

Role of Leadership Competencies for Total Quality Management implementation

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ABSTRACT

The purpose of this study is to identify the Role of Leadership Competencies for Total Quality Management implementation in different organizations. Leadership is considered one of the most important roles in the organization, without decent leadership competencies the organization cannot perform effectively, in order to have a great performance and achieve total quality management, leaders must acquire specific competencies such as planning and implementation, conflict resolution, decision making and employee motivation. In this article, the researcher will discuss more about the role of leadership and how the leader competencies can increase the total quality of the organization. The main objectives of the study are to identify the competencies required for leaders to implement TQM, to describe the relationship between Leaders competencies and TQM implementation and to offer recommendations to improve leader's competencies development. This study was undertaken with the employees working in different organization. The main focus is related to Know the leadership competencies required for the Total quality management. The sample size for the study is 75 employees and the researcher used the descriptive research. Non-random sampling method was used and the data was collected through convenience sampling techniques. The primary data was collected from the respondents through the questionnaire. The outcomes revealed that the leadership competencies lead to increase the efficiency and effectiveness of employees work performance in the organization.

Keywords: *Cross culture, Training, Competency*

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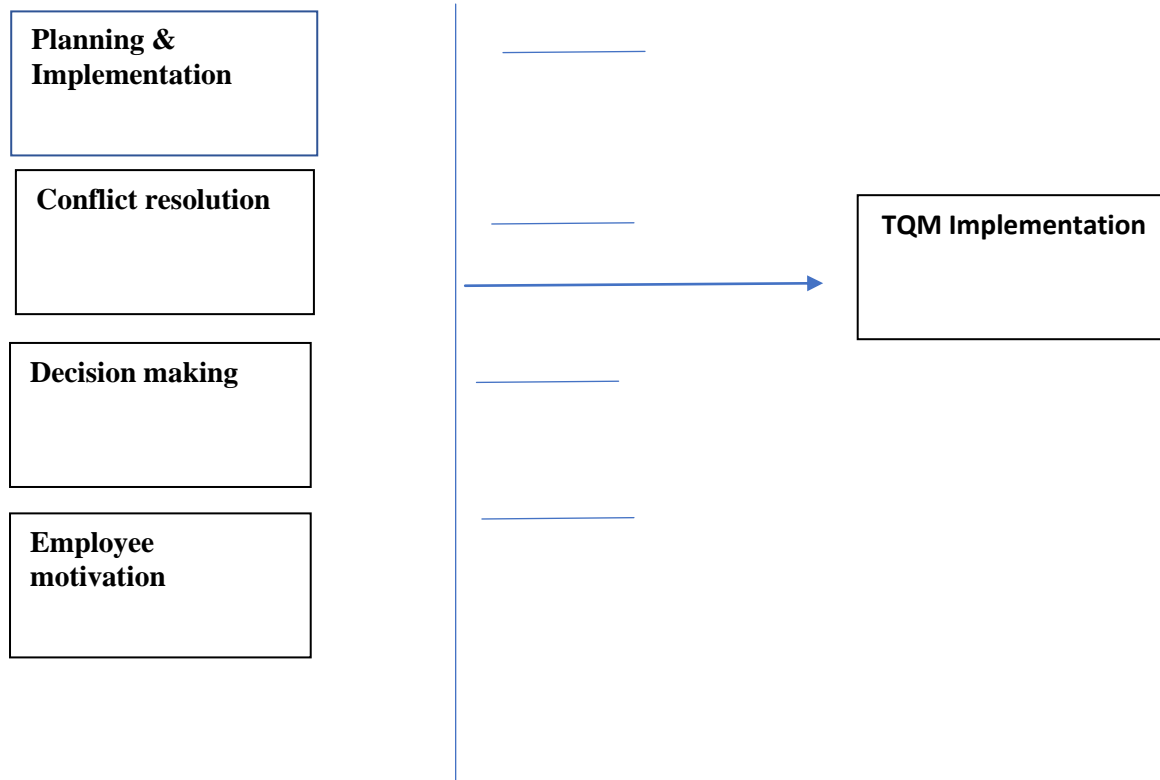
I. Introduction:

In all organization whether it is private or governmental total quality management is needed in managing the organizations as it is a philosophy for continuous improvement the quality of services, products, and procedures. No wonder, the Total Quality Management are considered as a main tool that makes a strategy of improving work performance to achieve profitability through good services and quality products. As TQM is a main key in organization improving its processes in all direction from products, services, procedures which enables an organization to move forward and achieve goals and objectives as it will be the responsibility of every employee who are responsible in involving of the customer services and products offered by an organization (Kristensen, 2011). As in every organization implementing the TQM is the responsibility of management as well of the employees so every team in any department needs a leader to direct and motivate the subordinates for an effective total quality implementation. Leadership in TQM are required because it serve as a need to direct the team or employees on how to finish a task, what are their responsibility in offering or production of a services and give direction. Each employee involved must get a clear picture on role of leadership in sense of TQM as it is a responsible to achieve higher goals and excellence whether in products, services, and procedures.

The research is made to understand the relationship between Leaders and Total Quality Management. How the organization procedures are impacted furtherly with leadership in achieving excellence in implementing the TQM processes? This research focuses more on the factors that the leader has to focus to achieve the Total Quality Management. This research helps us to understand how important the role of a leader in achieving the Total Quality Management

Conceptual framework:
Independent variables

Dependent variable



Statement of the problem:

In the business sector, globalization is forcing organizations to reconsider quality as a critical tool for competing successfully in global marketplaces. The concept of total quality management is a result of this big focus on the improvement of an organization's products including the goods and services. TQM, in its simplest form, is a company-wide approach to customer satisfaction that aims for total quality in products and services. According to quality experts, inefficient leadership can be a barrier or even destroy efforts to achieving overall total quality management (TQM) (Juran,2011).

Herein lies the duty of leadership in bringing unity among employees, which contributes to effective results and the achievement of the organization's objectives. Leadership also serves as a motivator by showing the correct route and inspiring confidence in individuals. It helps with the development of great relations among team members, which leads to a better working environment and increase the total quality management.

Aim and Objectives of the study:

The main aim of the study is to investigate the Role of Leadership Competencies for Total Quality Management implementation.

There are three objectives in this study:

- Identify the competencies required for leaders to implement TQM.
- To describe the relationship between leader's competencies and TQM implantation.
- To offer recommendation to improve leader's competencies development.

Scope of the research:

This research is to cover the importance of leaders in achieving total quality management, and the first objectives of this study are to identify the importance of leadership. Leaders are the vision for the future, or as it is known as the vision of work, and only good leadership can improve quality and productivity. One of the objectives that this study focuses on is to explain the factors affecting the achievement of total quality management. On the other hand, there are many types of leaders, each of which can be studied, but the research deals with what is important to achieve TQM only, such as the importance of leadership, influencing factors, and the relationship between leaders' competencies and TQM implementation.

The study covers the different levels of employees working in different organization. The study also focuses on the management practices that influence the leadership. The research also aims get valuable information from the employees relating to the leadership in implementing TQM

II. Related Literature:

According to (Ravishankar S Ullé, and, A.N. Santosh Kumar, 2014) Leadership theories have not clearly focused on quality and the role of leaders as quality managers, despite its significance for the quality management in organizations. The article develops a theory of leadership for quality, concentrating on leader behaviors, values, and behaviors based on underlying TQM principles, based on previous efforts in the leadership and total quality management literatures. The TQM literature's contributions to the leadership studies are highlighted and discussed. The TQM philosophy is used to extract a collection of leader behaviors, values, and behaviors, which are then integrated into an expression of a leadership theory based on these variables. The concepts of TQM are discussed, and several ideas are created, defining both generic and specialized leader behaviors in the areas of customer focus, teamwork and participation, and continuous improvement. By exploring these previously unexplored behaviors in the leadership literature, the theory presented here makes significant contributions. By integrating practical leadership characteristics in organizational processes, the framework creates value to the literature. Contributions to the TQM and leadership literature are reviewed, as well as the approach's weaknesses and consequences for research and practice.

The process of quality improvement in an organization is inextricably linked to the enhancement of individual, group, and organizational performance. to improve the efficiency It is necessary to understand what works and what does not and how to work, and to have all of the resources need for success the work completed, the ability to measure the product, and the ability to the work completed, the ability to measure the product, and the ability to capable of obtaining information from various levels of the business capable of obtaining information from various levels of the business This is essentially Total Quality Management. (Gershonoff,2014) The achievement of the business that was able to attain quality control is based on the following essential ideas: a concern for the public's well-being, Continual enhancement.

III. Research Methodology

The present study focused on different employees working in different organization. The proposed sample size is 76 employees the researcher will use the descriptive of exploratory research. Non-random sampling method was used for collecting the data's and it was collected through convenience sampling techniques. The primary data was collected from respondents through questionnaire. Respondents of study will be employees from different organization. The major advantage of convenience sampling is that it allows data to be collected in a short duration of time because of its simplicity.

Statistical tools used for the study.

The sampling method of this research is simple random sampling, the investigators distributed the questionnaire to different department of different organization for collecting accurate information. The researchers collected the information through interview and questionnaire among 76 sample respondents of different organization. Various statistical tools like Correlation and weighted average methods were administered for deriving inference

Analysis :

Table 1

Leaders provide a clear picture about quality planning to implement TQM

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	2	2.5	1	2	3.84
2	Disagree	5	6.3			
3	Neutral	15	19.0			
4	Agree	34	43.0			
5	Strongly Agree	19	24.1			
Total		75	100.0			

Interpretation:

From the above mean score 3.97 it is understood that majority of respondents agree that the leader provide a clear picture about quality planning to implement TQM, the minimum value is 1 and the maximum value is 2.

Table 2

The leader presents a concrete plan for continuous improvement in the organization

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	2	2.5	1	5	3.73
2	Disagree	3	3.8			
3	Neutral	24	30.4			
4	Agree	30	38			
5	Strongly Agree	16	20.3			
Total		75	100.0			

Interpretation:

From the above mean score 3.73 it is understood that majority of respondents agree that the leader presents a concrete plan for continuous improvement, the minimum value is 1 and the maximum value is 5.

Table 3

Leaders provide training program for continuous improvements.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	2	2.5	1	5	3.68
2	Disagree	6	7.6			
3	Neutral	15	19			
4	Agree	42	53.2			
5	Strongly Agree	9	11.4			
Total		75	100.0			

Interpretation:

From the above mean score 3.68 it is understood that majority of respondents agree that the Leaders provide training program for continuous improvements, the minimum value is 1 and the maximum value is 5.

Table 4

Organizations train leaders to improve competencies.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	1	1.3	1	5	3.75
2	Disagree	6	8			
3	Neutral	18	24			
4	Agree	36	48			
5	Strongly Agree	14	18.7			
Total		75	100.0			

Interpretation:

From the above mean score 3.75 it is understood that majority of respondents agree that training leaders to improve competencies, the minimum value is 1 and the maximum value is 5.

Table 5

Leaders' competencies influence the implementation of total quality management.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	3	3.8	1	5	3.69
2	Disagree	5	6.3			
3	Neutral	17	21.5			
4	Agree	36	45.6			
5	Strongly Agree	13	16.5			
Total		75	100.0			

Interpretation:

From the above mean score 3.69 it is understood that majority of respondents agree toward Leaders' competencies influence the implementation of TQM, the minimum value is 1 and the maximum value is 5.

Table 6

Leaders create policies and guidelines to ensure a proper implementation program.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	2	2.5	1	5	3.68
2	Disagree	3	3.8			
3	Neutral	21	26.6			
4	Agree	39	49.4			
5	Strongly Agree	9	11.4			
Total		75	100.0			

Interpretation:

From the above mean score 3.68 it is understood that majority of respondents agree toward Leaders create policies and guidelines to ensure a proper implementation program, the minimum value is 1 and the maximum value is 5.

Table 7

Leadership improves the effectiveness and efficiency on the internal environment.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	1	1.3	1	5	3.68
2	Disagree	6	7.6			
3	Neutral	23	29.1			
4	Agree	30	38			
5	Strongly Agree	14	17.7			
Total		75	100.0			

Interpretation:

From the above mean score 3.68 it is understood that majority of respondents agree toward Leadership improves the effectiveness and efficiency, the minimum value is 1 and the maximum value is 5.

Table 8
Leader uses the feedback process to examine implementation.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	1	1.3	1	5	3.69
2	Disagree	6	7.6			
3	Neutral	18	22.8			
4	Agree	38	49.4			
5	Strongly Agree	10	12.7			
Total		75	100.0			

Interpretation:

From the above mean score 3.69 it is understood that majority of respondents agree toward Leader uses the feedback process to examine implementation, the minimum value is 1 and the maximum value is 5.

Table 9
leaders take steps to resolve conflicts between employees and other issues.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	2	2.5	1	5	3.70
2	Disagree	5	6.3			
3	Neutral	20	25.3			
4	Agree	33	41.8			
5	Strongly Agree	14	17.7			
Total		75	100.0			

Interpretation:

From the above mean score 3.70 it is understood that majority of respondents agree that Leader take steps to resolve conflicts, the minimum value is 1 and the maximum value is 5.

Table 10
Leaders involves the participative style of decision making for better TQM.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	2	2.5	1	5	3.92
2	Disagree	3	3.8			
3	Neutral	16	20.3			
4	Agree	32	40.5			
5	Strongly Agree	22	27.8			
Total		75	100.0			

Interpretation:

From the above mean score 3.92 it is understood that majority of respondents agree that Leader involves the participative style of decision making for better TQM, the minimum value is 1 and the maximum value is 5.

Table 11

Leaders' motivation helps to implement TQM.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	29	36.7	1	5	2.04
2	Disagree	8	10.1			

3	Neutral	9	11.4			
4	Agree	11	13.9			
5	Strongly Agree	18	27.9			
Total		75	100.0			

Interpretation:

From the above mean score 2.04 it is understood that majority of respondents Strongly Disagree that Leader helps to implement TQM, the minimum value is 1 and the maximum value is 5.

Table 12
Leaders provide benefits & rewards to motivate employee.

S.no	answer	NO, of respondent	Percent	Min value	Max value	Mean score
1	Strongly Disagree	7	8.9	1	5	2.32
2	Disagree	23	29.1			
3	Neutral	7	8.9			
4	Agree	7	8.9			
5	Strongly Agree	31	44.2			
Total		75	100.0			

Interpretation:

From the above mean score 2.32 it is understood that majority of respondents Strongly Agree that Leader provide benefits & rewards to motivate employee, the minimum value is 1 and the maximum value is 5.

Table 13

Relationship between Motivation and Decision making

Hypothesis:

Null Hypothesis (H0) - "There is no significant relation between motivation and decision making.

Alternative Hypothesis (H1) - "There is significant relationship between motivation and decision making.

Correlations			
		Motivation	Decision making
Motivation	Pearson Correlation	1	-.087
	Sig. (2-tailed)		.458
	N	75	75
Decision making	Pearson Correlation	-.087	1
	Sig. (2-tailed)	.458	
	N	75	75

Interpretation:

From the above table, it is shown that there is no significant relationship between motivation and decision making.

Table 14

Relationship between Motivation and Implementing Planning

Hypothesis:

Null Hypothesis (H0) - "There is significant relation between Motivation and Implementing Planning.

Alternative Hypothesis (H1) - "There is no significant relationship between Motivation and Implementing Planning.

Correlations		
		Motivation
		Implementing Planning

Motivation	Pearson Correlation	1	-.672**
	Sig. (2-tailed)		<.001
	N	75	75
Implementing Planning	Pearson Correlation	-.672**	1
	Sig. (2-tailed)	<.001	
	N	75	75
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation:

From the above table, it is shown that there is correlation between Motivation and Implementing Planning. Since there is good relationship between motivation and implementation planning the leader can motivate the employee to have better planning.

Table 15

Relationship between Conflict resolution and Decision making

Hypothesis:

Null Hypothesis (H0) - “There is significant relation between Conflict resolution and Decision making.

Alternative Hypothesis (H1) - “There is no significant relationship between Conflict resolution and Decision making.

Correlations			
		Conflict resolution	Decision making
Conflict resolution	Pearson Correlation	1	-.390**
	Sig. (2-tailed)		<.001
	N	75	75
Decision making	Pearson Correlation	-.390**	1
	Sig. (2-tailed)	<.001	
	N	75	75
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation:

From the above table, it is shown that there is correlation between Conflict resolution and Decision making. It is understood that if the leader handles the conflict efficiently it has a significant relation in taking decisions.

Table 16

Relationship between Planning and Decision making

Hypothesis:

Null Hypothesis (H0) - “There is significant relation between Planning and Decision making.

Alternative Hypothesis (H1) - “There is no significant relationship between Planning and Decision making.

Correlations			
		Planning	Decision making
Planning	Pearson Correlation	1	-.314**
	Sig. (2-tailed)		.006
	N	75	75
Decision making	Pearson Correlation	-.314**	1
	Sig. (2-tailed)	.006	
	N	75	75
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation:

From the above table, it is shown that there is correlation between Planning and Decision making. While there is good relationship between planning and decision making the leader can make better decision to implement perfect plan.

Table 17

Relationship between Motivation and Conflict resolution

Hypothesis:

Null Hypothesis (H0) - “There is significant relation between Motivation and Conflict resolution.

Alternative Hypothesis (H1) - “There is no significant relationship between Motivation and Conflict resolution.

Correlations			
		Motivation	Conflict resolution
Motivation	Pearson Correlation	1	-.324**
	Sig. (2-tailed)		.005
	N	75	75
Conflict resolution	Pearson Correlation	-.324**	1
	Sig. (2-tailed)	.005	
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

From the above table, it is shown that there is correlation between Motivation and Conflict resolution. Since there is great relationship between motivation and conflict regulation the leader can motivate employee to reduce the conflicts.

Table 18

(Skills and training) –Null and Alternative hypothesis

Hypothesis:

Null Hypothesis (H0) - “There is no significant relation between Skills and training.

Alternative Hypothesis (H1) - “There is significant relationship between Skills and training.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.158 ^a	1	.691

Interpretation:

From above table analysis it is evident that, the P value is = .691 which is more than 0.05 (P>0.05), the null hypothesis is rejected, and the alternative hypothesis is accepted so there is significant relationship between Skills and Training. The leader can develop the skills of the employee by providing training.

Table 19

(Gender and Training program) - Null and Alternative hypothesis

Hypothesis:

Null Hypothesis (H0) - “There is no significant relation between Gender and Training program.

Alternative Hypothesis (H1) - “There is significant relationship between Gender and Training program.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.001 ^a	1	.981

Interpretation:

From above table analysis it is evident that, the P value is = .981 which is more than 0.05 (P>0.05), the null hypothesis is rejected, and the alternative hypothesis is accepted so there is significant relationship between Gender and Training program.

Table 20

Ranking the factors that influence effectively implementing Total Quality Management

S. No	Factors	No. of respondent (1)	No. of respondent (2)	No. of respondent (3)	No. of respondent (4)	Total weight	Rank
1	Planning and Implementation	29	9	10	12	125	II
2	Conflict Resolution	7	24	7	8	108	IV
3	Decision making	5	14	25	6	114	III
4	Employee Motivation	10	8	12	22	150	I

Interpretation:

The above table illustrate about the factors based on Competencies for Total Quality Management implementing in various organization. The factors are Planning and Implementation, Conflict Resolution, Decision making, and Employee Motivation. The respondents rank between 1 to 4 scale. The first factor that effect on employee is employee motivation. Planning and implementation are ranked second factor. Decision making is ranked third. Conflict resolution is ranked fourth.

IV. Recommendations:

The recommendations are based after the research is:

- Leaders should encourage total employee commitment to all employees. Delegating quality issues to a sole person or department is unsatisfactory. Top management must communicate quality expectations to all employees, and the support and training required to meet them.
- Leaders should Continuously look for improvements, it's a never-ending cycle of continuous improvements aimed at increasing an organization's operational efficiency in response to changes in competitors' policies and customer needs.
- Employees and leaders should focus on customer preferences to achieve customer satisfaction because all organizational actions are focused on creating goods and services that meet the needs of current and future customers.
- Provide training to employees to ensure employee involvement, employee empowerment. By increasing trust and continuous communication, using the same means that the leader uses when delegating. In addition to providing the necessary and missing resources to empower the employee, also when the employee is involved by the leader in decision-making, which results in new ideas and goals.

V. Conclusion:

All things Considered, the prime reason behind conducting this study is to acknowledge the role of leadership and how a positive implementation of it in total quality management would affect any firm in an elevated way. As included in this study, in connection with the previous point, the study aimed that the competency goes in acquaintance with leaders in implementing total quality management. in addition, the relationship of the leaders and how the competency plays a major role into defining the needed leader persona that would accomplish total quality management successfully, lastly, the study also aimed to provide the recommendations involved into elevating the leader's performance to stay in line with positive implementation of total quality management.

It is imperative that leaders are not near sighted to TQM concepts, but the major problem lies in implementation. This paper has unveiled the reasons for non-implementation and has concretely illustrated that the recommended TQM model might remedy the problems of Nigeria if properly implemented. Many authors agree with the writings of TQM experts such as Deming, Joran, and Crosby, which emphasized that the four key components of TQM program are essential for any nation planning to implement a TQM program. Deming strongly emphasized the importance of management leadership in his writings. Feigenbaum (2012) also indicated that the people in any nation are the most important participants in a TQM program, while Crosby (2012) agreed and concluded that leaders must highlight that responsibility and accountability are the prime elements to success. This, without any doubt, is indicative of the lack of TQM implementation in sustainability of programs, organizational structure, and operations. lastly, the research found that there were political, geographical, social, and economic constraints which negatively affected and still affect the performance of any firm in relevance with the country.

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