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Abstract
This study aimed at analyzing the impact of TQM in SMEs' daily operations. The following objectives have been identified in the study: (1) to foster an understanding on the effects of TQM adoption on the performance of SMEs; (2) Clarify the extent of TQM adoption by South African SMEs; and finally (3) Outline an understanding of the TQM principles which enterprises in South Africa consider important. The study followed a quantitative approach with a purposive sample of 210 SMEs located in the Maboneng district in South Africa was studied. Data collection was done using questionnaires while data were analyzed using SPSS 25, where measures of central tendencies such as the mean and the average were calculated. Fundamental descriptive analysis has been used to portray the findings of the study. Results showed that many SMEs adopt TQM as a production philosophy even though not all components of TQM are appropriately applied. However, most companies do not see the need to involve the employees in all aspects of the production, especially if they do not understand the production process. Thus, this Practice is contradictory to the philosophy of TQM.

Keywords
Small-medium enterprises (SMEs), Total Quality Management (TQM), Organizational performance

1. Introduction.
Organizations operate in a competitive environment; adopting the Total Quality Management (TQM) approach is fundamental to staying in the game Rexhepi (Veland and Ratten,2018). TQM is characterized as an administration reasoning driven by top administration with worker support, incorporating all aspects of an association to deliver items and administrations that address customers issues such as their needs and wants (Njenge, Vermeulen and Pretorius,2015). The central concept behind TQM is to make quality everyone's priority in the organization. The initial quality assurance practice was that organizations used to have a particular department in charge of quality assurance. This practice was good but was not enough to reduce defects. Thus, TQM was introduced; This study aimed at analyzing the impact of TQM in SMEs' daily operations.
1.1 Problem statement
As stated in the introduction, TQM focuses on making quality everyone's priority in the organization. Many kinds of literature have shown the application of TQM in manufacturing organizations (Kumar, Garg and Garg, 2011; van Kemenade, 2019; Khalfallah and Lakhal, 2021), but only a few were able to focus on South African Small Medium Enterprises (SMEs). Hence the reason behind this study. SMEs are not necessarily well-established organizations; their size generally impacts the operating strategy types used (Ismail Salaheldin, 2009). This means that SMEs cannot use some strategies used by big organizations for various reasons, such as financial. This places SMEs vulnerable as far as their performance is concerned; TQM being a complex strategy to minimize defects seems to be achievable by various SMEs. Thus, this study investigates its implementation and impacts on their performance.

1.2 Aim of the study
This study aims at analyzing the impact of TQM in SMEs' daily operations.

1.3 Objectives
The following objectives have been identified in the study: (1) to foster an understanding on the effects of TQM adoption on the performance of SMEs; (2) Clarify the extent of TQM adoption by SA SMEs; and finally (3) Outline an understanding of the TQM principles which enterprises in South Africa consider important.

1.4 Scope of the study
The current study focuses on SMEs located in Johannesburg only. The SMEs operating procedures have been analyzed to have an idea of how TQM is applied. The study also involved employees in the targeted organizations in having their perspective of TQM.

1.5 Value of the study
TQM being a critical philosophy in the production process of an organization, this study shows itself essential as it provides more insight into how TQM is applied in SMEs. The results are helpful to companies and academia since few similar studies have been conducted in South Africa.

2. Literature Review
2.1 TQM in the world
Quality management started in assembling (manufacturing), and TQM, similar to its ensuing procedures, adjusted pleasantly to back, medical services, and different fields. A portion of the milestone organizations to embrace TQM incorporates Toyota, Ford, and Philips Semiconductors. Around the world, nations, for example, Germany, France, the UK, and Turkey set up TQM principles. In any case, by the 1990s, TQM was succeeded by ISO (International Standards Organization), which turned into the norm for quite a bit of mainland Europe, and by another methodological reaction of the 1980s to quality concerns, Six Sigma. TQM standards structure the reason for quite a bit of ISO and Six Sigma. For instance, PDCA shows up under the Six Sigma strategy DMAIC (characterize, measure, investigate, improve, control).

What's more, during the 2000s, the ISO overseeing body perceived TQM as a fundamental way of thinking. TQM lives on in information-driven strategies for an information-driven age. Worldwide, most studies on TQM focused on the manufacturing and service industries and how implementing TQM can improve businesses soon and now. Krygler, A (1993) anticipated that worldwide implementation would aid in organizations exceeding customers' expectations.

2.2 TQM in Africa
The idea of Total Quality Management (TQM) was created as a result of exceptional worldwide rivalry. This has subsequently become a convincing idea for African organizations trying to make due in a lopsided ground of contest. The exceptional speed of globalization, exchange advancement and mechanical changes expansion to human resources development in the later years significantly present extreme difficulties for African organizations to contend in an open market. Through the end of intraregional duties, African exchange progression, forced to fill in as a defensive hindrance to neighbourhood businesses, has additionally demolished the situation of nearby newborn child ventures. The African Free Trade Agreement (AFTA) presents difficulties for South African organizations to rival more industrialized and established organizations. It exhibited a basic association among TQM and elements like (Management and Commitment Leadership, Work Environment and Culture, Customer Focus, Customer Focus,
Resource Management) and their importance Sadikogu and olcay (2014). In the aim to better understand the application of TQM in Africa, few authors conducted different studies on TQM all over the continent: The authors (Mensa, Copurogu&Apolah (2012) recognized the basic achievement factors and difficulties of absolute quality administration (TQM) execution and proposed a fruitful quality upset in Ghana. Three fundamental issues—the board obstruction, worker opposition, and asset shortage—were recognized as head obstacles to TQM programs. Discoveries uncovered that top administration responsibility, strengthening and contribution of representatives, asset accessibility, rivalry, and expanded client mindfulness, and a well-working quality organization is a central point that is fundamental if any TQM program is to be effective. In Botswana (Zelem et al…, 2004), to inspect the issues and prospects of SMEs in carrying out TQM rehearses by surveying existing writing and gathering essential examination of issues and conceivable outcomes, test means, and standard deviations were utilized to dissect the information. The results showed that misperceptions combined with the absence of assets and key direction had thwarted TQM rehearses. Suggestions for future examination and techniques to accomplish attitudinal and social changes in SMEs were recommended.

2.3 TQM in South Africa
Total Quality Management (TQM), best known as TQM has evolved a great deal throughout the world; however, in South Africa, it has been introduced gradually to monitor, sustain and develop change according to Patrick ,Thloe and Ranoto(2014) Before 2005, valuing information on retail items were grouped straightforwardly from store the executives using a paper poll or questionaire. It was then that the field power was presented for the assortment of retail and rental costs. Quality management has been an essential piece of the Consumer Price Index (CPI) program at Statistics South Africa (Stats SA) since 2005. The quality system framework has advanced over these 10 years. While to a great extent stowed away from the client local area, it gives Stats SA certainty that the record conveys what it vows to clients

2.4 Practices of TQM
2.4.1 Leadership
The execution of each quality element depends upon the responsibility of the leaders in place and top administration of the association. According to Evans (2018), "leadership involves setting directions, developing and maintaining a leadership system, focused on customers and performance excellence." The significance of the initiative of leaders can’t be ignored as it holds the success of the organization.

2.4.2 Strategic planning
Gibson and Cassar (2005); Schwenk and Shrader (1994) contended that essential arranging is a decent administration practice necessary to the business. Storey (1998) has shown that planning strategically is vital for business endurance, execution, and development. A few investigations have reasoned that strategic planning is the way for an organization to be more successful (Gomera, Chinyamurindi, and Mishi, (2018,). Yusuf and Saffu (2005) in their investigations on modern arranging and execution in tiny firms in Ghana didn't track down any critical relationship

2.4.3 Involvement of people
Gyampah and kyapha (2013) consider people's involvement in how the information, abilities, and aptitude exemplified in representatives can be utilized to make results of the end products of the better worth of quality for customers c and along these lines work on improving the organization. When associations carry out and involve employees without discrimination, human asset rehearses successfully, it ought to straightforwardly affect their employees. It makes them have a better attitude and carries positive outcomes to the firm. Studies have tracked down a positive connection between Human resource management (HRM) and organizational success (Ichniowski, Kochan, Levine, Olson, and Strauss, 1992).

2.4.4 Customer and market focus
Small and medium enterprises are at an advantage to be in line with its clients and know the market it works in. There is the contention that independent companies can't lead research to understand what the clients need. In this cutting-edge time of globalization, clients drive the market concerning what is to be created, in what amount and quality. Hence, private ventures don't have a decision. Kuada et al (2016) have shown that shoppers in agricultural nations are "complex and aware of their privileges."
2.4.5 Measurement, analysis, and knowledge management
The data is utilized to follow and work on the enterprise's exhibition at different levels. The data should be continually refreshed so partners who might require it for investigation can generally get to the correct data to work with. For instance, flawed data gathered about clients will give wrong motions toward produce items that won't live up to clients' desires, along these lines bringing about income misfortune to the firm.

2.4.6 Process management
According to Evans et al. (2008), the administration of interaction quality is worried about how the association plans and presents items and administrations, incorporates creation and conveyance prerequisites, and deals with the exhibition of providers.

2.5 Relationship between TQM and business performance
The successful implementation of total quality management often leads to many benefits, such as reducing (non-value added cost and defects). It also improved product or service quality, increased market share, and improved employee morale, leading to customer satisfaction. Researchers identified in most studies that practices of TQM. These practices include process management and leadership combined to enhance product quality, leading to improved business performance Rahman, Aminul; Humyra; Sultana, and Chakravorty, Sujan (2018) (Sanjaya and Mayola, 2019). A study conducted by (Faris, 2018) examined the relationship between TQM elements in organizational performance in organizations in public provinces in Albahaca. The study used corporate culture as a catalyst; they found that organizational performance and TQM are significantly positive and outlined that the more effective the TQM program is implemented, the higher the organizational performance. Further studies that support this were from Ruiz, Muñoz and Peña, (2018), as they had administered a survey in organizations in public spaces. The study revealed that working together as one Department and including an organization as a whole in decision making aids in teams shifting a goal that contributes to improving organizational performance. Researchers Nazar, Ramzan, Anjum and Shahzad (2018) studied implementing a proper system to help organization operation become more efficient and effective. In addition, Sigit S and Mayola L (2019) did a similar study that proved that having weaker systems or internal controls compromises the company's internal affairs. It will be more exposed to fraud and cause errors in an organization.

3. Methods
The study followed an exploration approach since it permits the scientist to measure the discoveries. The limitation of a survey with set closed questions is that the respondent is confined to investigating just the issues introduced in the inquiries and has no opportunity to move outside the limit of the queries to explore different topics, in this way restricting in-depth analyses. The restrictions, be that as it may, might be overwhelmed by a well-established questionnaire. The survey type which was chosen was a self-administered questionnaire rather than an interviewer administered question.

3.1 Research design
The study followed a quantitative approach where data were collected utilizing questionnaires distributed to all respondents. The stability and consistency of the results collected using questionnaires have been the main reason behind selecting the quantitative approach.

3.2 Data Collection
Data collection was done using questionnaires sent to various small and medium enterprises within Maboneng, a district in Johannesburg in South Africa. The questionnaire contained different questions designed with explicit instructions on how respondents should complete them to have consistency. The questionnaire highlighted the practices or aspects involved in TQM and the performance of SMEs. Close-ended questions were mainly used to facilitate the data collection. The wording used for questionnaires was simple and to the point and familiar to the target population.

3.3 Questionnaire design
The questionnaire included a five-point Likert scale from 1) strongly disagree to 5) strongly agree, indicating disagreement or agreement on each item based on the data obtained during qualitative faces. Questionnaires were constructed to identify which factors were closely associated with TQM and its impact on the performance of SMEs, leading to competitive enterprises with consistent standards in the organization. Two hundred ten questionnaires were
distributed, and all of them were returned, making a 95% response rate of the same SMS that were randomly selected to participate in the questionnaire survey.

### 3.4 Sample and population

The population of the study included all SMEs located in South Africa. A purposive sample of 210 SMEs located in the Maboneng district in South Africa was studied. The sample selection was justified by the high number of SMEs in the district since it is one of the busiest in the country.

### 3.5 Data analysis

Data were analyzed using SPSS 25, where measures of central tendencies such as the mean and the average were calculated. Fundamental descriptive analysis has been used to portray the findings of the study. Microsoft excel was the primary tool used in the generation of graphs such as pies and tables.

### 4. Results and Discussion

#### 4.1 TQM Adoption

Table 1: Adoption of TQM

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid</th>
<th>Percent</th>
<th>Cumulative</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>96</td>
<td>47.8</td>
<td>47.8</td>
<td>47.8</td>
<td>47.8</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>105</td>
<td>52.2</td>
<td>52.2</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>201</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 1 above shows that of the enterprises which participated in the questionnaire survey, 47% have adopted TQM while the other 52.2% have not. An adoption rate of 47% indicates a below-average TQM adoption by SMEs in South Africa in the chosen area, which is an eyebrow-raiser since TQM has been introduced in the country since the 90s.

#### 4.2 Importance of adoption of TQM practices in SMEs

![basic elements of TQM](image)

**Figure 1: TQM practices adoption in SA SMEs**
The adoption of the principles practices ranges from 45% to 70% (moderate to high). Figure 1 shows that Management involvement and Customer focus are the most highly adopted, while the participation of people in decision making and quality are the least adopted. The trend indicates that satisfying the customer is an essential aspect of quality. High adoption of Management Commitment suggests that South African SMEs are trying to implement TQM. Communication and Continuous Improvement are the least adopted.

4.3 Perceived effect of TQM on performance

![Figure 2: perceived relationship of TQM and performance](image)

Respondents were asked whether they believed that a relationship existed between TQM and the performance of the organization in small business owners and business failure in South Africa. As indicated in Figure 2, 60% of the respondents believed that there is a relationship between performance and TQM instead of only 40% who do not think so.

4.4 TQM effect on performance

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>P1 Our sales are gradually increasing</strong></td>
<td>Row N %</td>
<td>0,0%</td>
<td>0,0%</td>
<td>13,4%</td>
<td>70,6%</td>
</tr>
<tr>
<td><strong>P2 We are providing better customer service</strong></td>
<td>Row N %</td>
<td>0,0%</td>
<td>0,0%</td>
<td>1,5%</td>
<td>73,6%</td>
</tr>
<tr>
<td><strong>P3 Our profit margin has increased</strong></td>
<td>Row N %</td>
<td>0,0%</td>
<td>0,5%</td>
<td>12,4%</td>
<td>70,1%</td>
</tr>
</tbody>
</table>
Our market share has increased by means of providing better quality

<table>
<thead>
<tr>
<th>Row N%</th>
<th>1.5%</th>
<th>1.0%</th>
<th>7.5%</th>
<th>61.7%</th>
<th>28.4%</th>
</tr>
</thead>
</table>

we have very few complaints from customers

<table>
<thead>
<tr>
<th>Row N%</th>
<th>1.5%</th>
<th>2.5%</th>
<th>6.0%</th>
<th>71.1%</th>
<th>18.9%</th>
</tr>
</thead>
</table>

we have an improved employee morale

<table>
<thead>
<tr>
<th>Row N%</th>
<th>1.5%</th>
<th>3.0%</th>
<th>7.5%</th>
<th>67.5%</th>
<th>20.5%</th>
</tr>
</thead>
</table>

Table 2 above depicts that TQM’s effect ranges from 60% to 95% combined (agree and strongly agree). The most effective being (P2), while improved employee morale (P6) and complaints from customers (P5) are perceived TQM to have had the most negligible effect on them. Furthermore, the table shows that market share has increased utilizing better quality (P4) and respondents express that their sales were gradually increasing (P1). It is evident that they are documenting change and improving as they grow in the market; this further gives a more apparent solution than having few complaints from customers as shared by a significant respondent's number of 71.1%.

4.5 Proposed Improvements

4.5.1 Leadership

Every one of the difficulties that were recorded associate with the management responsibility. For instance, Failure to convey the appropriate refinements for the board will likely prompt an absence of support for the employees. Distinguishing and deciding current realities, cost, and support, setting a timetable, and getting endorsement for finishing all critical factors is a fundamental initial phase in an arrangement to address difficulties and control risk management. Providing management with updated status on occasional challenges that occur in an organization is also essential.

4.5.2 Product /service quality

The feasibility audit ought to likewise incorporate risk examination to remain in front of any expected specialized or strategic issues. Ensure entire customers (internal and external) understand all client necessities (needs and wants from drawings and details. On the off chance that the organization may need different information to explain further “ill-defined situations” or ensure them, incorporate those. Try not to expect cheating into negotiating a cheaper way to arrange existing or new particulars. Arranging specifications could expand the organization's ability to create the necessary item and limit cost for the client and association.

4.5.3 Involvement of all structures.

General findings of the study were that a considerable percentage of respondents stated that they were not involved in most of the company's activities. Therefore, this Practice should be investigated further, and the following can be applied:

- Communicate to employees within the organization structures introducing instruments such as SIPOC; Supplier input process output and customer is the aiding employees understanding how each Department affects the next Department and how they will improve as structures.
- Provide better and clear communication channels within structures things such as visions and missions of the company
- Employees should learn about customer structure within those circles to help deal with the customers better.
- Prioritizing customer needs ahead of the customer's face is always right in many instances, although many entrepreneurs and employees would beg to differ.
5. Conclusion

TQM is a comprehensive and moral methodology of the organizations to constantly work on their administrations or cycles, including all partners, to fulfill their clients and further develop execution and supportability. The outcomes showed that TQM practices further develop all exhibition means of an organization. The involvement of employees does not affect the performance of the business however, it does affect the performance with their work. This is supported by the results of Saleh and Rateb (2018). Constant improvement of cycles and practices further develop employees' assurance, independence, nature of items or administration, market, and monetary execution. successfully preparing works on operational execution, worker execution, and client results. It has been discovered that entrepreneurs or pioneers who further develop social obligation additionally have better market deals or efficiency.

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Biography
Silima Tshenzhemo is a master\'s student at the University of Johannesburg, she has been on the top achievers students in the Department of Quality and Operations at the same institution.

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