

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

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FINDINGS

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TOTAL QUALITY MANAGEMENT: AN EMPIRICAL INVESTIGATION OF ISO CERTIFIED COMPANIES IN HYDERABAD

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ABSTRACT

The management in TQM implies that it's a management approach, not just a narrow quality control or quality assurance function. TQM is a very people oriented and has many implications for the study and application of organizational behavior. Some principles and practices of TQM may differ among firms and industries, but there is unanimous agreement as to the importance of leadership by management in implementing TQM. Such leadership is a pre-requisite to all strategy and action plans. Accordingly the objective of the paper is to empirically investigate the impact of leadership behavior on the success of TQM. This study limited to ISO certified companies in HYDERABAD. The sample of study consisted 180 executives and managers who are working under functional heads. The researcher used convenience sampling in selecting the subjects. The instrument used in the study was a survey questionnaire. The Correlation analysis explained a positive moderate relationship between leadership and success of TQM ($r=0.531$, $p=0.000$) That is leadership behavior of an organization is positively related to the success of TQM. According to the regression analysis, 28.2% of success of TQM is accounted for by leadership behavior. Accordingly this study implies that, the senior leaders should serve as role models in planning, communication, coaching, review of organizational performance, and employee recognition. As role models, they can reinforce values and expectations while building leadership, commitment, and initiative throughout the organization.

KEYWORDS

Total Quality Management, Leadership, Success of Total Quality Management.

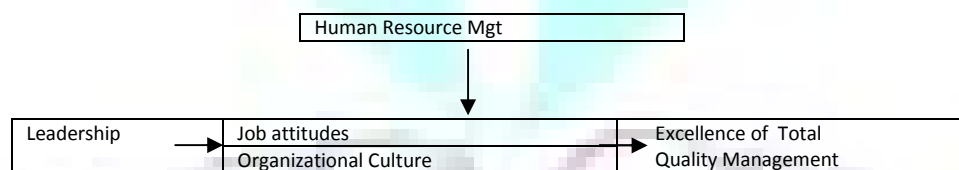
INTRODUCTION

Womack (1989) argues that after the industrial revolution of the nineteenth century and the computing revolution of the early 1980s "we are now without doubt in the midst of quality revolution" (**Wilkinson, et al, 1998**). Development in the product markets; technology, and legislation have led employers to search for new strategies and structures. Accordingly product and service quality are high on the agenda of both private and public sector organizations with quality certification and Total Quality Management emerging as key concerns. (**Wilkinson,1996**). TQM is a management approach of an organization centered on quality based on the participation of all of its members aiming at long term success through customer satisfaction and benefits to all members of the organization and to the society (**ISO 8402**). Accordingly TQM is an organization wide approach to continuously improving the quality of all the organizations, processes, products and services (**Kotler, 2000**)

Having discussed what is meant by TQM, we can look in at the two aspects of the TQM namely Hard and Soft aspects. (**Wilkinson,1998**). The hard aspect reflecting the production orientation of the quality 'gurus' emphasizes systems, data collection and measurement. It involves a range of production techniques including statistical process control, changes in the layout, design processes and procedures of the organization, and use of the seven basic TQM tools used to interpret data. (Process Flow Charting, Tally Charts, Pareto Analysis, Scatter Diagrams, Histograms, Control Charts and Cause and Effect Analysis). The soft side focuses on the management of human resources in the organization and lays particular emphasis on the need to change the culture. TQM thus emphasizes both production oriented and employee relations oriented elements.

Accordingly the management in TQM implies that TQM is a management approach, not just a narrow quality control or quality assurance function. It should be remembered that every one in the organization is involved in TQM not just project head. In other words TQM is a very people oriented and has many implications for the study and application of Organizational Behavior. An extensive review of literature indicates that the leadership, conducive work culture and positive attitudes of employees as the major factors that affect the excellence of TQM.

FIGURE: 1- MAJOR FACTORS WHICH AFFECT THE EXCELLENCE OF TQM



Source: Author developed

Some principles and practices of TQM may differ among firms and industries, but there is unanimous agreement as to the importance of leadership by top management in implementing TQM. Such leadership is a pre-requisite to all strategy and action plans. According to Juran (1989) it cannot be delegated. Those firms that have succeeded in making total quality work for them have been able to do so because of strong leadership (Juran, 1989) If moral integrity is fundamental to TQM, the TQM is the means by which it is expressed. Leadership is defined in the context of TQM as providing and driving the vision. (Mittal,1999,p:200)

DIMENSIONS

According to Schmidt and Finnigan (1992), there are twelve behaviors that successful quality leaders demonstrate. They were considered as the dimensions of the leadership behavior. These dimensions are,

- D₁ - Giving priority attention to the needs of external
- And internal customers
- D₂ - They empower rather than control
- D₃ - They emphasize improvement rather than
- Maintenance
- D₄ - They emphasize prevention rather than correction
- D₅ - They encourage collaboration rather than
- Competition
- D₆ - They train and coach, rather than direct and
- Supervise
- D₇ - They learn from problems

- D₈ - They continually try to improve communications
 D₉ - They continually demonstrate their commitment to quality
 D₁₀ - They establish organizational systems to support the quality effort.
 D₁₁ - They encourage and recognize team effort.

According to the theory TQM success is measured in five main areas of effectiveness, efficiency, productivity, quality, and non quality related measures such as defects, error rates, cost of poor quality and deliveries not on time etc (Oakland, 1995, Pp.173-187). For the purpose of the research the researcher has given his own operational definition for the success of TQM. That is TQM success is measured in terms of employee perception of the quality. Accordingly TQM success is the perception of a person to see in the production of the final product that, he should be educated in the process and should be participated with full authority and self control with the intention of being innovative, so that the ultimate product or service to be free of errors in accordance with the current prevailing quality concepts. There are seven dimensions identified for the measurement of success of TQM. They are,

- D₁ - Educative Process
 D₂ - Participative structures (Quality Circles, Action Teams etc.)
 D₃ - Greater autonomy and self control
 D₄ - Decreasing trend of errors towards zero defects
 D₅ - Adherence to quality concepts
 D₆ - Creativeness or innovativeness
 D₇ - Perception of customer satisfaction.

OBJECTIVE OF THE STUDY

The objective of this paper is to empirically investigate the impact of leadership behavior on the success of Total Quality Management. Accordingly this paper examined the following research question.

Does the leadership behavior have an impact on the success of TQM?

METHODOLOGY

THE SAMPLE

The sample of study consisted 180 executives and managers who are working under functional heads of operations, marketing, human resources, and finance departments. The researcher used convenience sampling in selecting the subjects. The subject community has all the characteristics of the type needed for in-depth study of this topic.

INSTRUMENTATION

The instrument used in the study was a survey questionnaire which consists 49 questions. The leadership behavior has been measured by a 27 item questionnaire which has been originally devised by the Xerox for its management performance survey. (Besterfield *et al*, 2005, P.51) The success of TQM has been measured by a 15 item questionnaire originally devised by the researcher for this specific study. Of 49 questions, seven were designed to gather background information of the respondents.

DATA COLLECTION AND ANALYSIS

Two hundred questionnaires along with a covering letter were distributed among the selected sample of managers and executives. It explained the purpose of the study and the importance of the participation of the employees in responding to the questionnaires.

The first stage of data analysis involved computing descriptive statistics as frequencies and percentages for analyzing characteristics of the subjects. Second a reliability analysis was done to check whether the questionnaires measure the variables reliably. The Alpha values were calculated for the same purpose. If the Alpha values are greater than 0.5, the questionnaires measure the variables reliably. (Leadership questionnaire and success of TQM questionnaire) Third a factor analysis was performed to find out the dimensions of each variable, how questions are grouped to dimensions, to find out whether any unwanted questions can be eliminated from the questionnaire. Finally the simple correlation analysis was performed to identify the relationship between leadership and success of TQM.

RESULTS

QUESTIONNAIRE RESPONSES AND THE PROFILE OF EMPLOYEES

There were 185 responses from the 200 questionnaires. It is a response rate of 93%, which is at a satisfactory level. However 180 questionnaires were selected for this analysis. It shows that 80% of the respondents were male employees while the rest were female employees. The majority of the employees appear to be within the age group of 36-50 (60%). The highest number of respondents have been employees with G C E (A/L) qualification (48%) while rest 30% and 22% of employees were degree qualifications and GCE (O/L) respectively. The respondents have been from majority group having job experience of 6-10 years. There were 85% of married and 15% unmarried employees in the sample.

RELIABILITY ANALYSIS AND FACTOR ANALYSIS

A reliability analysis was done to check whether each Questionnaire measure the variables reliably. The Chronbach's Alpha value was measured for this purpose. The results reveal that the questionnaires measure the variables reliably.

TABLE 1: SUMMARY OF RELIABILITY ANALYSIS

	Questionnaire	Alpha Value	Comment
01	Leadership Behavior Questionnaire	0.7647	acceptable
02	Success of TQM Questionnaire	0.6832	acceptable

Source: Survey data

Factor analysis is a statistical procedure to take a large number of constructs and reduce them to a smaller number of factors that describe this measure. A 'factor' is a combination of questions where shared correlation explains a certain amount of total variance. After rotation, factors are designed to demonstrate underlying similarities between groups of variables.

Three measures were considered for the analysis.

(1) Kaiser – Meyer – Olkin Measure of Sampling adequacy

KMO measure is acceptable, (KMO = 0.756) since it is higher than 0.5. Therefore the distribution of data is acceptable for performing the factor analysis.

(2) Bartlett's test of sphericity

Bartlett's test of sphericity: Significance = 0.000. This result is acceptable since data do not differ significantly from multivariate normal. That is the chance to differ occurs at $p = 0.000 < 0.05$.

(3) Component Matrix

At the beginning there were two components. But, after extracting, two variables come under one component. Therefore the entire set of questionnaire is unidimensional. It means that the questionnaire has equally measured all of the variables.

DESCRIPTIVES

The Standard Error of Mean (SEM) is less than 3.5% for all variables and the highest standard Error of mean is for leadership behavior (2.6%). The success of TQM has the highest average scores. Overall averages are above 03, and it implies that successfulness of all factors.

The following table shows a summary of the descriptives.

TABLE 2: SUMMARY OF DESCRIPTIVES

	Mean	Standard Deviation	Remarks
Leadership	4.08	0.343	Highest dispersion : Points scattered away from the mean
Success of TQM	4.15	0.248	Points scattered some what close to the mean.

Source: Survey Data

CORRELATION ANALYSIS

Scatter plots were taken to identify relationship of success of TQM with the leadership. The correlation between leadership and success of TQM is positive and significant at 1% significance level since $r = 0.530$ and $P = 0.000$.

The results of the scatter plots are commented as follows.

TABLE 3: COMMENT ON SCATTER PLOTS

Variables Involved	Correlation Co-efficient(r).	Comments
Leadership-Success of TQM	0.530	A positive correlation The points are much scattered around a straight line

Source: Survey Data

REGRESSION BETWEEN LEADERSHIP BEHAVIOUR – SUCCESS OF TQM

The analysis gives the following information.

1. $R = 0.531$, which means a moderate gradient regression line.
2. $R^2 = 0.282$, means 28% of the variance of success of TQM was accounted for by leadership.
3. Sum of squares figures explain a larger proportion of unexplained variance than explained variance.
4. $Sig F = 0.000$, which shows that a particular “F” value could occur by a chance of less than 1 in 1000.

TEST OF HYPOTHESIS

The hypothesis states as follows

“Leadership behavior of an organization is positively related to the success of TQM.”

Correlation analysis explained a positive relationship between leadership and success of TQM ($r = 0.531$, $P = 0.000$). Regression analysis also supports this by giving a value, ($B_3 = 0.236$). Hence leadership is a predictor of success of TQM ($F = 35.189$, 0.000). Hence the decision is, leadership behavior is a predictor of success of Total Quality Management.

DISCUSSION

The study reveals a moderate relationship between leadership and success of TQM ($r = 0.531$, $P = 0.000$). This is significant at 1% significance level. Hence leadership is reflected on success of TQM. The simple regression analysis describes that leadership has a positive impact on success of TQM with the strength of $B = 0.384$ ($F = 69.423$, $P = 0.000$). The leadership behavior gives a measure of success of TQM and it has a 28.2% accuracy of predicting. That is 28.2% of success of TQM is accounted for, by leadership behavior.

The distribution of the leadership shows that the Mean and standard Deviation are at favorable levels. (Mean = 4.0789, Standard Deviation = 0.3425). The Standard Deviation shows that all senior managers' leadership behavior is committed on the quality at plus or minus 0.3425 Standard Deviation level.

CONCLUSION

As far as the role of TQM leader is concerned, every managers are responsible for quality; specially senior management and the CEO, however, only latter can provide the leadership system to achieve results. Senior management has numerous responsibilities. They must practice the philosophy of management by wondering around. Management should get out of the office and visit the customers, suppliers and departments within the organization, so that managers learn what is happening with a particular customer, supplier or project. The idea is to let employees think for themselves. Senior management's role is no longer to make the final decision, but to make sure the team's decision is aligned with the quality statements of the organization. Push problem solving and decision making to the lowest appropriate level by delegating authority and responsibility. The needed resources must be provided to train employees in the TQM tools and techniques, the technical requirements of the job, appropriate equipment and security.

Senior managers must find time to celebrate the success of their organization's quality efforts by personally participating in award and recognition ceremonies. One of the duties of the managers is to establish or revise the reorganization and reward system. Senior managers must be visibly and actively engaged in the quality effort by serving on teams, coaching teams, and teaching seminars. They should lead by demonstrating, communicating, and reinforcing the quality statements. As a rule of thumb, they should spend about one third of their time on quality (Besterfield, 2003, P.32). A very important role of senior managers is listening to internal and external customers and suppliers through visits, focus groups and surveys. This information is translated in to core values and process improvement projects. Another very important role is the communication. The objective is to create awareness of the importance of TQM and provide TQM results in an ongoing manner. The TQM implementation process beings with senior management. Leadership is essential during every phase of the implementation process and particularly at the start.

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