

RE-EMPHASIZING TOTAL QUALITY MANAGEMENT FOR ORGANIZATIONAL EFFECTIVENESS: CHALLENGES AND STRATEGIES

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ABSTRACT: *The paper defined Total Quality Management (TQM) as a continuous and dedicated effort by an organization to pursue perfection in production output in order to satisfy the customers' needs. The tenets are based on commitment, continuous dedication improvement to the established goals. Other guiding principles were discussed together with the origin and Japanese experiences. The components of TQM were discussed together with its organizational effectiveness. The TQM is customer centered. Justification for the research and the problems which the research was meant to solve were discussed. The accruable profits of TQM to an organization were stressed in that some organizations are run down by poor management strategies as outlined in (Dalota, 2011). However, the TQM implementation strategies were highlighted as the way to handle the challenges. Organizations that apply TQM shall surely revolutionize the production capabilities and enjoy greater market share in the economy. Organizations without TQM principles stand the risk of losing global market share in the new economic trend of the world market. TQM provides the opportunity for the employees to acquire the necessary skills, abilities, knowledge and competence for organizational and personal well-being.*

KEYWORDS: TQM, organizational effectiveness, customer satisfaction, implementation strategies, challenges and accruable profits.

Introduction

The organizations that produce goods and services spend their energies in the production aimed at satisfying the customer needs. Business organizations that produce poor quality goods are at the risk of consumer loyalty loss. Despite the capital outlay input in an organization, if the employees are not empowered to correct quality inadequacies or are not trained enough for effective and efficient productive output, that organization would lose the competitive edge and its market share in the global economy. That was why Total Quality Management (TQM) was an effective instrument that revolutionized Japanese productivity. The main themes of TQM are basically that all employees must be trained in statistical techniques and problem-solving and all employees must be seen as an asset which appreciates in value in training, unlike machines which depreciates over time. The Japanese were influenced by Deming and Juran as noted by (Walton, 1986). In order to improve their manufacturing ability and global superiority, the Union of Japanese Scientists and Engineers (JUSE) constituted a committee of eminent scholars, engineers, and government functionaries who gave themselves to the task of improving the Japanese manufacturing potentials. Their unalloyed dedication and expertise launched Japanese manufacturers into global manufacturing superiority.

Ishikawa (1985) and Akao (1991) confirmed this fact when they wrote that in Japan, TQM produced among others managerial innovations as quality circles, equity circles, supplier partnerships, cellular manufacturing, quick production and effective planning strategies. These TQM principles were found to be employed in various fields of human endeavor for effective implementation of any objective. The next point of discussion is the definition of Total Quality Management.

Total Quality Management Defined:

Total quality management could be better understood when defined with the organizational content. The three, total, quality and management are interrelated, and they sum up to produce organizational effectiveness when applied in operational environment. They are defined thus:

Total:

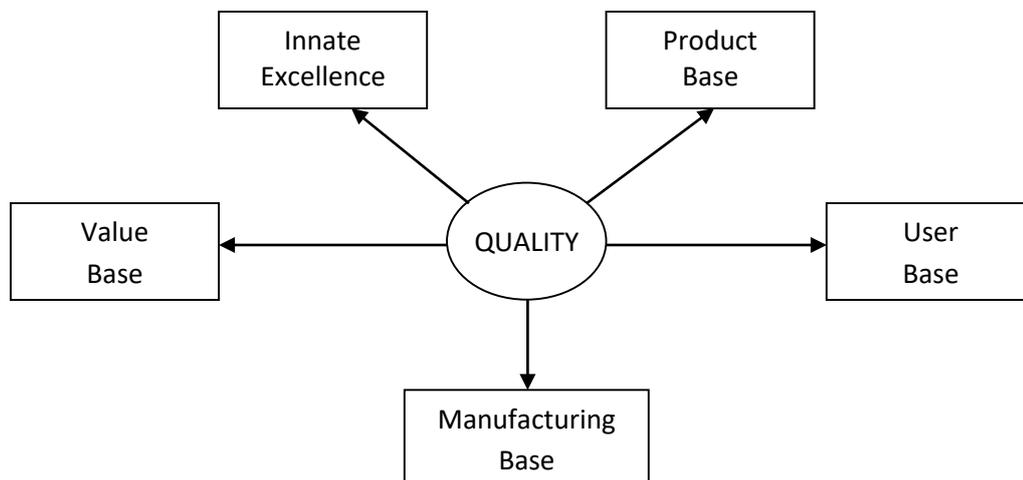
The American Heritage Dictionary of the English Language (1979:1357) defined total as the amount or quantity obtained by addition; a sum. A whole quantity; an entirety, complete; utter; absolute.

Quality:

Quality is the characteristics or attributes of something; property; a feature. Dalton (2011) used various approaches to define quality. They include:

- **Transactional Approach:** It is an accepted “innate excellence” which is universally noticed and recognized through experience.
- **The Product based Approach:** It is the quality of the product as it contains special ingredients that make it outstanding among the competitors.
- **The User-based Approach:** The consumer is the king, and that quality “lies in the eyes of the beholder.” It is the consumer that makes a choice depending on the individual inclination towards the product in demand.
- **The Manufacturing based Approach:** Here quality is a function of engineering and manufacturing practices. The quality output is equated with meeting the specification requirements of the consumer.
- **The Value-based Approach:** Quality could be defined concerning cost and price. Product performance at an affordable price determines the value excellence.

Below are the components of the defined quality.



Source: Garvin (1984) cited in Dalota (2011).

Management:

Management is the process of planning, organizing, leading and controlling the efforts of organizational members and the use of other organizational resources to achieve stated organizational goals (Stoner, 1978).

The TQM philosophy is geared towards effectiveness and efficient output propensity. It encourages companies to plan their product development system that would enable them to deliver products to the desired customer satisfaction. In essence, companies that operate TQM system would achieve greater productivity, profitability and greater market share of their products in the competitive market environment.

Concept of Total Quality Management

Total quality management is a concept that different organizations are looking forward to having in order to maximize production efficiency and to satisfy the consumer demands and needs. The attainment of this goal would keep the organization afloat in a global market. However many authors defined TQM in various forms. The net defined it as a management philosophy which influences all activities through which the needs and expectations of the customer and community, and the objectives of the organization are met most efficiently and effectively through the inputs of all the employees in their efforts to make effective improvements in the organization. In their contribution, Lin and Ogunyemi (1996) defined TQM as all-inclusive business management beliefs with a set of directing principles that point to continuous improvement in the overall organizational process. In other words, TQM is an instrument for effective and functional organization that produces the needed consumer satisfaction in a continuous bases.

Nevertheless, Prajogo (2001) looked at TQM as a holistic quality improvement approach which enables the firms to improve performance both in quality and innovation. The improvement by TQM triggers off a lot of dividends such as higher quality products, effective customer satisfaction, low production costs, financial returns on investment, high-quality output production and innovation input in the organizational structure together with the better employee satisfaction. More definitions of TQM came from Kaynak (2003). He viewed TQM as a holistic management strategy or philosophy that pushes for continuous improvement in all functions in the organizational set up which can be achievable. As the discussion on TQM continued, Brun (2011) opined that TQM as a concept promotes the performance of all departments in the organization and at the same time joins and integrates them to the central objectives to be achieved in the organization. In effect, TQM has no room for redundancy among the hierarchal structure of the organization. The management effectiveness gives room for marginal productivity in every sector of the production unit.

Notwithstanding, Deming (1986) looked at quality as the principal determinant of success in a competitive arena. The reason is clear. The consumers maximize satisfaction in quality goods and thereby increase their demand for such organization's products. Sadikoglu and Zehir (2010) asserted that TQM in an organization is the brain behind process management. In this process management, a great improvement is made in the quality of the product from the production stage. Studies also showed that through TQM, process management gives rise to quality goods as a function of quality leadership which influences employee culture in work performance. It was recorded by Cho and Pucik (2005) that since 1980s top managers who seek a competitive edge for their establishments incorporate quality to the strategic planning process. They also involve themselves in effective decision making. Based on the concept of TQM, this paper would evaluate the origin of TQM in today's management system.

Origin of TQM – Japan Experience

In 1946 Japan set out to rebuild her shattered economy through the words of Demings (Greenwood and Gaunt, 1994). The Japanese gathered the Union of Japanese Scientists and Engineers, and they invited Demings to address them on the way forward. He introduced statistical process control (SPC) to them

assuring them that they could capture many world markets in a few years if adopted. In the process, he infused in them the concept of (total quality management).

Before this time, Japan was overshadowed by the Western ideas and their production was cheap and inferior goods for export. Demings educated them that they could produce quality goods that would attract customer effective attention and patronage. They could capture world markets if they could pursue quality with respect to consumer demand and patronage. When the Japanese surveyed the offer and found out that they had nothing to lose; the key companies embraced Demings's philosophy without hesitation. Their unprecedented success made Japan a world economic giant both in manufacturing and in services. That was why in 1978 the Japanese economy dominated Western economies, and other Western economies were wiped out such as motorcycle manufacturers, cars, electronics and steel (Greenwood and Gaunt, 1994). The Japanese success was attributed to the statistical control of quality, introduced to them by the American, Demings. Deming said that we were in a new economic age, Western management must awaken to the challenges, must learn their responsibilities and take on leadership for change. His popular slogan was, "If Japan can, why can't we?" Deming (1986).

Based on the above facts, it all means that companies have to make drastic changes in their quality output in order to be in business because of competition both in product output and consumer loyalty. Quality plays a major role in the survival of a company because of a competitive advantage. Successful companies put their customers first and produce products that exceed the customer expectations. But companies that fall short of consumer expectations in their output will not survive in the global competitive economy.

In reaction to the Japanese experience with TQM around 1980, the U.S policy observers were sensitive to the new development, and they argued that Japanese manufacturing output and quality would overtake that of the U.S firms (Hayes and Abernathy, 1980). Others concluded that with the productivity trend in the American economy, if care was not taken in American management economy, Japan, and other Asian countries would in no distant time dominate world trade and manufacturing, therefore, reducing the U.S to second-tier economic status (Grayson and O'Dell, 1988). Further, they disagreed with the traditional way Americans used to manage their business. Businesses such as "elitist leadership, autocratic authority structures, short-term thinking, financial orientation, declining product quality, adversarial supplier relationships (including employee), inadequate training, and in general living out past successes" (Hayes and Abernathy, 1980; Pascale, 1981; Grayson and O'Dell, 1988; Jacobs, 1991). Deming's TQM was taken into practice by some leading American firms such as Ford, Xerox, and Motorola after losing their market share. But with TQM, they revived and captured their market share again globally. We now look at the components of TQM.

Components of TQM

Total quality management (TQM) could be looked at as a firm's wide management philosophy that is aimed at being continuously in the process of improving the quality of the products or services based on the consumers' needs and anticipation in order to enhance customer satisfaction and solid output performance. To make it clearer, Ross (1993) called TQM an integrated management philosophy and set of practices that concentrate on continuous improvement, meeting customers' requirements, reducing rework, long-range thinking, increased employee involvement and teamwork, process redesign, competitive benchmarking, team-based problem solving, constant measurement of results and closer relationship with suppliers. Based on the above definitions, the components of TQM would be briefly discussed below:

- **Leadership:** Leadership is the capacity to be a leader; ability to lead (American Heritage Dictionary, 1979). Leaders in a firm support employee development, establish a multipoint communication and interaction among managers, employees, and customers and they use information effectively and efficiently. They equally encourage employees to be involved in decision making for employee empowerment.
- **Improves Operational Performance:** Through effective leadership, operational performance is enhanced. Inventory management, employee marginal productivity, innovation, social responsibility and customer satisfaction are maintained. Again the manager should work towards financial performance and the overall institutional performance (Powell, 1995).
- **Knowledge Management/Information:** In TQM, effective management technique is employed. The management should be able to obtain accurate data and reliable information for management effectiveness. The employees should be given adequate information about their job performance so that they should improve their performance. By so doing, the expected benefits of TQM would be achieved. Errors and mistakes in the operational process could be noticed and corrected immediately (Sadikoglu and Zehir, 2010).
- **Employee Empowerment:** TQM effectiveness is a function of employee empowerment. Training of the employees would improve their performance in their job. TQM would lead to the marginal productivity of quality goods which should be the responsibility of the whole firm. Goetsch and Davis (2010) affirmed that training should be given to all employees based on the results of training needs assignment. They stressed that effective training should improve the employees' loyalty to the firm, increase their motivation and job performance.
- **Supplier Inputs for Quality Management:** Adequate supply of variable inputs in organizational set ups induce the overall performance of the organization (Powell, 1995). The process would develop the strategic alliance with the suppliers to make sure that expectations of the organization are met without challenges. Through TQM strategy, high-quality products will give rise to high-quality output or services which will, in the long run, improve the organizational net profit (Goetsch and Davis, 2010).
- **Customer Satisfaction Focus:** TQM organizations that are effective concentrate on customer satisfaction. They study their customers and know their expectations and needs and thus deliver their products and services accordingly. In effect, when the customer satisfaction is met, there would be an increase in sales which will result in the firm's increase in market share. Therefore, it could be easily concluded that customer satisfaction has a chain reaction in an organization. It will lead to various categories of performance such as inventory management, employee effectiveness, innovation inputs, customer satisfaction and aggregate firm performance (Joiner, 2007).
- **Quality Planning Process:** Strategic planning for quality output involves vision, mission and the value orientation of the firm. The central focus is on the quality of the product output. The employees are the input factor that would produce the required output. Therefore the TQM requires that the employees should be incorporated into the strategic quality planning process to enhance the operational performance of the organization (Ittner and Larcker, 1997). Nevertheless, having seen the component of TQM, we now look at why re-emphasizing TQM for organizational effectiveness.

Justification for the Research

The advocacy for re-emphasizing total quality management in an organization is an indication that all is not well with many organizations by way of observation. Coming up with the issue of "re-emphasizing TQM" shows that there are observational deficiencies in many organizations which need to be attended to. Some authors have written on how TQM applications revived sinking companies, changed their operational climate and environment and made them global economic giants. A case in point was Japan. Through TQM, Japans' poor quality products, customer dissatisfaction, lack of motivation by

employees, poor working conditions, low productivity and poor organizational benefits were eliminated. This shows that many organizations that do not employ the TQM philosophy would soon be forced out of the global market. But those organizations in this global era that accept the philosophy of TQM soar higher in quality products with their employees enriched with high level technological and scientific competencies, abilities, knowledge and values needed to perform creditably in modern organizations.

On the other hand, some companies that have been performing well in the past are now choked in the web of technological advancement. Now some of them struggle to pay their workers. Many cannot break even. The organizational and employee management seem to lack commitment and dedication leading to overall poor productivity. Instead of these companies moving from strength to strength, they struggle to avoid relegation in the global competitive market because they have not accepted the use of TQM in their organizations. Again, some organizations seem to lack focus on effective management functions which give priority to customer satisfaction, employee motivation by way of HRD which emphasizes provision of opportunities for the employees to acquire the necessary skills, abilities, knowledge and competences needed for organizational efficiency.

This paper is therefore an avenue to broadcast afresh the good news about the potentials of TQM principles in the overall transformation of any company manufacturing substandard products to quality competitive products for global market. The TQM when implemented religiously would enhance the employees' enrichment, participation in decision making in their affairs, consumer satisfaction and overall effectiveness of the organization which includes transformational leadership style. No doubt, any company that imbibes the principles of TQM will not only compete favorably in the global market arena but will surpass others in market share holding. The problem of this research work put as a question and which it has also set out to fill is, "how would TQM be re-emphasized so that companies that have not been operating on the tenets of TQM would join the band wagon for optimal productivity?" Writing on the modalities to solving the aforementioned problem is the thrust of this paper.

Why Re-Emphasizing TQM for Organizational Effectiveness

TQM is critical in any organizational success. Walton (1986) opined that TQM is essential in any organization such as manufacturing industries, services, non-profit organizations that generate improved products and services, reduced costs, improved more satisfied customers and employees, and increased the financial outlay of the institutions involved. There are other reasons why TQM is essential for organizational effectiveness. Sadikoglu and Zehir (2010), Choi and Eboch (1998), Goetsch and Davis (2010) came up with the following reasons below:

- **Customer Satisfaction:** Customer satisfaction is the utmost importance to an organization. If an organization does not produce goods and services that satisfy the customers, they will go out of business because of poor consumer loyalty.
- **The Quality of Products and Services:** An organization that does not inculcate the TQM in their system would not break even in that the employees and management would not be focused and their products and services would be of low quality.
- **Productivity:** A faulty organizational structure without TQM inputs would always fall short of effective productive output. This is as a result of poor utilization of production functions in the production process.
- **The Capacity of the Production Line:** Through TQM, effective management strategy would enhance the capacity of the production line. The employees would be in the position to communicate in the process of production to ensure efficiency in their production output.

- **Employee Performance:** Employee performance is a function of employee satisfaction in-built through TQM. The satisfied employee increases marginal productivity which enhances organizational income.
 - **The Quality of Work-Life:** Employees under the managers who operate TQM techniques are being guided and rewarded accordingly. Consequently, they have job satisfaction.
 - **Market Share:** The organizations that operate TQM that functions effectively generally increase quality output and command consumer loyalty. The effect is that they expand their market share in the global economy.
 - **Competitive Edge:** When organizations capture large market shares through TQM, they enjoy the economy of scale. They produce larger outputs at lower costs and thus drive away the competitors with their consumer loyalty.
 - **Reduce Production Development Time:** TQM strategy is so effective that it reduces product development time. Because employees are well trained in their productive units, they exercise their expertise in their area of production and reduce the time of production and save energy for the company.
 - **Waste of Inventory:** In an organization that has no TQM practices, inventory is being wasted due to poor production processes and inefficient management. But with TQM strategy in management, such wastes are drastically reduced.
 - **Work in Process:** With the TQM in an organizational setup, work in process is not disturbed. The effective managers deploy the necessary mechanisms within their reach to keep the operational process working.
 - **Cost:** Cost is drastically reduced where TQM is practiced. The market expansion inherent in the practice enables the organization to purchase raw materials internationally at lower costs which reduce the cost of productive output.
 - **Delivery Times:** Products are delivered to the consumers on time. This is as the result of production efficiency and communication effectiveness in TQM operation.
 - **Employee Turnover:** In TQM, employee turnover is very high. This is a function of environmental friendliness and the TQM management style.
 - **Complaints:** The well-trained managers in TQM system handle employees complaints satisfactorily. They employ transformational leadership style to develop the value system of the employee to inspirational level and morality according to ability (Ismail, Halim, Munna, Abdullah, Shiminan and Muda, 2009).
- The above-mentioned reasons are the effective instruments that re-emphasize TQM for organizational effectiveness.

Accruable Profits of TQM in an Organization

TQM has been defined by Kaynak (2003) as a holistic management philosophy that strives for continuous improvement in all functions of an organization. In effect, TQM has benefits that effect an organizational development and growth. Such benefits are as follows:

1. It can Increase Market Share (Cole, 1992): TQM enables an organization to produce quality goods at reduced costs. These high-quality goods at reduced price increase consumer loyalty which could trigger off more demand which could give rise to boost in market share.
2. Increases Strategic Performance (Zhang, 2000): Through the application of strategic approach in organizational setup, the managers could induce remarkable achievements that could result in the exceptional management performance. This is an indication that TQM gives management the required direction for effective performance.
3. It is Cost Effective (Ashok and Santhakumar, 2000): Organizations are faced with cost war. The consumers are very mindful of the price of commodities. The higher the price of commodity, the lower the consumer patronage.

4. Improves Organizational Performance (Salaheldin, 2009): TQM in an organization increases the organizational performance in that all the employees and management operate with the focus to maximize profit for the organization.
5. Connects customer and management (Saravana and Rao, 2006): TQM forms a connecting link between management and employees. This linkage creates customer satisfaction in that there would be clear interaction with effective job performance.
6. Juran (1988), Schmidt and Finnigan, (1992) and Spechler, (1991) summed up the accruable profits of TQM as: Improved understanding of customers' needs; increased customer satisfaction; better internal communication; increased problem-solving; higher employee commitment and motivation; greater relationships with suppliers; fewer errors and reduced waste.
7. Customer requirements fulfillment: Greenwood, Gaunt (1994) outlined the necessary rudiments required to fulfill the customers' expectations and loyalty to an organization through the following processes:
 - Making the products available: At any point in time, the product or services must be available to the customer.
 - Quick product/service delivery: The product/service of the company should be delivered to the customer timely.
 - Product/service reliability: The standard of the product or service should be the necessary quality.
 - Cost effectiveness: The consumer consumes more at a lower cost than at higher price.
 - Performance: The organization that performs well enjoys higher consumer loyalty.

Disadvantages

However, there are some disadvantages within the TQM operations. Bleakly, Naj (1993), Fuchsburg (1992) and Mathews (1992) argued that managers spend much time in management and training as well as meetings. As a result, they put in efforts more than necessary in their absolute commitment. Besides TQM makes unrealistic assumptions about most organizations' capabilities to transform their organizational culture.

Total Quality Management Model and Productivity

In TQM operations, there are two models that act as components in the effective operational system. They are

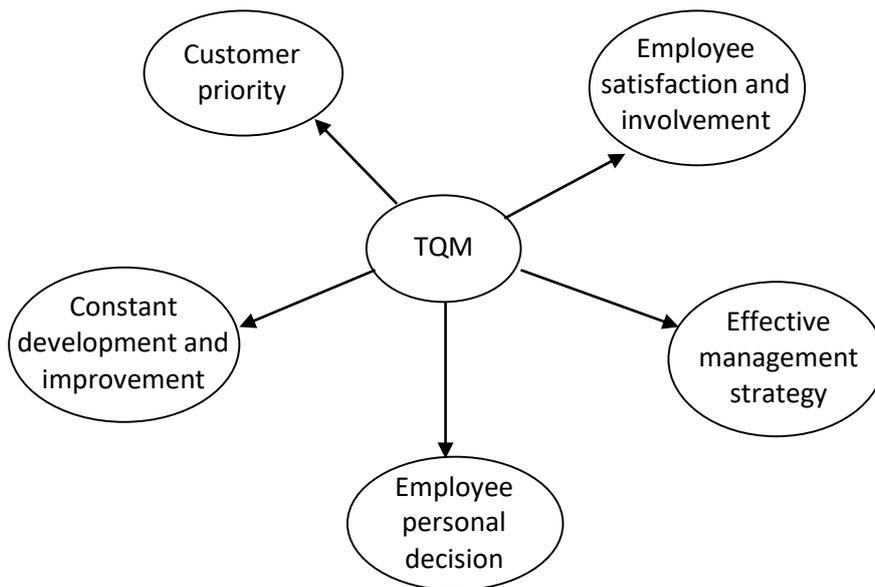
- (a) TQM philosophy as base
- (b) TQM as system tools

The competence of an organization is seen in its philosophy. The structure of the organization is outlined in a hierarchical structure starting from top management to different systems and tools that produce the culture of the organization. An organization with good cultural base and philosophy would maximize effectiveness in production and output due to TQM operations.

The TQM system tools could be identified in five basic elements which are categorized as follows:

- Consumer priority
- Employee satisfaction, involvement, and ownership
- Constant development and improvement
- Effective management strategy
- Employee personal decision to co-operate

See the concept represented in a circle.



The above five components of TQM if effectively utilized in an organization should help an organization to function efficiently in the production of goods and services.

Challenges to Effective TQM Management

Despite the fact that TQM has helped companies and organizations to break even in a recession and adverse economic conditions as mentioned by (Deming, 1986) in Japanese condition, there are still challenges that confront effective TQM management. They include the following as outlined by (Dalota, 2011).

1. Lack of incentives
2. Poor capital outlay
3. Poor employee relations
4. Weak relationship with union leaders
5. Insufficient awareness by engineering of the manufacturing equipments and process design
6. Poor investment in workforce empowerment
7. Poor financial management and information problem
8. Weak middle manager's inefficiency
9. Decline of the work ethics among the employees
10. Poor industrial and manufacturing engineering
11. Poor supervision of the line process
12. Decline in organizational communication
13. Unplanned production output
14. Poor coordination of departments and other functional areas
15. Excessive departmental power tussle
16. Poor leadership cooperation
17. Ineffective and poor trained supervisory personnel in production process
18. Failure to implement necessary programs
19. Inadequate investment and management development
20. Poor attitude to investment and commitment to duty by top management
21. The dearth of loyal and skilled employees.

Nevertheless, if an organization that adopts TQM could effectively handle the above challenges where they exist, the organization would expand its market share in the international market. This could be possible if the variable factors are put under control by management.

Implementation Strategies of TQM

Managing an organization to achieve excellence is a function of the effective managerial ability to plan, organize, lead and control, use the resources and members of the organization to achieve the organizational goals. But when the managerial ability is lacking in an organization, that organization would lose its market share in the economy due to managerial inefficiency and other uncontrollable variables. Therefore, the implementation strategies of TQM should embrace the following factors:

1. **Personal Decision and Cultural Change:** Employees personal decision to increase marginal productivity in an organization is very essential. Personal decision of an employee has an effect in that for one reason or the other an employee in the production line could delay an operational process and cause damage to the general output. On the other hand, an employee could increase his marginal productivity by dedication, incentive he receives and recognition from management. Again, a cultural change in an organization could increase the production output of an organization. Take, for instance, the use of TQM in an organization has shifted emphases from quality to innovation (Prajogo, Brown, 2004). Cultural change brings about customer-orientation which makes the organization search for new customers and products that will satisfy the consumer demand in the global competitive market. As the companies improve, innovations follow through creative thinking that gives rise to change in organization quality output (Costa, Larente, 2008).
2. **Leadership:** Leadership should be mindful of the power of quality output to the consumer. Quality excellence should be the main business strategy. To achieve this strategy, the top management should be involved and not delegate sensitive responsibilities to subordinates. More training should be given to the employees. Collaborative effort should be taught to the employees. Effective communication should not be neglected for it would help to maintain quality for external and internal customers. The manager should scout for inputs that would yield quality output in the production process.
3. **Customer Satisfaction:** Companies are in business because of customer loyalty to them. Customer focus is the brain behind TQM performance in that it affects operational performance, customer results together with market and financial performance. The reason for this is that if an organization knows the needs of the customers together with their expectations through communication and feedbacks, the management would be in a position to satisfy those needs and expectations through the production of high quality goods that are reliable. These goods and services would be delivered timely to the customer satisfaction. Again the management should put into consideration the customers' current and future needs, expectations, and complaints. This could enable the organization to make right decision on time for profitable areas for improved sales, market share and overall profitability.
4. **Employee Integration:** Effective implementation strategy of TQM requires adequate employee integration in management. Empowerment gives the employees the opportunity to gain advanced knowledge in operational performance and customer results. They would be trained in advanced statistical techniques, concepts of quality as relates to output, the organizational culture and characteristics of their company together with the operational processes. Based on the above fact, the employees are taken as organizational assets. They would be motivated to improve their work-related output, reduce absenteeism and the urge to quit. Employee integration would motivate them to produce quality output with effective timely delivery of the products and services as when due. However, it would improve employee loyalty to the organization, increase their motivation and marginal productivity, in

reality, the employee's integration pays off greatly in that high-quality product would be produced with excellent services which will eliminate complaints in management and product quality.

5. **Social Responsibility:** TQM is associated with social responsibility to the community where the organization operates. Some organizations pollute the environment and the community where they operate. A case in point is oil spillage and environmental pollution in areas that produce oil. The management should take responsibility to clean the environment and offer job opportunities to the youths of the community. On the other types of manufacturing, the partners in the supply chain should be aware of the effects their products/services on the health of their host community. With TQM, the management would evaluate the quality and delivery performance of the organization in connection with quality training, delivery performance, process improvement strategy and product development arrangement. It is imperative in TQM that an organization should develop strategies on quality and organizational objectives to eliminate side effects of their actions on the living standard of the society. They can deal with pollution and noise, protect the environment from pollution and derive respect from the host community.

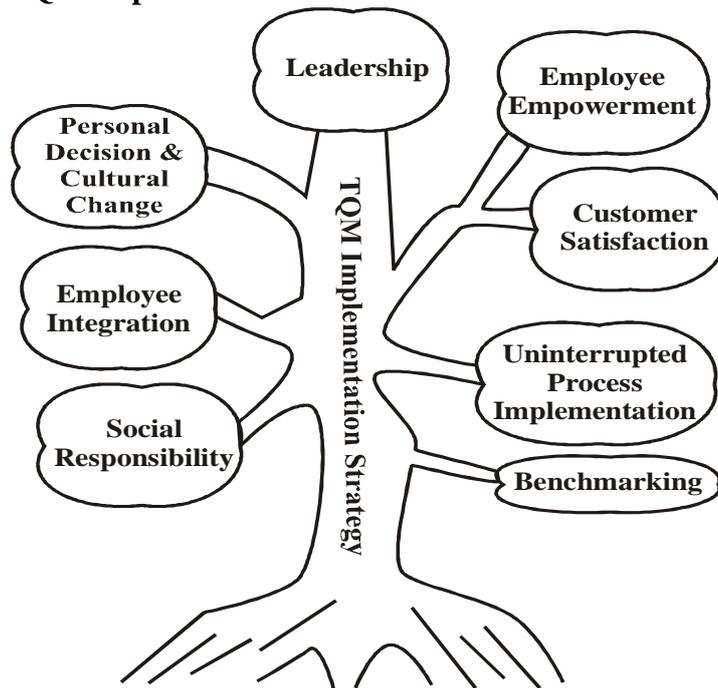
Uninterrupted Process Improvement:

Where TQM is effectively practiced in an organization, that organization should be enjoying the uninterrupted process in production and service delivery. The consumer loyalty will be assured. Market horizon should increase, and the marginal productivity of the labor force should reduce the unit cost of production output. This could be achievable by streamlining the supply base for effective management. Management should work with suppliers to ensure managing supplier relationship (Krause, 1997). The management should work with the suppliers to make sure that the required projections are accomplished. If the suppliers supply high-quality inputs, the projected output should be high-quality output. Notwithstanding, when management should effectively apply these implementation strategies of TQM in their operational organization, the organization should capture a greater share of the market economy. Therefore, these implementation strategies would keep the organization afloat at all season. See the outlined implementation strategies of TQM in a diagram.

Employee Empowerment: Organizational effectiveness depends on the degree of training the employees are given. Some technical training is given to employees in computer for effective calculation and manufacture of certain products. There is a need for development in manufacturing processes that would help the organization. This is possible through employee empowerment. As new technologies emerge, the organization embraces the change for optimal production output of their products. Therefore, the employees are trained in the new technologies to enable the organization to operate efficiently in the global economy.

Benchmarking: Benchmarking is the act of comparing one's organization with others in the same product line by comparing operational processes within the industry as regards products, process, function, and business operations. The essence is to compare the operational sequence to generate improvement in the whole system. The idea should be to reduce costs, increase profits and boost consumer loyalty through satisfying them in product supply and quality excellence. It is an important aspect of continuous improvement in quality and initiative.

Below shows the implementation process through a tree chart.

TQM Implementation Process

Source: Author

IMPLICATIONS OF THE STUDY

This study looks at two basic principles in effective implementation strategies of an organization. They are organization implication and managerial implication.

Organizational Implications: Organization implication is a function of organizational set up for effective production process. A poorly set up organization could not be able to identify the basic areas that would give rise to meeting the organizational goals. Some companies fold up because of this fact. But those organizations that employ TQM would be able to have effective organizational structure that would be viable enough to meet the new trend in organizational output. Besides, the organization should be able to explore new market environments for effective inputs at lower costs. The employment of knowledgeable TQM managers would enhance the organizational effectiveness and growth. But if the organization has no knowledge of the new world economic order and change, that organization would not survive.

Managerial Implications: Managers are responsible for combining various arms of an organizational set up into a unified function to achieve an organizational goal. Looking at the organizational tree of the author in TQM implementation, the leadership would make personal decisions on production productivity through the integration of the employees in the process, taking care of social responsibilities, customer satisfaction, uninterrupted process implementation and benchmarking. If a good TQM is not used in the implementation strategy, the management would not be effective. Consequently, the organization will not survive.

SUMMARY

The TQM has been discussed as an effective management strategy that can deliver a weak organization from total collapse. The basic approach centered on total, quality, and management as defined. The origin of TQM was attributed to Deming (1986) who used the theory to resurrect Japan from an economic

recession. American companies borrowed the idea and overcame economic doom. The components of TQM were discussed. Reasons for re-emphasizing TQM were looked into. Also, the accruable profits of TQM were discussed. Various challenges hindering the effective implementation of TQM were outlined. Besides, implementation strategies of TQM were highlighted.

CONCLUSION

TQM is a management strategy that emphasizes quality as an organizational tool to achieve an effective organizational goal. The components of TQM that comprise of leadership, process management, employee integration and customer satisfaction are ingredients that stimulate the quality performance of an organization (Sadikoglu and Zehir, 2010). In TQM, all stakeholders are focused on customer satisfaction and to improve their performance to remain in business. The process of remaining in business involves inventory management process, innovation input, social responsibility to host communities, together with an effective market share in the economy. Again, employee empowerment and performance, customer satisfaction and market and financial accountability stimulate operational performance. Through satisfactory strategic planning employee performance is enhanced as well as social responsibilities of the organization to the host community. In TQM practices, organizations should address the issue of employee involvement, their skills, and the organizational structure. Management should allocate reasonable resources to organizational management to be able to achieve the organizational goal.

SUGGESTIONS

Based on the discussions thus far in this paper, the under listed suggestions are put forward. Hopefully, these suggestions if diligently followed would help any organization that desires to start implementing TQM:

- Train the employees for the job. Poorly trained employees will not fulfill the organization's desires and goals. Therefore organizations should continuously embark on human development projects.
- Companies should embark on continuous innovative developments. They should increase scientific approach to management to enable them meet up with the new trend in product development in the global economy.
- Organizations should acquire the spirit of benchmarking by borrowing ideas from other operational outlets to improve the quality of their products. They could borrow management technocrats to help in restructuring their organizational structure and operations for effective continuous production and delivery to the customers.
- Effective leadership should be instituted. Talented leaders should be used to man TQM. Where ineffective leadership is used to run an organization, the organization should not survive because of cut-throat competition.
- Top management should integrate employees in management. This would give them the sense of belonging and they would give their best in organizational wellbeing. They will not work in fear but in co-operation with management for an effective organisational goal.
- The organization should not neglect their social responsibility to the community of operation. They should be mindful of the environmental pollution and service to the community.

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