

TQM, knowledge management and collaborative commerce adoption: A literature review and research framework

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This article discusses the influence of total quality management (TQM) and knowledge management (KM) on collaborative commerce (c-commerce) adoption. An extensive review of literature was carried out to develop an integrated model of TQM and KM to examine the influence of TQM and KM on c-commerce adoption. The findings provide a basis for developing a model to advance the TQM, KM and innovation adoption research literature. This study proposes a new integrated model which includes practices from both TQM and KM theories to examine if these practices will result in an improvement in the adoption of c-commerce. Organisations intending to adopt or increase the level of adoption of c-commerce will be able to make managerial decisions based on TQM and KM practices from this research. The study makes a significant contribution by combining TQM and KM models as a methodological example which is useful for practitioners to track the degree of TQM and KM effects on c-commerce adoption. This model can be used by companies to do a pre-test baseline measurement, and then periodically reassess the effects of any TQM and KM change.

Keywords: total quality management; knowledge management; collaborative commerce; innovation adoption

Introduction

Shorter product life cycles, rising customer demands and the increasing spread of distribution, manufacturing, sourcing and engineering operations in different geographic locations have increased the competitive pressure in many industries. Many companies have strived to excel in this competitive environment through the implementation of supply chain management (SCM). Mentzer defined SCM as the 'systemic, strategic coordination of the traditional business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performances of the individual companies and the supply chain as a whole' (as cited in Chou, Tan, & Yen, 2004, p. 339).

Increasingly organisations are seeking to improve their supply chain by implementing collaborative SCM. Collaborative SCM is defined by Mentzer, Foggin and Golicic (2000, pp. 53– 54) as follows:

... all companies in the supply chain are actively working together as one toward common objectives. (One individual, in fact, likened collaboration to all of the supply chain partners being under common ownership.) Participants felt strongly that collaboration was

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