

# Analysis of Total Quality Management dimensions towards Market Orientation in Electric Utility Industry in Malaysia: A Structural Approach

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**Abstract**— Total quality management (TQM) philosophy and principle targeting on the regular changes for customer satisfaction, were proposed to be used in guiding the change process in electric utility industry towards market orientation through quality improvement of TQM practices. The aim of this study to analyses the TQM dimensions of; employee relation, training, and customer focus towards market orientation of electric utility industry in Peninsular of Malaysia. Total of 127 questionnaires distributed and 80 questionnaires useable for further analysis. A structural approach using Partial Least Square was adopted to analyze this relationship. The findings showed that all studied variables influence market orientation. Future direction was proposed for further research.

**Index Terms**— TQM, employee relation, training, customer focus, market orientation.