee performance in logistics companies.

The proposed improvement plan may be tabled for discussion to the management leaders of logistics companies to strengthen their Quality Management System practices and enhance employee performance, ultimately driving greater customer satisfaction and business success. Logistics companies may create a culture that is customer-focused, and that Voice of Customer survey will be their measure to improve services of the company. Logistics organizations may invest in technological solutions such as enterprise resource planning (ERP) systems, supply chain management software, and data analytics tools to increase operational efficiency, visibility, and decision-making skills. Company leaders may boost employee engagement in monitoring, diagnosing, and addressing quality problems through decentralization and delegation. Leaders may invest in training programs to equip employees with the knowledge and skills necessary to effectively contribute to the QMS by offering ongoing support and guidance to help them overcome challenges and achieve success. Further researchers may explore profile variable on functional areas (Operations, HR, Marketing) regarding the QMS Practices and Employee Performance for certain companies that would help their efficiency and work processes. Future researchers may include test of significant difference to show and analyze the difference between the sample mean and the population mean is statistically significant. Future studies could explore into additional areas of Quality Management Systems (QMS), such as Relationship Management, Evidence-Based Decision Making, and the Process Approach, which were not covered or discussed in this study.

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