

# A Review on Total Quality Leadership in TQM Practices- Industrial Management and Organizations

Ravishankar S Ulle  
GSSSIETW, Department of MBA, VTU,  
Belgaum, India

A.N.Santosh Kumar  
Dept. of Mechanical Engineerig, S.J.C.E,  
Mysore, India

## Abstract-

*Management of quality in organizations, leadership theories though practiced, have not explicitly focused on the role of leaders as a manager of quality. This article develops a theory of leadership, focusing on leader traits, values and behavior based on underlying TQM principles. Leadership literatures are identified and discussed. Viewing leadership as a key visionary role, leaders have been seen as resource managers, task managers, communicators, inspirers, and information processors, but not as TQM leaders. This study contributes to the literature by examining both the traits and behaviors of leaders as TQM leaders. The core principles of TQM are addressed and a number of propositions developed, identifying both generic and specific leader behaviors in the domains of customer focus, team dynamics, employee participation and continuous system improvement. This is a conceptual study, and hence there is no empirical study is carried out. It does provide a foundation on future research purposes.*

**KEY WORDS:** Leadership, Quality management, TQM practices, Total Quality Leadership

## I- INTRODUCTION

Leadership is not only creating a vision, but also ensures to translate into a reality through excellence of execution. The ability of a leader to build a strong base, develop and lead a long-term vision for the organization, driven by ever changing customer requirements, are guided by the interrelated core values and concepts.

TQM is successful in organizations by sustained leadership with a purpose, communication among teams and total commitment by the top management which focus on the customer satisfaction. In the current management system, lots of problems are solved in the adhoc manner resulting in the poor organizational efficiency. TQM leaders set directions and create a customer focus, clear, visible values and sets high expectations. The TQM leader ensures formulation of strategies, policies and techniques for achieving excellent performance, stimulating excellence, building knowledge and capabilities among employees.

TQM leaders inspire, motivate and encourage entire workforce to contribute, to develop, to learn, to innovate and to embrace change. TQM leaders serve as a role model through their ethics, commitment, and involvement in planning, communicating and coaching the workforce.

## II- CHARACTERISTICS OF TQM LEADERS:

- Values: Integrity, Trust and Culture
  - They demonstrate commitment to quality.
- Vision: Strategic Focus
  - They establish organizational systems and approaches to support quality effort.
- Inspiration: Charisma, Communications Skills, Role Model, Motivational and Mentor
  - They encourage and recognize team effort.
  - They train and coach, rather than supervise and direct.
- Innovative: Change Agent
  - They continually improve communications and learn from problems.
- Systems View: Interactive
  - They emphasize prevention and improvement rather than cure and maintenance.
- Empowering: Focus on Employees
  - They empower, rather than control.
- Customer Focus: Society
  - They give attention to internal and external customers' needs.
- Business and Quality Knowledge
  - They encourage collaboration rather than competition.

## III- CRITICAL FACTORS OF ORGANIZATIONAL EFFECTIVENESS-LEADERSHIP

Leadership is one of the basic and the most important needs in every organization. It is often considered as the solution to most organizational issues. It can direct human resources toward the strategic objectives of the organization and ensure that organizational functions are aligned with the external environment.

One of the most essential factors contributing to leadership effectiveness is the style of a leader. It is among the important components of a leader's leadership situation, which can cause success in organizations. Leadership style is the typical pattern of behavior that a leader utilizes to influence his or her subordinates to attain organizational goals.

#### *A. Transformational, transactional and laissez-faire leadership*

Several different approaches have evolved over the years to describe leadership styles. Integrative leadership theories are the new approach in leadership which has been established based on combining trait, behavioral, and contingency approaches and the transformational leadership is one of them. This theory consists of three parts

- Transactional Leadership
- Transformational Leadership and
- Laissez-Faire Leadership.

1) *Transactional leadership*: It emphasizes the transaction or exchange that takes place among top management, employees, and staff. This exchange is based on the leader discussing with others what is required and specifying the conditions and rewards others will receive if they fulfill those requirements. This type of leadership focuses on maintaining the status quo and motivating people through contractual agreement. This form of leadership is basically the same as management in which it involves usual and organized activities. Transactional leadership consists of contingent reward, management by exception-active, and management by exception-passive. Transactional contingent reward relates to leader behaviors concentrated on explaining role and task necessities and providing followers with physical or mental rewards contingent on the fulfillment of contractual obligations. A leader using the active form of management-by-exception watches followers closely for mistakes or role violations and then takes corrective actions. Active leaders check follower's behavior and attitude, predict issues, and take corrective actions before the behavior create severe problems. Passive management-by-exception leaders wait for deviances, mistakes, and errors to happen and then take corrective measures. They do not actively seek out deviations from desired performance and only take corrective action after problems present themselves.

2) *Transformational leadership*: It refers to the process of building commitment to the organization's objectives and empowering followers to accomplish these objectives. It is a style which can improve employees' ability and performance.

Employees can act beyond their previous performance. This type of leadership refers to the leader moving the follower beyond immediate self-interests. In this leadership style, leaders use their personal values, ethics, commitment to a vision and mission, passionate to energize and create a synergy in teams; heading towards accomplishment of organizational goals. Applying transformational leadership gives potentiality to leaders help to recognize the need for change, and to create a visionary guide to change, and to carry out the change effectively. This type of leadership increases knowledge of employees about their work which makes subordinates conscious of the importance of their jobs and performance to the organization.

3) *Laissez-faire leadership*: It is the avoidance or absence of leadership. As Bass and Avolio (1994) noted: "the laissez-faire style is the avoidance or absence of the leadership and is, by definition, the most inactive—as well as the most ineffective according to almost all research on the [leadership] style". This type of leaders gives up responsibility, and do not use their authority. A laissez-faire leader exhibits passive indifference about the task and subordinates; for example, by ignoring problems as well as subordinates' needs. Laissez-faire is generally considered the most passive and ineffective form of leadership. It can be concluded that laissez-faire is the non-leadership dimension of the transformational theory in which leaders will always avoid getting involved when important issues take place and avoid making decisions. This type of leader tends to withdraw from the leadership role and offer little in terms of either direction or support.

#### **IV- TOTAL QUALITY LEADERSHIP**

Total quality leadership is an approach to management that focuses on giving top value to customers by building excellence into every aspect of the organization. In all organizations there are processes by which things get done. There are literally thousands and thousands of processes, the general health of which determines the future of the enterprise.

Often, the most difficult aspect of total quality leadership is to create an environment of "all in one team." If a company is to excel in every activity, everyone in the organization must work together to improve processes and to execute them with energy, dedication, and efficiency. It requires a fundamentally different view of the relationship between employees and the organization. In order for all employees to be committed to the organization, the organization must be committed to its employees.

Total quality leadership, is illustrated by the pyramid given below.

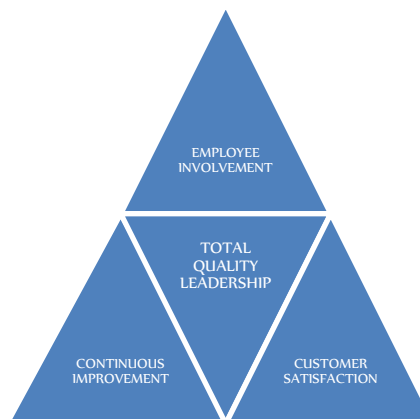


Fig.1 Total Quality Leadership Pyramid

Mr. Juran's argument of where responsibility lies--that at least 85 percent of the failures in any organization are the fault of systems controlled by management. Fewer than 15 percent of the problems are actually worker related. In total quality leadership the focus is thus on constantly and rigorously improving every system.

In total quality leadership there is freedom, yet there is control. There is the freedom to discover new markets, to develop new systems, to gain greater mastery over the process, and there is control of a data-based approach to improvement. Many managers have great trouble understanding why they should focus on improving the systems that serve the customer rather than simply on profits.

When quality is increased by improving processes (not by increased inspection), the better quality will lead to lower costs, which lead to lower prices which in turn this leads to satisfied customers. The goal is not to meet but exceed the expectations of the customers. Better quality and lower prices mean the company can expand its market, and can stay in business creating jobs and a greater return on investment.

#### V- CONCLUSIONS

The TQM leader starts with the customer focus in his mind rather hitting the bottom line of the organization. TQM leader is an innovator who believes in people and progress. He is a leader of action and great purpose. His ability to direct people toward a goal is outweighed only by his ability to identify that common purpose. In addition, the visionary places great emphasis on personal control and the responsibility of workers in an organization. He "empowers" followers by giving them a value system to manage themselves and others in a positive manner.

The TQM leader establishes the boundaries so people know when they should act on their own and when they should not. The visionary's goal is to unite followers and gain commitment to common goals. He gains influence by demonstrating important personal characteristics such as: "goal articulation, personal image building, demonstration of confidence, and motive arousal." More important than his ability to optimize his own personal skills, is his ability to get things done through people. The TQM leader is more effective than other types of leaders because he cares foremost about his people, is committed to quality, keeps in touch with the organization, and has the wisdom and courage to make the right decisions.

#### ACKNOWLEDGEMENT

I would also like to sincerely thank my institute, my fellow team who were with me throughout the research, providing all the much needed support. It gives me immense pleasure to acknowledge all those, who have given me their time and energy to supply all valuable facts and opinions that has helped in bringing out this research paper to fruition.

#### REFERENCES

- [1] Besterfield, D.H.;Michna, C.B.;Besterfield, G.H.;Sacre,M.B; *Total Quality Management*, 3<sup>rd</sup> Edition, Pearson Education.
- [2] Juran, J.M., *Juran on Leadership for Quality – An Executive Handbook*, Free Press, New York, NY. (2003)
- [3] Brain L. Joiner and Peter R. Scholtes, *Total Quality Leadership Vs Management by control* Centre for Quality and Productivity Improvements. Feb 1988.
- [4] Das, A., Kumar, V. and Kumar, U. "*The Role of Leadership Competencies for Implementing Tqm: An Empirical Study in Thai Manufacturing Industry*", International Journal of Quality and Reliability Management, 2011 Vol. 28, no.2
- [5] Fullan, M. "*The Six Secrets Of Change: What The Best Leaders Do To Help Their Organizations Survive And Thrive*", Jossey-Bass, San Francisco.
- [6] Harris, A. "*Leading from the Chalk-face: An overview of school leadership*", *Leadership*, Vol. 1, No 1, 2005

- [7] C. Lakshman, *A Theory of Leadership for Quality: Lessons from TQM for Leadership Theory*; Total Quality Management Vol. 17, No. 1, 41–60, January 2006
- [8] Dahlgaard, J.J., Kristensen, K., Kanji, G.K. – “*TQM –leadership*”, Total Quality Management: proceedings of the first world congress, London, Chapman & Hall.
- [9] Vora, M. 2002, “*Business excellence through quality management*”, Total Quality Management, Vol. 13 No.8, pp. 1151-9.
- [10] Waldman, D. A. *A theoretical consideration of leadership and total quality management*. Leadership Quarterly, 4(1), 65-79.
- [11] Göran Svensson; *Leadership Performance; Contingency approach*; TQM magazine Vol-17; issue 6; 2005.
- [12] Hughes, R.L. et al. *Leadership: Enhancing the Lessons of Experience*, 4th edn (McGraw-Hill Irwin). 2002.
- [13] Luria, G. “*Controlling for quality: climate, leadership and behavior*,” Quality Management Journal, Vol. 15, 2008
- [14] Hassan A. A. Argia & Aziah Ismail, *The Influence of Transformational Leadership on the Level of TQM Implementation in the Higher Education Sector*; Higher Education Studies; Vol. 3, No. 1; 2013.
- [15] Arrington, C. B. *The Relationship between Transformational Leadership and Instructional Coaching* (Doctoral dissertation). Alabama University, Alabama. 2010.
- [16] Levin, B. and Fullan, M. “*Learning about system renewal*”, Educational Management Administration & Leadership, Vol. 36, No 2, 2008
- [17] Ronald E. Channell; *Leadership the key to Successful Implementation Of Total Quality Management*.
- [18] Majed, Aldaweesh *The Relationship between Total Quality Management Implementation and Leadership in Saudi Higher Education*; Brunel Business School – Doctoral Symposium 27-28th March 2012
- [19] Harris, A. “*Leading from the Chalk-face: An overview of school leadership*”, Leadership, Vol. 1, No 1, 2005.
- [20] Tomás F. González, Manuel Guillén; *Leadership Ethical Dimension-a requirement in TQM Implementation* The TQM Magazine, Volume: 14 Issue: 3 2002.