

Quality Management Core Practices: A Participatory Action-Based Case Research on Non-Integrated Implementation

Abstract:

The paper describes a participatory action-based case research to analyze the effect of the easier-to-apply quality management core practices on the operational performance in contexts in which the harder-to-apply socio-behavioural infrastructure practices are in deficit. Uses collaborative core action research cycle built around thematic concerns of a workgroup and a reflection cycle to experience, reflect and interpret the outcomes of actions relating to the specific core practices. Bivariate correlation analysis is used on the data collected from survey of a group of employees, structured observations and objective data analysis to examine the relationships between the different quality management practices' categories and operational performance dimensions. Proposes that organizations should not have to wait for the socio-behavioural management, employee, customer, and supplier based infrastructure practices to be in place before applying the mechanistic and technical process and information-based quality practices.