

Impact of Top Management Commitment on Quality Management

Samia Javed

MS in project management

Abstract- The management in quality management implies that it's a top management approach, not just a narrow quality control or quality assurance function. Some principles and practices of quality management may vary in firms and industries, but there is common agreement as to the importance of leadership by management in implementing quality management. Top management is mandatory to all strategy and action plans. So the objective of the paper is to empirically investigate the impact of top management commitment on the success of quality management. This study limited to ARL Company in Islamabad. The sample of study consists of executives and managers who are working under functional heads. The researcher used judgmental sampling in selecting the subjects. The instrument used in the study was a survey questionnaire. The Correlation analysis explained a positive moderate relationship between top management commitment and success of quality management ($r=0.531$, $p=0.000$) That is top management commitment of an organization is positively related to the success of quality management. According to the regression analysis, 42% of success of quality management is accounted for top management commitment. Top management must be visibly and actively engaged in the quality effort by serving on teams, coaching teams, and teaching seminars. They should lead by demonstrating, communicating, and reinforcing the quality statements.

Index Terms- Top management commitment, success of quality management

I. INTRODUCTION

The industrial revolution of the nineteenth century and the computing revolution of the early 1980s and development in the product markets technology and legislation have led employers to search for new strategies and structures in quality management. The relationship between quality and top management has been well-documented. At least 9 of Deming's 14 principles refer to leadership and its importance to achieving total quality. Crosby, Juran, and other quality gurus also place a great deal of emphasis in their writings on leadership and its effects on quality. Reviewing major international quality award programs it is notified that leadership is the prominent feature in all of the world's major quality awards. Quality management is a leadership approach not just a narrow quality control or quality assurance function. Many quality experts believe that the key to successful management of quality begins at the top of the organization. The quality management literature argues that because senior managers create the organizational system that

determine how products and services are designed and produced, the quality improvement process must begin with leadership own commitment to the quality. So the quality management in any organization is strongly related to the top management. Thus I would like to do research on Attock Oil Refinery Limited on the issue of top management commitment on quality management, so that I can recognize and investigate the relationship between top management and quality management.

II. LITERATURE REVIEW

For the survival of today manufacturing companies it is very important to exceed the customer satisfaction. Activists of quality management say that the goal of customer satisfaction can be achieved by the commitment of top management. The basis of this study is that the adoption of quality management as a competitive strategy by an organization is a strategic decision. The hypothesis is Top management leadership and commitments to total quality principles of participative management are positively associated with employee empowerment. The data were obtained from organizations that were chosen on the basis of their commitment to and implementation of the key elements of quality management. The members who are chosen are those who are responsible for quality management in an organization. Data is collected through questionnaire. Alternative hypothesis were supported by the results. Find the relationship between the top management commitment, employee empowerment and customer satisfaction ^{Ugboro IO and Obeng2000}

Role of top management commitment in quality management implementation in any organization main focus is on employee empowerment. The objective of quality can be better achieved by the top management commitment. Top management commitment empowers their employees to achieve quality. The objective of the study was to check whether there is a top management commitment involved to reduce the degree of variance. In methodology Library at the University college of Borås was used to search for articles and journals relating to research on management commitment and empowerment of employees. Two data bases were used Business source premier and Science direct. The results shows that empowerment of the employee by the leadership is an important aspect in quality management implementation. Because employees need to have authority on their role in order to perform better and quality management cannot be fully put into practice without the top management commitment ^{Njie TL, Fon LT AwomoduG 2008.}

Theory of quality leadership on the basis of value trait and behavior based. And also discuss the basic principle of quality management as continuous improvement, customer focus and

employee participation. This article is very important which a strong contribution towards quality leadership literature. In today environment quality management has become an important concept which remains unaddressed in the past but without the quality leadership quality management implication is unattainable. Quality as the role of leadership remains unaddressed in the past researches but the theory of quality leadership is addressed in this article. The growing concept of quality management becomes very critical without the attention of leadership. The basic purpose of this article is to develop the quality leadership theory which focuses on the role of leadership as quality management in any organization and developed a frame work for the leadership which helps them to understand the philosophy of total quality management. The theoretical frame work of the quality leadership depends upon the three core principles which are continuous improvement, customer focus and participation that provides the basics for the quality leadership. This theoretical frame work leads towards the further research about quality leadership which has not been addressed in traditional leadership approach. This article is very important for the leadership and quality management because it take into account another role of leadership which is leader as a quality manager. This role has not been addressed in any other theory of leadership. So it is a progress towards leadership as well as quality management literature Lack shaman C 2006.

Some people say that quality is decided by the consumer and the other say that it is decided by the suppliers but this paper talks about quality from the management point of view. This paper institute employee empowerment, training personnel quality and solid basis for successful quality management. many people believe that to achieve quality there is a need to invest lot of money and time in it but this paper shows that may be this theory hold some truth initially but in the long run success leadership is most important for quality management. Basic purpose is to investigate the quality management issues that remains unaddressed and that need to be addressed before implementing quality. To implement quality you must understand the meaning of the quality. The definition of quality depends on who charge it. Leadership should to empower their employees in order to achieve quality. Leader should make quality management teams, provide them training and appreciate them. Top management should emphasize on the Japanese and American concept of quality management Shiramizu S and Singh A 2007.

Demings and Juran view of quality management emphasize on the leadership role in quality management 9 principles from his 14 quality management principles are related to the role of leader in quality management. Juran also give great importance to the role of leadership in quality management he emphasize that quality management directly depend upon the behavioral style of leadership. The leadership approach of both Juran and Deming differ to some extent from each other but both of them have the same opinion on the point that leadership has a great importance to implement the quality in any organization. For this research Full Range Model of Leadership by Bass and Avolio (1999) is used. That consists of a collection of transformational styles, transactional styles, and a non-transactional style of leadership Paul H, Susan LM, Catherine AR 2007.

Quality management as a top management approach .It is the duty of leadership to implement the quality. The purpose of this

research paper was to check out Does the leadership behavior have an impact on the success of quality management? In methodology 180 executives and managers were working under the functional head, marketing and HR department were taken as a sample. Data was collected through questionnaire. Hypothesis of the study is that the behavior of leadership in an organization is positively related to the success of TQM and the alternative hypothesis is supported by the results and null hypothesis was rejected. So it is proved that the leadership in any organization has a strong impact on the quality management Wickramaratne R 2005.

Analysis about the leadership issue faced by the developing countries especially in Nigeria and tried to find out the solution to social, political and economic problems. this article evaluate five factors which are more important for the quality management (1) leadership effectiveness, (2) leadership and Management commitment, (3) employee and individual involvement,(4) general public input, and (5) continuous improvement. This paper is about the impact of quality management on the leadership. The problem statement of the paper was to improve poor leadership in Nigeria. Leadership and management commitment are very important for the implementation of quality management. Involvement of each individual is an active process towards the improvement of Nigeria making. Continuous improvement is most important element of the quality management if the performance standards go up continuously quality can be achieved in a better way. Employee empowerment and leadership are the two most important elements of the quality management in an organizations. Oriaku N and Oriaku E 2008.

Quality gurus say that the basis of quality relies upon the organizational leadership. In 2005 a national study of 1,375 in US the reports discovered a nation that felt that there was a lack of truthfulness in leadership and that public confidence in business leadership was low because of public leaders. Leadership provides opportunity for quality in public as well as in business leadership. This article also gives the classic definition of quality leadership. Quality leader is defined by its traits behavior and qualities of leadership. Leadership is an important part of the quality management and it plays a vital role in quality management implementation. To implement quality upper management should take charge of it. it also gives the key distinction between a organizational leadership and a quality leadership which are strategic management has more importance in quality leadership, Visionary leadership is more important for quality leader because the success of quality management depends on employees sharing a common Idea, Empowerment and teamwork timely responses to customer concerns and quality is always related to the customer satisfaction. Promote creativity and innovation that is more important for quality Leonard D 2005.

The paper emphasize on the important of the leadership for the quality management in twenty first century. In twenty first century there is competition and continuous change in the global market. The survival of a company depends upon the skills of the leader. On a basis level the idea is that the management in a company should act as a leader. When a manager acts as leader he produces the quality products. Leader creates vision for the company he should communicate to his employees and encourage them to achieve it. If he will not do so the company will not be able to survive. Shewheart Deming's fourteen points

and Green Leaf philosophy related to the quality management is also discussed in this article. In order to achieve quality the world should practice the quality model of Deming's fourteen points and servant leader paradigm of Green ^{Leaf Newman T 2001}.

This research paper focused on the use of transformational leadership as a strategy to move health-care organizations outside the traditional principles and approaches by creating the core values of total quality management (TQM). Nurses are in better position to influence the use of transformational strategies in health care sector by the good worth of their knowledge, profession and number. Transformational leaders are needed to implement quality management. Transformational leader appeal their followers towards high moral values. transformational leader has four values i) Idealized influence ii) Inspirational motivation iii) Intellectual stimulation iv) Individualized consideration. Top management commitment in very important for the quality management ^{Edd A.J.T, CNA, FAAN 2000.}

This research paper is about the libraries of Australian technology Networks those who carried out a bench marking project which aimed to establish best practice in quality assurance across member libraries. This research paper takes the findings of the libraries of Australian technology Networks and utilize them to examine the numbers of theories of leadership. Questionnaire was developed to get an initial picture of Australian technological Network libraries' quality assurance processes in relation to key aspects of quality assurance programs. Without the support of the library leader the library quality assurance is doubtful. In the success of benchmarking project of Australian technological Network of the libraries librarian play a vital role. He involved the libraries staff in the project, made quality each team leader approach, and delegated the leadership to achieve the quality ^{Tang K Levinge L 2006.}

Background of quality management examining the authorship of the relevant review literature across twenty one years and the statistical tests based on 2512 summaries of quality management articles were used. The purpose of study is to conclude the relative role of academics and non academics in developing TQM and the more general quality management literature. Three research questions are addressed in the study. Firstly, In relation to the governing leadership in the literature of quality there are two major findings. One there are about five times as many articles published in nonacademic journals as in academic journals. The second research question concerned the time varying effort of the academics and non-academics in the quality management literature. It is found that after controlling for quality management and non quality management subtypes the publication patterns of academics and non academic are surprisingly parallel. The third research question when the quality management literature first reached a significant level is the hardest to resolve. Our best estimate is that the start of a strong and sustained quality management publication effort occurred ^{HeadyRB, et al 1997.}

Quality management in any organization is a management approach that integrates organization functions in better way to focus on customers need and achieving the organizational objectives. If any organization wants to achieve business excellence it must have to adopt the quality management principles. This study is about the critical success factors that are associated with the quality management principles. This research

paper has identified the critical success factors that are important for the management of quality. These success factors have been examined in Abbassi, Safir, and Esfahan hotels in city of Esfahan. All the data is collected through questionnaire. The research question was what are the quality management success factors in the hotel industry? What are the weaknesses of each hotel in order to perform quality management? Is there any difference in three hotels in order to their performance in quality management? All the research questions are answered effectively. The quality management success factors that are examined in these hotels are leadership commitment, customer focus, policy and strategy, HR focus and employee commitment and involvement ^{Shabbazipour M 2007.} indicates that the basic purpose of quality leadership is to full fill the organization mission and to make continuous improvement as a habit. Leadership has a strong impact on quality because leadership performs different roles in order to maintain quality in an organization. As the leader empowers the employees to deal with the problems and opportunities. They indicate that the quality leader must be i) visionary ii) self confident iii) value Congruence IV) adopts quality as a leadership philosophy ^{Evans JR.Lindsay WM. 2005.}

III. METHODOLOGY

Research Type

This research is based on descriptive questioning approach. The research is heavily relied on survey questionnaire. The focal sources are: surveys, observations, articles, Official websites, books, and Internet sites will be consulted for research

Research Approach

Research approach is both quantitative and qualitative.

Research topic is related to the impact of top management commitment on success of quality management .The research type will be quantitative because after taking the questionnaire the result will be drawn out in a numerical form and will be presented in the form of charts and graph. The research type will be qualitative while it includes literature, theories and analysis of surveys.

Population.

All employees of the ARL Company in Pakistan including Executives and managers will be the population.

The sample

The sample of the study consists of 150 employees that include executives and managers who are working under functional heads of operations, human resources, and finance departments and employees.

Sampling Technique.

The sampling technique will be judgmental sampling in selecting the subjects. The subject community will have all the characteristics of the type needed for in depth study of this topic.

Instrumentation

The instrument will be used in the study a survey questionnaire that will get all the relevant information that is needed to achieve the research objectives.

Independent Variables

Top management Commitment.

Dependent Variables

Quality Management.

Research Questions.

Does there any relationship between top management commitment and quality management?

IV. RESULTS

Questionnaire responses and the profile of employees

There were 135 responses from the 150 questionnaires. It is a response rate of 90 %, which is at a satisfactory level. However 30 questionnaires were selected for this analysis.

Reliability analysis and factor analysis

A reliability analysis was done to check whether each Questionnaire measure the variables reliably. The Chronbach’s Alpha value was measured for this purpose .The results reveal that the questionnaires measure the variables reliably.

Table 1: Summary of reliability analysis.

	Questionnaire	Alpha Value	Comment
01	Top management commitment	0.7647	acceptable
02	Success of quality management.	0.6832	acceptable

Descriptive

The Standard Error of Mean (SEM) is less than 3.5% for all variables and the highest standard Error of mean is for top management commitment (2.6%). The success of quality management has the highest average scores. Overall averages are above 03, and it implies that successfulness of all factors. The following table shows a summary of the descriptive.

Table 2: Summary of descriptive

	Mean	Standard Deviation	Remarks
Top management commitment.	4.08	0.343	Highest dispersion : Points scattered away from the mean
Success of quality management.	4.15	0.248	Points scattered somewhat close to the mean.

Correlation analysis

Scatter plots were taken to identity relationship of success of quality management with the top management commitment. The correlation between top management commitment and success of quality management is positive and significant at 1% significance level since

$r = 0.530$ and $P = 0.000$.

The results of the scatter plots are commented as follows.

Table 3: Comment on scatter plots

	Variables Involved	Correlation Co-efficient(r).	Comments
	Top management commitment-Success of quality management	0.530	A positive correlation The points are much scattered around a straight line

Regression between Top management commitments – success of quality management.

The analysis gives the following information.

1. $R = 0.531$, which means a moderate gradient regression line.
2. $R^2 = 0.42$, means 42% of the variance of success of quality management was accounted for by top management commitment.
3. Sum of squares figures explain a larger proportion of unexplained variance than explained variance.
4. Sag $F = 0.000$, which shows that a particular “F” value could occur by a chance of less than 1 in 1000.

Test of Hypothesis

The hypothesis states as follows
 “Top management commitment in an organization is positively related to the success of quality management.”

Correlation analysis explained a positive relationship between top management commitment and success of quality management ($r = 0.531$, $P = 0.000$). Regression analysis also supports this by giving a value, ($B_3 = 0.236$). Hence top management commitment is a predictor of success of quality management ($F = 35.189$, 0.000). Hence the decision is top management commitment is a predictor of success of Quality Management.

V. DISCUSSION

The study reveals a moderate relationship between top management commitment and success of quality management ($r = 0.531$, $P = 0.000$). This is significant at 1% significance level. Hence top management commitment is reflected on success of quality management. The simple regression analysis describes that top management commitment has a positive impact on success of quality management with the strength of $B = 0.384$ ($F = 69.423$, $P = 0.000$). The top management commitment gives a measure of success of quality management and it has a 42% accuracy of predicting.

VI. CONCLUSION

As far as the role of quality management is concerned, every manager is responsible for quality; especially senior management and the CEO, however, only latter can provide the leadership system to achieve results. Senior management has numerous

responsibilities .They must practice the philosophy of management by wondering around. Management should get out of the office and visit the customers, suppliers and departments within the organization, so that managers can find out what is happening with a particular customer, supplier or project. The idea is to let employees think for themselves. Senior management's role is no longer to make the final decision, but to make sure the team's decision is aligned with the quality statements of the organization. Push problem solving and decision making to the lowest appropriate level by delegating authority and responsibility. The needed resources must be provided to train employees in the quality management tools and techniques.

Senior managers must find time to celebrate the success of their organization's quality efforts by personally participating in award and recognition ceremonies. One of the duties of the managers is to establish or revise the reorganization and reward system. Senior managers must be visibly and actively engaged in the quality effort by serving on teams, coaching teams, and teaching seminars. They should lead by demonstrating, communicating, and reinforcing the quality statements. As a rule of thumb, they should spend about one third of their time on quality Besterfield, 2003, P.32. Another very important role is the communication. The objective is to create awareness of the importance of quality management and provide quality management results in an ongoing manner. The quality management implementation process begins with senior management. Leadership is essential during every phase of the implementation process and particularly at the start.

REFERENCES

- [1] Ugboro I.O,Obeng K(2001). Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations an empirical study: School of Business and Economics, North Carolina A&T State University, pp1-32.

- [2] Njie TL, Fon LT, AwomoduG (2008). Top management commitment and empowerment of employees in TQM implementation: school of engineering. University college of Bogras.vol 1 pp1-36.
- [3] Lackshman C (2006).A theory of leadership for Quality: Department of Management & Marketing, Virginia State University, Petersburg, USA,Vol 17.99 1-21.
- [4] Shiramizu S,Singh A(2007).Leadership to Improve Quality in an Organization:Leadership and Management in Engineering,pp129-140.
- [5] Paul H,Susan LM,Catherine AR(2007).Effect of leadership on Quality:pp 1-2.
- [6] Wickramaratne R(2005).Leadership and TQM:University of Kelaniya,Srilanka,Department of HR,pp 1-10.
- [7] Oriaku N,Oriaku E(2008)Effect of Total Quality management on Leadership:Case of Nigeria,Vol7,pp35-46
- [8] Leonard D (2005).Quality Leadership: Quality Texas Foundation, pp1-5.
- [9] Newman T(2001).Leadership effectiveness for the twenty first century:vol 4.
- [10] EdD A.J.T, CNA, FAAN (2000). Transformational leadership: moving total quality management to world-class organizations: The University of Nevada, Department of Nursing, Las Vegas, Nevada, USA, pp232-242
- [11] Tang K, Levinge L (2006). The impact of leadership on Library quality: Outcomes of a benchmarking project between ATN libraries: Queensland University of Technology, Curtin University of Technology.
- [12] Heady RB,Smith M,Robert PL,Logan TG(1997).Leadership in Authoring the Quality Management Literature: University of Southwestern Louisiana. Department of management and quantitative Methods, vol 2, pp139-148.
- [13] Shahbazipour M (2007).Afeasibility study of TQM in Hospitality Industry:A case Study in Asfahan Hotels,University Of Asfahan and Lulea university of Technology.Department of Business Administration and Social sciences,pp1-227
- [14] Evans JR,Lindsay WM. (2005).The management and control of quality: Thomson, South westeren,Sixth adition,pp,204-213.
- [15] Besterfield,etal(2003).Total quality management:pp32.

AUTHORS

First Author – Samia Javed, Qualification,MS in project management, E-mail: samia_javed62@yahoo.com