

Identification of Critical Success Factors for Total Quality Management Implementation in Organizations

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TQM is described as a collective, interlinked system of quality practices that is associated with organizational performance and customer satisfaction [1-3]. Some authors have argued that TQM has little to do with the actual improvement of performance and some view TQM as a fad. Total quality management (TQM) principles and techniques are now a well-accepted part of almost every manager's "tool kit" [4]. According to Choi and Eboch, TQM is a pathway to organizational performance and customer satisfaction. There are four areas of management practices within the TQM system to assess: management of process quality, human resources management, strategic quality planning, and information and analysis. An integrated TQM can be viewed as a composite of the following seven constructs i.e. top management commitment; quality measurement and benchmarking; process management; product design; employee training and empowerment; supplier quality management and customer involvement and satisfaction. TQM is a proven systematic approach to the improvements of the organization's overall business process, including quality of products and services [5]. The transformation to a TQM organization depends on the extent to which firms successfully implement certain quality management practices. TQM practices include top management support; customer relationship, supplier relationship, workforce management, quality information, product/service design, and process management [6]. CSFs are those which are critical to success of any organization in the sense that, if objectives associated with the factors are not achieved, the organization will fail perhaps catastrophically. CSFs represent the essential ingredients without which a project stands little chance of success [7]. Critical success factor are: the role of management leadership and quality policy, supplier management, process management, customer focus, training, employee relations, product=service design, quality data, role of quality department, human resource management and development, design and conformance, cross functional quality teams, bench marking and information and analysis [8]. Improving the quality of products and services is fundamental to a firm's business success. In an attempt to improve quality, firms have pursued many continuous improvement programs, most notably total quality management and more recently, Six Sigma. According to Coronado and Antony Six Sigma is defined as a business improvement strategy used to improved business profitability, drive out waste' to reduce cost of poor quality and to improve the effectiveness and efficiency of all the operations, so as to meet or even exceed the customers' needs and expectations. Six Sigma principles and methods involve six sigma role structure, Six Sigma structured improvement procedure, and Six Sigma focus on metrics. The definitions of both quality and TQM have been debated for many years by quality management researchers and a number of definitions have emerged [9]. Many firms have found that adding a six-sigma program to their current business gives them all, or almost all, of the elements of a TQM program. However, there is still no universal agreement on these definitions. Quality management consists of a set of components: critical factors, tools, techniques and practices. TQM is rather than a mere set of factors, a network of interdependent components, a management system consisting of critical factors, techniques and tools. TQM is much more than a number of critical

factors; it also includes other components, such as tools and techniques for quality improvement [10]. Many firms are focusing on TQM as a means of improving profits, market share and competitiveness.

Historically, the on-going debate over the various definitions of quality and their implications for manufacturing and service industries is further complicated by the lack of a widely accepted definition and an implementation framework for TQM. Some authors focused on the technical and programmatic properties of TQM, while others look at the general management philosophy so there was the broad range of approaches used by various TQM authors. One of the biggest differences between six sigma and TQM is that previous philosophies focused on fixing the problem and did not worry about the cost. The exploration by different creators demonstrates both qualities and shortcomings of TQM, for none of them offers the answers for every one of the issues experienced by firms.

Previous studies show, organization wide change often goes against the strong values held dears by members in the organization, that is, the change may go against how members believe things should be done. This behavior can be the result of different facts i.e. technical, political, individual and organizational. Although there is some agreement over which factors constitute TQM, different studies still produced different sets of TQM factors, which may have arisen from certain differences in the definitional or methodological approaches taken by various researchers. Six Sigma cannot be treated as yet another stand-alone activity. It requires adherence to a whole philosophy rather than just a usage a few tools and techniques of quality improvement. Management leadership, training, employees' participation, process management, planning and quality measures for continuous improvement are some common issues that was observed. Several organizations failed in their campaigns because of many reasons like lack of top management commitment, ignoring customers etc. TQM is a sure bet to reverse poor performance, but when it did not yield the expected results, it was deemed a failure. Four major areas where management can show their support on the TQM implementations are allocation of budget and resources, control through visibility, monitoring progress, organizational change. CSFs can be defined as the critical areas which organization must accomplish to achieve its mission by examination and categorization of their impacts. Thus, in the current study they can be viewed as those things that must go right in order to ensure the successful implementation of TQM [11].

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Problems identified in previous studies shows, lack of management commitment and management understanding on quality, lack of awareness on the benefits of TQM implementation in the organization, Inadequate knowledge of TQM and improper understanding of the measurement techniques that are used to measure the effectiveness of TQM implementation, lack of clarity in the guideline, implementation plan and implementation methods, lack of understanding about the positive results of continuous improvement and ignoring the importance of customers. TQM implementations fail on account of absence of senior administration cooperation, absence of vision and arranging, absence of lucidity in estimation frameworks/absence of genuine business quantifiable and absence of genuine individual's inclusion. Choosing a proper time period for examining the performance is the critical issues in linking TQM to financial performance. A lack of research with regard to some critical factors of TQM implementation e.g. employees satisfaction, product design and building teams and solving problems, and this could be due to the fact that these factors are related to any new managerial approach such as JIT and ERP, not necessarily to TQM only. There is little synergy developed between these three fields and few empirical evidences focusing on the relationship between TQM, learning orientation and market performance [12]. Organizational lack of information and data on the critical success factors are an obstacle in implementing TQM effectively and successfully.

Critical analysis shows, implementing TQM is a major organizational change that requires a transformation in the organization's culture, processes, strategic priorities, and beliefs, among others. A study on the critical success factors of TQM implementation is needed because there appears to be a wide variation in TQM results. Relationship between the soft elements of critical success factors on TQM tangible effects influences by soft elements activities such as culture, trust, teamwork, employment continuity, education and training, top management leadership for quality and continuous improvement, employee involvement and customer satisfaction. To make good use of personnel is difficult, but it is an issue that is required and must be overcome. Upper management, organization infrastructure, training and statistical tools as the major components for a successful six sigma implementation. A communication plan is important in order to involve the personnel with the six sigma initiative by showing them how it works, how it is related to their jobs and the benefits from it. By doing this, resistance to change can be reduced. CSFs of TQM are latent variables and cannot be measured directly. For example, top management commitment to quality is a CSF that cannot be measured directly. However, when top management is committed to quality, adequate resources will be allocated to quality improvement efforts. Thus, allocation of adequate resources to quality improvement efforts can be one of the manifestations of top management commitment to quality. There is a lack of a well-established framework to identify CSFs and guide researchers. The effectiveness of TQM implementation involves defining and deployment of several key elements. They include both the "soft" aspects of leadership, employee empowerment culture and the "hard" aspects which include the systems, improvement tools and techniques. Beat administration duty was the most vital achievement figure though preparing and training is the most basic element. Shortcomings recognized were absence of familiarity with quality at the administration level and absence of worker association. Many of the criticisms associated with TQM were the result of improper implementation. Several critical issues which may improve the possibility for successful implementation of TQM have identified i.e. the importance of management commitment and management

understanding of quality, understanding of TQM guidelines, methods and implementation plan, the benefits of TQM implementation, understanding of TQM philosophy and its measurement techniques, understanding that customers are key to the organizational success, understanding the importance of continuous improvement and incorporating it into the system. CSFs for TQM implementation in the SMEs are management leadership, continuous improvement system, measurement and feedback, improvement tools and techniques, supplier quality assurance, human resource development, systems and processes, resources, education and training, and work environment and culture. As a strategic factors top management commitment, organizational culture, leadership, continuous improvement, quality goals and policy, resources value addition process and benchmarking have impact on TQM. As a tactical factors employee empowerment, employee involvement, employee training, team building and problem solving, use of information technology to collect and analyze quality data, supplier quality, supplier relationships, integration with other systems and assessment of performance of suppliers. The least important or less critical factors are classified as operational factors and it includes product and service design, process control, management of customer relationships, customer orientation, customer and market knowledge, realistic TQM implementation schedule, resources conservation and utilization, inspection and checking work and enterprise performance metrics for TQM. Theoretically, TQM components must be considered by managers who desire to successfully implement TQM within their firms. The greater part of the venture bombs because of poor administration abilities, setting plans, setting and keeping standard procedures, deciding the meeting's parts and obligations, or undesired facilitative practices. The objective of firms ought to be to continually enhance their administrations and items for the customer. It is wasteful to implement TQM practices mainly for show or to please the customer.

Practically, the benefits of the implementation of TQM are reductions in manufacturing costs, reductions in scrap, and reductions in overhead costs. The degree of visibility and support that management takes in implementing a total quality environment is critical to the success of TQM implementation. Putting top management commitment to TQM is the base or foundation. Without a strong foundation, the house will never stand. Once the foundation is in place, attention should be given to employee training and empowerment, quality measurement and benchmarking, process management, and customer involvement and satisfaction.

In a conclusion, TQM concept is a proven systematic approach to the improvements of the organization's overall business process, including product and services. TQM addresses overall organizational performance and recognizes the importance of processes along with customer-supplier interfaces, both internally and externally. Managers must be familiar with critical factors and methods in order to successfully implement them. TQM has been both praised for its ingenuity and criticized for a lack of measurable results. But that lack of results can be due to the fact that TQM is often misunderstood. TQM critical success factors (CSFs) should be implemented holistically rather than on a piecemeal basis to get the full potential of the TQM. Moreover, the review emphasizes the need to link CSF to organizational performance to achieve the success of TQM implementation. Managers need to know which aspects they must consider to successfully develop critical success factors of TQM in their firms.

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