

THE IMPACT OF LEADERSHIP ON ACHIEVING TOTAL QUALITY MANAGEMENT

M.Sc. Serafimovska H.¹, M.Sc. Ristova E.²

Goce Delcev University – Stip, Macedonia

Faculty of Mechanical Engineering – Vinica, Macedonia, Goce Delcev University – Stip

Abstract: *Total Quality Management (TQM) is a process that begins with a vision which is actively promoted by the organizational leader. Its achievement requires an effective leadership that will be in a position to build a healthy organizational culture that later under his leadership will be easily transformed into a TQM. Nowadays, an interesting topic of discussion is the quality control, the behavior and expectation of top management, the importance of leadership and its different styles, the leader's personal characteristic and so on. But, very often in spite of all the effort the TQM implementation process will end in failure because of the mistakes made by the management. These mistakes are elaborated in a separated part of this paper. The model of leadership convenient for accomplishment of the TQM program known as PDCA leadership that includes four fazes: Plan, Do, Check and Act, is also elaborated in this paper. Each of this fazes contains elements that need to be accomplished in order to achieve total realization of the TQM program.*

Keywords: *Total Quality Management, Leadership, Model of Leadership.*

1. Introduction

The principles and practices of Total Quality Management can be deferent between various industries and enterprises, but there is a universal agreement about the importance of leadership for its achievement. The use of TQM encourages employees at all levels of the organization to participate not just in resolving the problem of quality, but also in continual work improvement and achieving the projected goals. From this we can conclude that many of the activities occur in the lower levels of the organization. Yet, only the leadership of top management is in position to create a necessary organizational culture that is capable to lead and support TQM actions among employees from the lower levels of the organization. With the visionary leadership the healthy organizational culture can be easily transformed into TQM. The work of the leaders needs to be oriented from the inside to the outside of the organization, because only a healthy organization can reflect success into the environment. Though, for achieving this object, a settable model of leadership which its active application will guarantee the wanted result, is needed.

2. The importance of TQM

The process of quality improvement in an organization is in a close bond with improving of effectiveness of individuals, groups and the organization in whole. To enhance the efficiency it is needed to know what is working, to know how to work, to have all the means that are needed for getting the work done, to be able to measure the produce and to be able to get information back from all parts of the organization. Basically this is Total Quality Management. The success of the company which managed to achieve the quality control is based on these key concepts:

- concern for the consumers
- continual improvement
- process control
- taking preventive actions
- leadership and team work

Clearly leadership is one of the important concepts of TQM. The principles and practices of Total Quality Management can be deferent between various industries and enterprises, but there is a universal agreement about the importance of leadership for its achievement. Good management is a precondition for the success of strategies and planes. Those enterprises that succeeded to achieve total quality control managed that because of the strong leadership.

The leader is the one that promotes the importance of quality in the organization, provides conditions for continuous education and training of employees, as well as maintaining constant contacts with the employees, consumers and suppliers. Primarily, the leader needs to be a strong instigator of the organization, provocateur of changes, by seating aggressive goals of constant improvement and by searching for opportunities for making a larger benefit he has to primarily have the needs and expectations of the costumers. Within the organization he has to be seen as a trainer, instead of a boss. The success of the organization depends of the abilities of the leader and the behavior of the top management. In that case, it is necessary:

- to create a convenient organizational culture and selection of appropriate policies for initiation and application of quality control in an organization;
- the quality control to be a part of the activities of employees and to be formulated into a promotional plan and promoted through the organization;
- to acquire the necessary education and proper information about the quality control and how to implement it;
- to provide a system for protection of quality;
- to check if the actions for implementation of the quality control correspond with the previously determined plans and policies and if it's necessary to take corrective activities;
- to establish a control system of the individual functions if it is necessary to accomplish the control more thoroughly;
- all this instructions don't refer just to the managers; they also have to be understood, accepted and applied by the employees of all levels of the organization.

3. Reasons for failure of TQM

Oftentimes, despite the effort of the management, the implementation of Total Quality Management in an organization might fail. The reasons for failure are numerous, but generally the reasons are the following:

- The access for initiation and accomplishment of TQM has to be adjusted to the nature of every organization separately. Often the companies get instant solution from consultants for achieving this goal which is totally wrong.
- Many managers are impatient and don't understand the importance of the existence of long-term goals that additionally interfere the implementation of the process.

- The organizational culture plays out a very important role in the transformation of an organization. The inability to change the organizational culture might lead the attempt for achievement of TQM to fail.
- The managers focused on the transformation, forget to understand how to transform themselves.
- The lack of discipline in the organization inhibits its transformation.
- The accomplishment of TQM requires dedication from the managers on the inner processes in the organization. The biggest contradiction lies in the larger dedication on the inner, rather than the external processes, like maintaining continuous contacts with consumers, losing perspective of their perception, and losing their affection which is a big loss for every company.
- In many cases the managers don't realize the real importance and nature of the relation between consumers and suppliers. This relation opens the possibility for establishing mutual trust and support. This is the key to success.
- Getting a certificate for quality achievement in an organization doesn't indicate the end of the process for achieving Total Quality Management. Often managers have the feeling that they achieved work quality by getting the certificate, but, on the contrary the TQM is a process that needs to be maintained continuously.
- The quality needs to be understood at the same way between managers and employees from every level in the organization, or the implementation of TQM program will be difficult.

4. Implementation of TQM program- model of leadership

Maybe, leadership is the most important element for achieving TQM. It requires from the manager to provide an inspirational vision, strategic direction which will be understandable for all the employees, as well as setting values which will lead the lower level employees. For achieving TQM to be successful, dedication from the managers in leading the employees is needed. First of all, he has to understand the policy of TQM, to believe in it, than he has to demonstrate his belief and dedication through his daily practice. The management has to insure that his strategies, philosophy, values and goals are transmitted to all levels from the organization and that there is clearness and orientation in the functioning of employees. A key point is that TQM is initiated and led from the top management. Through creating and developing clear values of quality, dedication and personal involvement is expected. The same applies for creating and developing a good defined system method and measures of efficiency for achieving the goals. Today everybody agrees about the opinion that leadership is a necessary condition for achieving Total Quality Management. But, in what kind of relation are those two things and what leadership model is needed?

Below the model of leadership will be elaborated that by his nature and included elements is in the condition to provide total achievement of the TQM program. It is the PDCA model of leadership which includes four phases: Plan, Do, Check and Act phase.

The model starts with the Check phase.

Why the check phase is a starting point?

The Check phase is first, because of the plan for quality improvement, which in order to be developed the current condition has to be understood and noticed, also we need to get the answer of the question: where are we now? This phase is composed of two key elements: design preview and total quality audit. These two segments are based on the need for continuous improvement of products and services and continuous process improvement. In that direction design preview refers to the control of development of products and services in different stages, in this including the first and last stage and one or more of the stages in-between these two. On the other hand Total Quality audit is important because of the coordination between the quality plan and the achieved results. It opens up space for detecting new possibilities for improvement. With the check process it is controlled if there is correspondence between the defined plan and the achieved results, a primary goal that needs to be understood is: Why the results don't satisfy the expectations according to the plan? or Why are the results better than expected?

In this phase, thorough analyze and evaluation in the process of measuring is needed. The creation of a coherent system of measuring is the basic precondition for achieving effective revision of quality.

Total quality audit actually represents a quality check of the processes in the company. In the past these activities were part of the responsibilities of the department for quality, but today it is clear that they can't be delegated and they are the key elements of leadership.

The Act phase is the second step in this model of leadership and it includes the part of motivation and the part of selection. In this leadership model, the goal of the Act phase is to create an environment that will work motivational and will encourage employees to participate and give suggestions for improving the quality.

Defining the aims and policy for quality achievement, as well as the creation of quality plan are the components of the Plan phase of PDCA leadership model. The aims show where the organization wants to be in the future, while planning is creating a detailed plan for getting the wanted goal, those who are included in its accomplishment need to be part of its creation. This will contribute to straightening the organization, change of the organizational culture into the desired goal and certainty that the plan is not going to enter the executive phase, while there are negotiations between different levels of management and the team in charge for the implementation of the plan. The improvements that are expected can be categorized in the next categories:

- Improving the interests of the costumers;
- Improving the services and products;
- Process improvement (systems, technologies)
- Improvement of employees (training, education)
- Improving the relations with the consumers;
- Improving the relations with suppliers;
- Improving the measurement system;

The last phase of PDCA leadership is the Do phase. There are also two elements: communication and education; which means that the final quality plan has to be presented to all concerned parties individually and the necessary education has to be made. Besides the employees, the education also refers to the top management, while the realization of this phase means functioning of the hierarchy i.e. the team functions like an orchestra directed by the team leader, which is directed by the head of department, and the department leader is controlled by the one above him, and on the top is the companies managerial group which is in charge of the quality improvement. The creation and recognition of new possibilities for quality improvement depends on the education of employees. The positive results from the work force, and also the motivation and the capacity of the labor output are constructive parts in the process of continuous improvement and depend on the education and training of the work force.

According to the way in which the functioning of this model of leadership is thought out, we can say that the two phases can be divided in two types depending on the way it is being practiced among employees and superiors, actually from where the initiatives come. Plan, Do, and Check phase in the model reflect a type of leadership from the top to the bottom. And as such they include change in the pre-existing plans, setting new goals and so on, but they don't eliminate the participation of employees, unlike the Act phase, where the typical relation is from the bottom to the top, where the suggestions for quality improvement comes from employees. One of the most important managerial duties is to create an environment which will act motivationally and will make sure that the employees function accordingly to the set quality goals and will give suggestions for improving it. The motivation will be challenged and the dedication of employees will be visible only if the management takes instant actions and reacts appropriately to the productive ideas that come from the work force.

5. Conclusion

Quality improvement in an organization is in a close relation with improving the efficiency of individuals, groups and the organization in whole. For all of this to be achieved the most important thing is leadership. The success of the organization to achieve quality control depends on the ability and attitude of the top management. According to how it's designed, which faze it covers and what the PDCA model of leadership predicts the success by achieving the TQM program is expected.

6. References

1. Bagad, V.S. - *Total Quality Management*, Technical Publications Pune, 2008
2. Sashkin, M., Kiser, J.K. – *Putting Total Quality Management To Work – 1st Berret – Koehler ed.*, Ducochon Press 1991
3. Janakiraman, B. & Gopal, R.K. – *Total Quality Management Text And Cases*, New Delhi, PHI Learning Pvt. Ltd., 2006
4. Kumar, S. – *Total Quality Management*, New Delhi, Laxmi Publications Ltd., 2006
5. Dahlgaard, J.J., Kristensen, K., Kanji, G.K. – “TQM – leadership”, *Total Quality Management: proceedings of the first world congress*, London, Chapman & Hall, 1995
6. Dahlgaard, J.J., Kristensen, K., Kanji, G.K. - *Fundamentals of Total Quality Management: Process Analysis and Improvement*, Taylor & Francis, 2002