

Total Quality Management as a Tool for Achieving Organisational Performance

Cross Ogohi Daniel

Departments of Public Administration/ Banking and Finance, Nile University of Nigeria, Abuja, Nigeria

Abstract: *This study came to examine the impact of Total Quality management (TQM) as instrument in achieving on the organisational performance. TQM is defined as a policy that essentially aimed at establish and deliver high quality products and services that cover all their client's demands and achieve a high level of customer satisfaction. Total Quality Management (TQM) is a management is an administrative approach for firms focused on quality, in light of the cooperation and every individuals and aims at long haul accomplishment through consumer's loyalty and advantages to all individuals from the associations and society. The impact of many organisations failure to properly implement TQM by all administration level, challenges the organisation ability to organise frequent employee training have been a big problem. This research work attempt to find out the effect of TQM execution in the board inclusion, challenges disturbing the usages, impact of employee training and TQM standard application to the accomplishment of organisational goal. The key discoveries demonstrated that rehearsing TQM but it is yet to implement it to the highest level of subscribing to a quality reward system. The implementation of TQM is at the quality assurance level. It was discovered that administration inactions undermined initiative promise to quality and rendered TQM rehearsal insufficient. It is through questionnaires method and oral interview that data are collected from the aforementioned organisations. References were made to journals, related books, internet the aforementioned organization concurred that TQM have in hierarchical execution.*

Keywords: Total quality management. Organisations management, principles and performance

1. Introduction

Total Quality Management (TQM) is viewed a vital impetus in this context. This is the reason the TQM idea has caught the attention of all sides of business and industry, as well as that of lawmakers and academics. The large number of articles being published in this area is a testimony to the high level of interest in quality issues. During the previous decade, quality enhancement has turn out to be standout among the most critical organizational strategies for accomplishing organisational goal. Enhancing the quality with which a firm can convey its items and administrations is basic for competing in an extending worldwide market. TQM starts with the essential assumption that employees in firms must cooperate with one another in order to realize quality for the needs of the buyer. One can accomplish quality by controlling assembling/benefits procedure to anticipate defects TQM by that as it may be, does not just comprise of value instrument and system, Business experienced gigantic has change and upgrades tremendously in quality and has moved towards becoming as one of the basic techniques that could be executed in any organisation competitive advantage. In addition, because of the continuous increase in global labour market, organisations must improve their product and services quality in order to survive within other competitors. In order to improve organisational performance, and for the reasons for enhancing customer loyalty; a few aggregate quality administration rehearses were actualized.

Total Quality Management (TQM) is depend on; that all association staff ought to team up with one other for the reason of creating high quality products and services in other to meet client request. One system that could be actualised in order to minimize mistakes is by controlling procedure of assembling. Add up to Total Quality management comprises of few quality instruments and technique, in adding to

various values and beliefs that all staff within the organisation shares (Gharakhani et al., 2013)^[2]. Any association in any line of business requires a quality management program or some sort of quality program or some kind of valued program that is organised from top management down to the lowest level of employee.

With each particular dimension within an organization requires quality processes models, this individual quality processes should be well structured and set up dependent on the standard of the general quality administration. One of such quality projects is Total Quality Management (TQM). Total quality management is seen as a holistic approach to managing project. It includes continuous improvement, preparing and re-preparing of staff, client satisfaction, top administrations support, defect-free product at first trial, elimination of rework, cost effectiveness etc. This could be clarified due to the fact that total quality management has diverse definitions according with individual thought about TQM term. Different investigations were led in order to recognise the connection between practices of aggregate quality management and the performance of organisations which is the primary aim of our research. The scope of the examination includes various kinds of ventures such as financial, operational and quality performance. Such studies specified that there are positive relation between the actual implementation of TQM and the organisational performance, in which when certain organisation applies total quality management approach in effective way then its administration and employees' performance will be essentially enhanced.

Business environment has experienced tremendous changes and improvement in quality and has become one of the key strategies that could be applied in any firm in order to accomplish its competitive advantage. What is more, in view of the ceaseless increment in worldwide work advertisement, association must enhance their item and administrations

quality so as to get by inside different competitors. In order to improve organisational performance, and for the aim of improving customer satisfaction; numerous total Quality management practices were implemented. This study is designed to ascertain the application of total quality management as a tool for achieving Organisational Performance. In particular, the study will attempt to satisfy the following objectives: To determine the extent to which the principles of TQM are implemented on the organisational performance and also to identify the impact of TQM implementation on the organisational performance.

2. Literature Review

2.1 Concept of Total Quality Management

The total quality management notion was perceived early in Japan in the late 1930s precisely after the World War II. After that, numerous firms in the industrial sector were focused on improving quality and exploiting tools that directly aim to control quality at these firms (Abuzaid, 2015^[1]; Talib et al., 2010)^[7]. Likewise, both USA and UK recognised the idea of quality management (QM) especially in manufacturing sector in those countries.

In this respect, TQM has been known generally in several international standards such as in the ISO 9000 and the idea of QM was mainly accepted these principles.

The subject quality management is broad, many of researchers who defined the concept. The Chartered Quality Institute describes TQM as organizational management viewpoint which enables it to meet stakeholder needs and expectations competently and effectively, without having to compromise ethical values. The American Society for Quality looks to TQM as a management approach to long-term success through customer satisfaction. TQM is a management viewpoint that seeks to assimilate all organizational functions that is marketing, finance, design, engineering, and manufacture, customer service, to focus on assembly customer needs and structural objectives. It views an organization as a body of processes. Total Quality Management (TQM) is a management methods used to improve quality and performance in organizations, mostly businesses. TQM is a complete system approach that works in a straight line in an organization, involving all departments and employees and extending backward and forward to include both suppliers and clients/customers. TQM is only one of many contractions used to label management systems that focus on quality (Yusuf, 2007)^[10].

The importance of quality in today's competitive environment such as Nigeria cannot be over-emphasis. Total quality management also involves all organisation staff associates in the process of covering client expectation through using critical thinking technique to improve the nature of every single authoritative item and administration. The primary focus of total quality management idea is to achieve a complete mixing among organisational staff and their functions in order to gain better improvement, progress and preservation of products and services quality to realise customer satisfaction (Talib, 2013)^[8]. Many literature ((Talib et al., 2012)^[6] provide various notion on TQM;

however all of which have similar basic elements. TQM measured customer as the key focus in every decision-making strategy. Moreover, one of the most vital elements that ensure the success of TQM practices is the management assurance. Other essential organisational situations to achieve TQM success are organisational culture and alterations.

However, he also pointed out that quality control does not end with the finished product, rather it continuous after the product has been produced until it reaches the consumers, as he said, "we have what we call" "quality assurance". We monitor how the product travel, how they react to different types of storage, their effective shell life, appearance and acceptability.

Talib and Rahman(2010)^[7] propose a TQM display which recognised as "segment of TQM" display. They cleared up the fundamental practice that could upgrade the execution of organisation. TQM practices incorporate commitment of top- administration management, focus on customers, training and education, uninterrupted improvement of product, supplier's management,. The outputs are the improved performance and quality, the attainment of high level client satisfaction, the improved client loyalty and on-time delivery. Generally, all TQM models indicated that each managerial action is consisting of planning, implementing and evaluating processes. There is an agreement view that firms should be able to follow a number of principles in an incorporated way for successful TQM implementation .Also, to determine acute factors of total quality management, many studies have been made and different instruments were been developed by individual researchers.

The researcher selected the following eight TQ principles: - customer focus, TQM, continuous improvement, employee involvement, and fact based management, process management, strategic quality management, and supplier involvement. Total quality management principle, Supplier management; an organization and its suppliers are independent and working together in partnering environment, and strive toward the same goal which is satisfying the end user.

This is demonstrated by firm-supplier Company, product quality as the standard for supplier selection, participation in suppliers, communication with suppliers, understanding of supplier performance, and supplier quality audit. Process management; desired outcome can be achieved more efficiently and effectively when resources and activities are managed as a process-related.

This can be attained by: classifying the activities needed to achieve the anticipated result, and degree the inputs and outputs of the process, and to identify the communication channels of main activities of the business, and the risk valuation results and the possible impacts of operations on customers, suppliers and other stakeholders, define clearly the responsibilities and authorities of the of the management of main activities.

2.2 Total Quality Management philosophy

Derives its strength from the commitment of senior management in the application of total quality management in various organized activities. TQM play a key role in the founding of a clear future vision of the facility, the development of common values, justice and models of moral principles at all levels of the facility and maintain them, build trust and eliminate fear, and support personnel with the necessary resources and adequate training and motivating of employees and encourage the spirit of enthusiasm in them and appreciate the positive efforts, encouraging free communication, and also improve awareness, education, training of workers, and exhibit their commitment to quality by example.

Strategic Quality Planning: - Firms today face an uninterrupted barrage of requests to better their quality. Strategic Quality Planning is a procedure that quality departments, quality managers and professionals assume any organizations to classify the "right" quality initiatives to best manage quality today and on into the future. It includes following criteria: external and internal environmental analysis, development of quality mission, development of quality policy, development of quality strategic objectives, development of strategic quality plan, implementation of quality strategy and monitoring and evaluation of quality strategy.

Employee involvement: Employee involvement is necessary for the success of quality programs. It can be achieved by using of work teams, considering for opportunities to raise the level of employee's capability, sharing experience and also information between the teams and individuals and focusing on employee's motivation and loyalty. Research absorbed on the following quality enhancement activities such as: education, training, teamwork, employee suggestions and employee commitment.

Continuous improvement is a major component of TQM. Which can lead to improved and also higher quality processes? Improvement ensures organisations find new methods and techniques in producing higher quality products, and services, be more competitive, as well as exceed customer expectations at all time. Continuous improvement is designed to ensure efficient and effective utilization of the resources of the organization and to achieve a quality driven culture. Fact-Based management Organizations of all sizes and types will often succeed or fail on the quality of their decision-making; we need to adopt a fact-based decision-making model which involves making considerable initial prominence on the gathering of facts, evidence, figures and data. Effective decisions are based on information and data analysis.

It is also achieved by collecting and measurement of data and information related to the purpose, and to guarantee the accuracy and validity of the information, and data and also easy access and analysis of the methods, and realising the importance of using appropriate statistical techniques, and decision making which builds on the results of logical analysis. Total Quality Management (TQM) Tools and Techniques need a new-ending process of continuous

improvement. The end goal is perfection, which may never be achieved but is always sought. The concept of continuous improvement has become the corner stone of the Japanese use the term "kaizen" to describe the on-going process of continuous improvement. Some of the best known market leaders in various firms in operations and production benchmarked are General motors in (Automobiles), Kodak in (photography), IBM in (Computers), Xerox in (copying) and Procter and Gamble in (consumer package goods). The benchmarking process usually involves the following steps:- Analyse the data so gathered from the benchmark organization and compare it with your own activity. Identify some firms which surpasses in quality in that aspect. That firm would become your benchmark for that area for improvement and quality. Study the organization carefully and especially its benchmark activity. **Outsourcing:** It can be define as the process of subcontracting operations and services to other organisations that can do them better or cheaper (or both). If a firm performs each of its own administrative and business services and operations, it is most certain to be doing at some of them in an inefficient and/or low quality manner. **Statistical Quality Control (SQC):** SQC is primarily concerned with managing quality. It is a lot of explicit statistical techniques that can be utilize to monitor quality. Acceptance sampling involves sampling completed goods to guarantee that quality standard has been met. Acceptance sampling is compelling only when the right percentage of item that should be tested (for instance, 2.5 or 25 percent) is resolved. This decision is vital particularly when the test renders the item useless.

Quality Function Deployment (QFD): The Quality function deployment defines the relationship between the customer's wants and the products supplied. Defining the relationship clearly is the most important step in building a first-class production system. **Taguchi Technique:** - Termed after a Japanese engineer, Genichi Taguchi. This approach is built around three concepts, namely, quality robustness, quality loss factor and target oriented quality.

Speed: - Speed it refers to time needed by organisations to get something accomplished without sacrificing its quality. Organization which produces faster distributes faster and adapts to new ways of doing things faster will be ahead of competition. A good illustration of the power of speed comes from General Electric. At one point the firm needed six plants and three weeks to produce and deliver customer-made industrial circuit breaker boxes. By making speed a priority, the same product can now be delivered in three days and only a single plant is involved.

ISO 9000: - It is a useful technique for improving quality of product and services. ISO 9000 can be refers to a set of quality standards created by the international organization for standardization. There are five set of standards covering areas such as product testing, employee training, record keeping, supplier relations, and repair policies and procedures. Firms that want to meet these standards apply for certification and are audited by a firm chosen by the organizations domestic affiliate (in the United States, this is the American National Standards Institute). These auditors review every aspect of the firms' business

operations in relation to the standards. Contributions of (TQM) Total Quality Management the field of TQM is littered with gurus and consultants, each expounding his own philosophy and approach.

While each philosophy shares the core set of defining characteristics of TQM, there are important differences and contradictions. Before setting out on the TQM road, it is helpful to gain an understanding of the philosophies of the main gurus. Making consistency of direction for improvement of every product and services. Adopting the new philosophy put a stop to the practice of awarding business on price alone instead it minimize total cost by working with single supplier which then stops the dependency on inspection to achieve quality. It also helps in putting everybody in the company to work accomplishment of the transformation.

Organizational Performance one of the key elements to achieve an effective organisational management processes is the performance measurement. The performance of any organisation can be directly related to its ability for the organisation to be able to achieve their stated objectives. The performance of organisations was largely neglected in past research, whereas some others who were discussing the organisational performance with reference to the financial performance only.

Discussing the organisational performance through measuring both financial and market harmonic performance which includes the return on investment measures (ROI), sales profit and growth and market share progress. One point must be also stated here is that the organisational performance could be measured either depending on operational performance in this case which is referring to the whole performance of one organisation that includes financial performance, customer satisfaction and effectiveness of product. Relationship between TQM and Organization Performance

3. Conceptual Theories

Several theories can be used to explain the link between total quality management and organisational performance. Deming's theory; this theory rest upon fourteen identified point of management style, the system of profound knowledge, and also Stewart cycle. He is known for his ratio-quality is equal to the result of work efforts over the total costs. He have example, if a firm is to focus on costs alone the problem is that cost will rise while quality will be poor.

The theory is based on the following; System appreciation; it is the understanding of the way the company's processes and system works. Variation knowledge; an understanding of the occurring variation and its courses. Knowledge theory; to understand what to know. Psychology knowledge; the ability to understand the human nature. Crosby's theory; Philip Crosby started that much like Deming's if you spend money on production quality, it is money that is well spend. Crosby based on the following principles. define quality as observance to quality. Prevention is the best way to ensure

quality of product. Zero defects is the standard of quality. Quality is measured by the price of non-conformity.

4. Empirical Review

There are many articles, studies, and surveys that describe the roles of quality in enhancing the organisational performance It's quite obvious that industrialised and service industries performances are been impacted by a positive association between TQM implementation and organizational performance.

Five (5) of TQM principles, customer focus, continuous improvement; top management commitment, employee involvement, and product innovation have a significantly positive effect on product quality, recommending the use of reward and recognition for involving employees in TQM efforts. Sadikoglu and Olcay (2014)^[5] mention that different TQM practices significantly affect different performance outcomes and the main obstacles he stated were lack of employee involvement, awareness and commitment of the employees, and also inappropriate firm structure, and lack of the resources.

For instance some of the recent study of Talib & Qurish (2013)^[8] who reviewed a relationship between total quality management practice and quality performance in Indian services companies. The study found out that TQM goes hand in hand with quality performances and also that quality culture was been perceived as the dominant TQM practice in other to have a quality performance.

Flynn et al (1994)^[9] examine the importance of TQM practices on organisational performance and came to the conclusion that TQM practices can lead to both negative and positive motivation outcome for the workers. In contrast, the study conducted by Sachdeva, et al. (2007)^[4] on the impact of total quality management procedure on operational performance of manufacturing and services firms.

Revealed that operational performance views leadership, customer focus, strategic planning process, information and analysis and quality management are statistically significant in any kind of industries. Also the practices of TQM model in both manufacturing and services organisations is necessary to maintain the high quality of the work and as well as improve the competition level in the society as a whole.

(Sachdeva, et al. (2007)^[4] indicated that the Jordanian private hospitals applying the total quality management practices with high degree. The highest focus of private hospitals within total quality management practices is on customer orientation, supplier management, and high support from top management to the quality efforts and a concern from the target hospitals in participation of employees in quality management activities. According to Parast (2010)^[3] when companies' judge product quality effectiveness internally they measure it in terms of defects rate, rework cost, scrapes cost.

Many authors have claimed that an important part of ensuring that TQM leads to sustained improvements in any

organizational profitability is that direct quantitative measures of manufacturing should be used to assess the effectiveness of managers' efforts to manage the development and implementation of TQM programmes or models. With the growing awareness that quality of final products and services is a strategic competitive variable, organisations have recognized also that the concept of high quality must be applied to production processes to generate quality products and minimize costs effectively.

TQM has progressed as a philosophy that emphasizes the need and importance of providing customers with highly valued products and services at every time and to do so organisations have to improve in efficiency by way of eliminating waste, reducing lead times at all stages of the production process, reducing costs, training and developing people.

5. Statement of the Problem

Disregarding of the various achievement recorded by firms in product production and service delivery (i.e. oil corporations, cement firms, breweries organisations, pharmaceuticals firms, banking sectors etc.) a number of companies that attempted a variety of quality improvement efforts by adopting Total Quality Management (TQM) tools and techniques such as speed, outsourcing, benchmarking, Taguchi techniques Quality function deployment (QFD), Cause –and -effect, Pareto analysis, Flow diagrams, Statistical Process Control and ISO 9000, but they have not achieved any or most of the expected outcomes of high profit, increased market share amongst others. Gone are days when organizations could rest on their Honours and claim to hold franchise to best quality productions and services. The repeatedly wave of technological and environmental change have twisted several organizations into passers-by on the road to success and have made their assemblies, processes and skill to develop progressively less accomplished to the ever-changing truths of the expectations and demands of modern customers. The acceptance of TQM by administrations has been hampered due to nonfulfillment with the procedure and principles of TQM operation.

While some organizations, path TQM like a program which they assume to function and complete the by itself, others have used indifferent approach to it, by using some bits and pieces of the principles. This has counted for the failure of most organization in meeting their expected target from implementing this ideology.

6. Methodology

The paper adopted a singular source of data collection. The secondary source of data generation, which include the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials relevant to work. The data was analysed using the content analysis approach. This is because of its major dependence on the secondary source data.

7. Conclusion

This study is directly focusing on examining the relation between the total quality management and organisational performance. Several past researches have clarified the relation between TQM and the organisational performance especially the financial performance. Such researches indicated that when one organisation implements TQM in effective way, then its performance will be largely enhanced from several aspects. In a review of the literature covering the impact of total quality management on organisational performance indicated that there is a positive direct relation between TQM and organisational performance, however, indicated that TQM practices could hinder organisations to achieve their goals. However, the main key conclusions that can be taken from this research article are that customer satisfaction and also quality performance of products and services can be improve by implementing different quality initiatives at organisations.

The strategy of TQM that focusses on improving the customer satisfaction levels will directly enhance the organisational performances and that Leadership commitment is considered a key element for guaranteeing a successful implementation of TQM practices at organisations. Though this research is directly aim at distinguishing the relation between TQM and organisational performance, but several factors directly affected organisational performance were neglected such as organisation size, culture and level of innovation.

Therefore, future researches could study the impact of TQM on organisational performance in wider scope by investigating the influences of the above mentioned factors on employee's performance. Another research focus should be carried out in other to study the implementation of TQM in the business sector to provide a better understanding of TQM implementation.

8. Recommendations

Total Quality Management (TQM) philosophy has come to stay. Organization that seeks for sustainable competitive advantage should endeavour to adopt TQM principle of customer orientation, management by facts; people based management, continuous improvement and producing at lower cost.

A TQM team to determine which technique and tool to be adopted at a particular time is put in place to ensure focus and realization of organizational goals. Top management commitment and leaderships on a daily basis by organization is also crucial. Based on the above, the paper recommendations are as follows; What matters most to customers i.e. customer orientation should be seriously taken into consideration when making TQM decisions that require the application of its techniques or tools such as benchmarking, outsourcing, statistical quality control (SQC), speed etc. by the organization's management.

This is so because the products are meant to be consumed by the customers; thereby they should be treated as the "King". Quality is defined by the customers or client and

customers' requirement should be the ultimate purpose. Employee involvement on issues relating to sharing information, knowledge, rewards i.e. participate management to guarantee sound and effective decision making to yield quality products and services delivery in Mira cool water manufacturing firms is important.

Hence this will lead to goal attainment of high market share, high profit attainment, growth and customer satisfaction amongst others. Organizations' management should consider this with all seriousness. Firms in Nigeria should endeavour to constitute self-directed work teams with autonomy over the execution of tasks and to control key variance in the work process that will hinder high quality attainment in product and service delivery. Adopted procedure for discharging tasks should not be compromised by them in order to enhance organizational effectiveness.

References

- [1] Abuzaid, Ahmad Nasser. (2015). Examination the impact of total quality management practices in achieving strategic agility: applied study on the Jordanian private hospitals, *European Journal of Business and Management*, 7 (.27), pp: 87-96.
- [2] Gharakhani1,Davood, Rahmati, Hossein, Farrokhi, RezaMohammad, & Farahmandian, Arshad. (2013). Total Quality Management and Organizational Performance. *American Journal of Industrial Engineering*, 1, (3), pp: 46-50 . <http://pubs.sciepub.com/ajie/1/3/2>.
- [3] Parast, M.M. (2010). ?The effect of six sigma projects on innovation and firm performance? *International Journal of Project Management*, pp 1-11.
- [4] Sachdeva A., et al. (2007) Impact of ISO 9000 Certification on Performance of SMEs: A Study of Indian Industry, *International Journal of Management Practice*. 2 (3) 226-239.
- [5] Sadikoglu, Esin. and Oclay,Hilal. (2014).The Effects of Total Quality Management Practices on Performance and the Reasons of and Barriers to TQM Practices in Turkey, *Advances in Decision Sciences*.Hindawi Pblishng Corporation. Doi: <https://www.hindawi.com/journals/ads/2014/537605/>
- [6] Talib F., et al. (2012).Total Quality Management in Service Sector: A Literature Review. *International Journal of Business Innovation and Research*. 6 (3) 259-301.
- [7] Talib F., and Rahman Z., (2010).Critical Success Factors of TQM in Service Organizations: A Proposed Model. *Services Marketing Quarterly*. 31 (3) 363-380.
- [8] Talib, F. (2013).An overview of total quality management: understanding the fundamentals in service organization, *International Journal of Advanced Quality Management*, Volume 1, Issue 1, pp. 1-20, Article ID Mgmt-58.
- [9] Flynn, Barbar B, Roger G Schroeder, & Sadao Sakakibara (1994). A framework for quality management research and an associated measurement instrument, *Journal of Operations Management*.11 (4), pp::339-366

- [10] Yusuf Y., (2007). Implementation of TQM in China and Organizational Performance: An Empirical Investigation. *Total Quality Management*. 18 (5) 509-530

Author Profile



Cross Ogohi Daniel is a Head of Department of Public Administration/ Banking & Finance at Nile University of Nigeria, Abuja. He is a seasoned Human Resources Manager with over 15 years of experience in human resource management. He has had the opportunity to transform the mundane activities of human resources for various organizations across the globe. He holds an MBA degree in management and a PhD degree in management from the prestigious university of Nigeria, Nsukka. His research interests are primarily in the areas of Human Resource Management, Quantitative Techniques, Management Theories, Entrepreneurship Development, Strategic Management, Feasibility Study and Market Research and Organizational Justice. He is widely published in reputable national and international journals.