



Total Quality Management as an Effective Tool for Achieving Customer Satisfaction, Patronage, Productivity Gains and Sustainability in Organizations

Kabiru Abdulkadir¹

¹Department of Business Studies Post Primary Schools Management Board, Yola Nigeria

Received: 12.9.2023 • Accepted: 18.12.2023 • Published: 30.12.2023 • Final Version: 31.12.2023

Abstract: This study assesses the impact of Total Quality Management (TQM) on customer satisfaction, patronage, productivity gains and sustainability in organizations. The study collects data from relevant materials through the application of library research design. The study found that managers did not pay the required attention on the issues really occurring in the organizations, despite the existence of enhancement programs and principles. Hence, real time improvements with corrective measures are not present in the process of enhancing organizations' overall quality. The study finds out that nonchalance attitude towards the quality management from any particular group in organizations can pose a serious barrier to the whole system. Especially, when this comes from the management who are in the control of the tasks, and it can be a huge setback that will undermine the total quality management at the implementation phase. Quality management programs failed because they were not in a consistent and regular manner. To achieve a holistic implementation of quality management, it requires cultural changes in the way tasks are executed in organizations. However, the study recommends that managers should take corrective measures that would focus on the real time issues occurring in organizations. They should also consider total quality management tasks to be a continue process, rather than a periodic process. This demands for total cultural change in the way and manner activities are planned and executed in organizations.

Keywords: Total Quality Management; Customer Satisfaction; Product; Service; Productivity; Sustainability in Organizations.

1. Introduction

It is widely believed that the goal of every organization is to meet the expectations and requirements of its stakeholders. This is very crucial for both the organizations perpetual existence and their growth and development. (Katerina & Kareska, 2023). The quality of products and/or services provided by the organization is a determinant factor of its healthy competitiveness in the market. In every business customer is the first priority, without loyal customers businesses are not likely to flourish (Babatunde

and Olukemi, 2022). Due to the importance of customers in every business setting marketers stress the need for research in the areas of consumer behavior and behavioral intention. Knowledge of consumer behavior will help immensely in achieving excellence marketing policies that will meet the needs and demand of the customers, and this will eventually attracts positive customer attitudes toward the organization. Behavioral intention can be a strong indicator of his actual behavior (Alderson, 2023). In every business organization these two basic functions are performed: it provides goods or services and markets them. (Kottler, 2010). Kottler, relates the goods and services to quality assurance. This signifies that even if a business has created a market, the end result will be a failure if qualitative goods and/ or services are not achieved.

Total quality management (TQM) is an ethical and comprehensive approach used by businesses to continuously improve their processes, goods, and services while involving all relevant parties in order to increase performance and sustainability and satisfy consumers. TQM is an all-encompassing strategy that includes every employee in quality improvement projects with the goal of continuously improving procedures, goods, and services. Process optimization, defect prevention, and customer focus are examples of TQM principles that reduce waste, improve product quality, and boost customer satisfaction in production organizations. TQM promotes responsiveness, consistency, and efficiency in service organizations, which improves customer satisfaction and loyalty. (Esin & Hilal, 2023).

As we step into the industrialized era, business organizations should not narrow their efforts to meet just the demand of customers through the provision of goods and services, they should focus on quality assurance as well. (Katerina & Kareska 2023).

TQM, can be applied in every organization irrespective of its size and objectives. Its principles are ideal for achieving effectiveness in meeting public demands, hence, the public sector organizations are fast adopting it. However, non-compliance with the laid down procedures and principles is posing a serious challenge to most organizations during the TQM implementation phase. Some organizations allow the TQM program to be run freely with the expectations that the program will function independently and achieve its goals by itself. Some people give it a halfway approach, therefore they adopt some parts of the principles and ignore others. These are the factors that are responsible for the failure in most organizations. Thus, those organizations could not meet up to the expected targets from implementing TQM. Therefore, there is a need for constant support to avail the benefits of TQM implementation in organizations. (Oluwatoyin, 2018).

This paper examines TQM as an effective tool in ensuring customer satisfaction and patronage in organizations. The study's main objective is to provide insights on TQM and its positive effects on the successful operations in terms of: how quality services and products can meet up to customer satisfaction. The research also highlights the benefits accrue to business organizations from TQM implementation, and examines its basic principles in organizations. The study shall cover four sections; section 1 deals with introduction as above. Section 2 covers the literature review and section 3 covers the research methodology. While the last section deals with the conclusion and summary of the paper.

2. Literature review

Different scholars have distinct views with regard to the definition of the term “quality” the most common words that defined the quality in this context are “to make customer delighted by fully meeting their needs and expectations”. These may include performance, appearance, availability, delivery, reliability, maintainability, cost effectiveness and price. therefore, it is very much important for the organization to know what these needs and expectations of customers are. Additionally, after the organization was able to identify them, it must be able to understand them in full, and identify its potentials to realize them.

Quality means “the extent to man-made objects or systems are free from maladies and flaws, as contradicted by the scope of function or quantity of an item”. Crosby: (1979), cited in Oluwatoyin (2018) had defined the term quality as a total for conformation to the agreed specifications or requirements, he also opined that for quality to be managed adequately, there must be a yardstick that can measure it. Peters (2014) noted that quality is a “magic bullet” that reduces cost, provides greater services and products to customers, and higher margin is achieved. He further described it with beauty which is in the eyes of the beholder. This depends on what the customers say it is.

While Kondo (2017) opined that quality is a source of empowerment to the employees. According to him the main aim of a company is to be attractive to both its employees and customers, and maximize profit for its shareholders. Conversely, Oluwatoyin (2018) opined that efficiency and inefficiency are the only two types of quality that exists in the world. According to him senior managers should strive to actualize efficiency in their operations, as customer is highly expected to get it from the company. He further explained that organizations are considered ineffective when inadequate trainings are given to the employees, or tasks are assigned to unqualified workers in the organizations. According to Kondo (2017), quality is instinctive, various scholars have a contrast perception of it. As per his perception quality has two meanings: the quirks of products or services ability to satisfy a particular need, or a particular product or service without any faults. However, it should be aware that whichever definition is given to quality, it should be considered as an integral part of organizational culture on which organizations should devote their efforts to achieve.

2.1 Quality Management

Quality management is a very vital concept of concern to every company. According to Marko (2021), quality management is a leadership principle that consists of values, systematic and consistent long-term work in accordance with good organizational practices. The principles should be able to improve level of materials, processes, services, of the organization that are tailored to satisfy the customers present and future needs. Quality management is the means through which strategies are formulated, goals and objectives are defined, plans are implemented, it sets control mechanisms that will provide feedback and taking corrective measures (Oluwatoyin, 2018).

The main goal is to eliminate failures; which may occur in the concept, process, and in the reality of the processes, services, and products. This does not necessarily mean that the processes, products, and services are going to fail in their intended functions, rather these functions will not suit what customers desire. Therefore, planning, organizing, and controlling, are very key in preventing failure in quality management. (Juaran & Grayna, 1998). Dele et al. (2014), had identified the four stages of quality management as: inspection, quality control, quality assurance, total quality management. These steps will form the basis of discussions in the subsequent headings.

2.1.1 Inspection

ISO 8402 (1986) described inspection as “the determination of conformity through measuring, examining, testing, and evaluating one or more features of a particular product, or service when compared to the specified requirements.” Inspection is very essential tool for identifying defects in products or services. Deming (1986) stressed that it would be too late for organizations to conduct an inspections that would find out wrong products or services and keep them out of the business. Rather, organizations should focus on quality which can be achieved in the daily operations.

2.1.2 Quality Control

A conventional way that businesses are adopting to manage quality is referred to as quality control. This can be achieved by checking and reviewing works that have been done. The essence of quality control is to ensure that the products or services being produced have met the required standards. It takes place at the time, and at the end of the operation processes (Oluwatoyin, 2018). Similarly, Juaran and Grayna (1998) described quality control as the process that allows businesses to compare actual quality performances with standards, so that appropriate action can be taken. Also, quality control was described by (ISO 8402, 1994) as a comprehensive model of management tool that prevents products or services which did not comply with basic standards from getting to the hands of the final consumers. These are the operational techniques and activities that are put in place to meet quality requirements.

2.1.3 Quality Assurance

Quality assurance was defined by Oluwatoyin (2018) as “a principle which is embedded in the business process of production, with the aim of minimizing the chances of producing poor-quality goods and services. Quality assurance is a prevention mechanism, that places emphasis on products, services, and process design to improve products and services quality and increase productivity. Quality assurance concentrates on defect preventions, while quality control detects defects once goods and services are produced.

Quality assurance focuses on the series of activities embedded in the production processes, to ensure that wrong product and service are kept away from the business. Therefore, it is a management tool that ensures quality is achieved at all levels in production processes to make sure that quality problems are not emerged.

Therefore, this concept emphasizes that quality begins right from the design stage. It would be too late for the firms to control it. Hence, the poor process design should be avoided by all means. For a quality

assurance to be effective it must include a new operational philosophy and approach which are proactive not reactive; this stresses the employees' motivation and involvement in the normal departmental activities across the board (Lockwood et al., 2016). While Oakland (2015) argued that quality assurance is the process of preventing quality problems through the systematic activities and plans; this includes documentation.

2.2 Total Quality Management

Total Quality Management is a management tool that entails all basic leadership and management mechanisms, development procedures and technical tools to smooth the continuous way of working. (Borgman & Packalen, 2012). TQM, combines various distinct organizational approaches and techniques, which includes extensive employees' engagement, qualitative statistics, process control, and quality circles usage (French, 2015). TQM, is a practical approach that measures and manages the improvement of business continuously for the sake of customers satisfaction (Prescott, 2015).

The main principle and ideology of the TQM is that quality is in every function within the organization. Hence, it requires everyone working within the organization to play his part toward the development of the organization, through the collection of information which has to do with the quality; which is customer focused (Holttta, 2017). TQM provides a framework that shapes the morality of the organization; through rewarding and considering the efforts of people who are involved directly in the business from within and outside the organization. However, the contributions from people who are working within the organization is the most important part of TQM. Every organization has its own distinct approaches for reaching total quality. These approaches depend on the organization's history, culture context, and status (Peters, 2014).

The concept of Total Quality Management (TQM) ensures that the principles of quality management are strictly adhered to by all units in the organization; the customers and suppliers are not excluded. It also ensures that all the stockholders of the business are carried along in the critical areas of the firm. The approach stresses that everyone in the organization is improved in a consistent manner. This principle fosters the understanding and cooperation of every individual who contributes to the business processes. Thus, it attaches value to every single person in an organization (Oluwayotin, 2018).

2.3 Customer Satisfaction

A customer is a person who buys or uses a product, or service provides by the business or intends to do so in future. Therefore, for a business to thrive, it must employ the principle of "customer first." Thus, his satisfaction must be prioritized by organizations to the highest order. Every organization's sustainability is heavily relied on customer satisfaction. The TQM attaches an utmost sensitivity to customers' choices and their rapid responses. With regard to the TQM, sensitivity to customers' requirement is more than defects and errors minimization; it expects businesses to meet their customers' requirements and manage their complaints effectively. It is requirement takes into

cognizance the products and services potentials to satisfy the basic specifications, and the attributes that improve and distinguish between them and other products and services for competitive advantage (Oluwatoyin, 2018).

TQM, stresses the need for a customer centered approach to services delivery. Therefore, focus is attached to the need to enhance the quality of service provided to customers through the proper understanding of their needs and complaints. Thus, it very imperative for an organization to compare its customer's needs and its performance in meeting these needs, so that the highest level of customer's satisfaction can be maintained in the organization. Maximum level of customer satisfaction depends heavily on providing product or service that has the potential to meet the needs and specifications of customers (Muffatto & Panizzolo, 2015).

Customer satisfaction can be determined in the way product or service supplied by a company meet or surpass customers expectations. Paul et al. (2010) opined that customer satisfaction is achieved when the total number of customers who shared their experiences with a company, and its product or service (ratings) supersedes the specified satisfaction goals. It is regarded as a key performance indicator of a business and an integral part of a balanced scorecard. Customer satisfaction is a very essential in a competitive market, as it is regarded as a key differentiator and key component of business strategy. Customer satisfaction is also seen as the extent of satisfaction which the number of repeat customers get from the usage of goods and services provided by a company (Paul et al., 2010).

2.3.1 Determinants of Customer Satisfaction

Lockwood et al. (2016) described the determinants of customer satisfaction in an organization as performance, loyalty, location, skilled employees, and the consistent interest to deliver the benefits to its existing clientele.

Location: accessible and convenient location is a great benefit to customer, as these factors make it easy for customers to transact business with the organization (Lockwood et al., 2016).

Performance: performance sets an appropriate direction to design service offers staff development programs and effective customer complaints management systems. Doing it rightly ensures successful problems recovery, which results into reliability, competitiveness and signifies that the employees are willing and fully prepared to provide a service.

Loyalty: Lockwood et al. (2016) suggested that loyalty signifies the customers commitment to rebuy or re-patronize a particular product or service in a consistent manner in the future, despite situational influence. According to Betty (2021), intangible values, like reliability, credibility, competence, and efficiency play a key role in building and maintaining loyalty; thus, they lead to great intention to re-patronize and even a likelihood to recommend the organization to others.

2.4 Quality and Customer

Quality can be measured when these values interact: (1) training of customers, training of repairmen, and when instructions for use are given, (2) the awareness of customer on how he puts product into

use; his ability to install and maintain the product, and (3) product's uniqueness and simulation of users. This is because a sufficient way to build a product by making theoretical tests that will describe the product's quality is lacking (Betty, 2021).

2.4.1 Product Quality

Product quality is defined as the set of characteristics of a given product that boost its ability to meet specified requirements. Thus, value for money that a product offers has a great influence on both customers' choice behavior at a pre purchase phase, their satisfaction, and their intentions to recommend and return behavior at the post purchase stage (Parasuraman et al., 2018). The expected product quality is largely dependent on its perceived ability to provide satisfaction when compared to other products (Gorst, Janji, & Wallace 2018).

2.4.2 Service Quality

Service quality is a difference between what customer wants and what he perceives to get or what he gets in reality. In another word, service quality implies the extent to which the service delivery meets the customer needs. Therefore, the customers in general are at the opinion that the more satisfaction they derive from consuming a particular product, the more value they feel (Anderson et al., 2014; Saravanan & Rao, 2016).

Therefore, a lot of businesses would attempt to render high quality services in order to retain their customers. Several empirical studies have proven that high quality services influence a positive behavioral intention of customer to repurchase, which in turn, leads to customer retention (Zeithaml, 2020). This signifies that service quality has a significant relationship with customer loyalty.

Zeithaml (2020) had adapted a theory of customer satisfaction that has five dimensions to measure customer service quality. These include: tangibles, reliability, responsiveness, empathy and assurance. The tangibles have to do with the presence of the facilities, equipment, staff and materials employed in communicating with the customers. Cleanliness, space, atmosphere can be regarded as other features of tangible dimension. Presence of server and his location. The parameters that are used to measure the responsiveness and reliability dimensions are speed, willingness to respond, accuracy and dependability. While the indices that are used to measure empathy and assurance dimensions are knowledge, trained personnel, communication and caring.

2.5 Quality Product/Service Vs Customer Satisfaction

Betty (2021) stated that the presence of quality assurance in organizations, gives the management of the organization and customers a high level of confidence. He stressed that organizations need to control quality in order to enhance their performances and prevent customer turnover. However, Prescott (2015) opined that customer is the most important driver for change in organizations, hence, ensuring his satisfaction is the main task of the organization. Therefore, factor that may lead to the customers turnover, such as actual prices charged, relocation, ineffective and poor communication

among others, should be aligned with the proper arrangements to produce high quality services and products.

Betty (2021) emphasized that businesses should do all what they can to gain loyalty from their customers. This can be achieved through the provision of quality services and products and ensuring their consistency. Thus, attracting customers through quality services will keep them patronizing the company rather than leaving.

2.6 Business Sustainability and Quality Management

Organizations that adopt quality management system can be able to manage their resources more effectively than others. Organizations with the principle of quality management can be able to prepare their employees to be more productive and innovative; thus, they enjoy profitability, customer satisfaction, and trust (Olutowayin, 2018). Corporate sustainable development and quality management are interwoven as they share one important goal, which is to ensure that resources are not wasted. They also consider how business activities impact on the society, and business performance over long time (Olutowayin, 2018).

Peters (2014) revealed that sustainable development exclusively focuses on how the quality can be integrated in ecological, social, and economic aspects. This signifies that firms should ensure that firms apply the concept of quality at the first stage where resources are acquired, to the final stage where product or service is delivered to the final consumer.

However, global warming and environmental issues have made the environment-friendly practices to be the most important concept since last few years (Peters, 2018). These practices are popular among the industrial giants such as China, who rely heavily on natural resources for energy purposes. These countries have increasingly started paying attention to green energy, renewable energy, and recycling methods (Betty, 2021). Even though, organizations are seriously timid about green innovation, because it may affect their profitability negatively.

3. Methodology and findings

The paper adopts the library research design as it is methodology. The secondary data is used as a source of information. This was possible through the use of works done by the previous scholars who had undertaken similar studies. Thus, both the traditional libraries and the online libraries were consulted. Hence, the data collected from these libraries made the review of related literature, deductions, and conclusions possible.

3.1 TQM's Major Principles

For organizations to ripe the benefits from TQM, a lot of principles should be put in place to change the culture of organizations (Oluwototyin, 2018). These will be discussed below:

3.1.1 Executive/Senior Managers Commitment and Leadership

TQM demands for radical change in the overall culture in organizations, and this is achievable once the top management is fully committed towards the strategies that would ensure a constant improvements, effective communications and cooperation in organizations. TQM implementation influences the other TQM dimensions, thus improving organizational performance (Kaynak, 2013). Oakland (2015) noted that ‘to be successful in promoting business strategy and effectiveness. TQM must start at the top with the chief executive’. Cooper and Ellram (2013) described leadership as a critical factor that effect organizational change by fostering a cordial relationship with suppliers and other people who are involved in the value chain delivery process. Employees are motivated to deliver their best toward meeting customers’ expectations when a leadership shows its commitments through its daily disposition to work (Oluwototyin, 2018).

3.1.2 Cultural Change

According to Dele et al. (2014), cultural change implies an approach to change the corporate culture of an organization to be customer centric. The need for cultural change is stressed by the role it plays in the life of an organization. They also emphasized that culture has a significant impact on the attention executive groups pay to certain issues, how they interpret information, and how they react to changes in the external environment. Culture also plays a major role in determining the firm's strategic positioning because it directs employees' daily work practices. Organizational culture is believed to aid the development and execution of strategy.

Peters (2018) defined quality culture as “the culture which nurtures high social relationships, and respects for individual, a sense of membership or the organization and a belief that continuous improvement is for a common good”. Decentralization of responsibility to the lowest cadre is implied by the overall quality culture. In the process of continuous quality improvement, it does this by utilizing the intellectual capacities of every member of the organization. As a result, quality is crucial to all staff members and management inside the company. The focus of Total Quality Management (TQM) is on the necessity of departing from the conventional quality management strategy, which is bureaucratic and leaves little or no space for innovation. The majority of firms, however, find it extremely difficult to give up their established methods, making the transformation process challenging. The nature of the change that has to happen makes it more challenging because it calls for a shift in people's perspectives.

3.1.3 Customer Focus

In order to meet customers' expectations and position them as an asset to the organization's financial health, TQM demands enterprises to design operational procedures that are customer-focused while also allocating resources accordingly. According to Filipini and Forza (2018), corporations must stay in close communication with their customers in order to understand their needs and gauge how well they have been met. Providing services or products with features that meet the demands and requirements of the consumer is the only way to achieve a high degree of customer satisfaction, as

claimed by Muffato and Panizzolo (2018). New service offerings are developed in response to the demands and expectations of the customer. This happens as a result of the fact that customers decide what constitutes high-quality service (Jablonski, 2012).

3.1.4 Total Involvement

According to Harvey and Brown (2016), employee involvement was originally defined as a "feeling of psychological ownership among organizational members." Conventional employee participation is process-centered rather than job-centered, and it is limited in scope compared to the results of TQM ideology. French (2015) stated that the goal of the TQM strategy is "achieving broad employee interests, participations, and contributions in the process of quality management." The premise is a quality culture throughout the organization that allows employees some autonomy or freedom to make decisions that impact their work. Thus, it is urged of employees to carry out tasks including processing information, addressing problems, and making decisions (Dimitriades, 2010).

According to Omachonu and Ross (2014), intrinsic motivation is the foundation of TQM, and participation in the decision-making process and empowerment are seen as necessary for long-term results. The primary goal of full employee involvement is to increase customer satisfaction both internally and externally by creating an environment that is adaptable and supportive of creativity.

3.1.5 Continuous Improvement

According to Fuentes-Fuentes et al. (2014), "continuous improvement" refers to "a commitment to constant examination of the technical and administrative processes in search for better methods." Continuous improvement is the unwavering pursuit of improvement in the provision of value to customers (Turney & Anderson, 1994). Prescott (2015) who maintained that achieving customer satisfaction requires persistent relentless improvement of processes that create a product or a service. Complete quality management is a continuous improvement system that incorporates design into the production process. Planning, carrying out, and evaluation are done in regular cycles in this (Muffatto & Panizzolo, 2015). Oakland (2015) posits that a continuous improvement approach will result in the development of a strong team, with members chosen based on their proficiency in the process and ability to implement improvements. TQM focuses on making constant improvements to the entire production process, from planning and decision-making stages to front-line staff work execution. The notion that errors can be avoided and flaws can be prevented is essentially the guiding principle of continuous improvement. As stated by Stahl (2015), "Continuous improvement refers to the ongoing process of refining and improving organizational systems, services, and products in order to produce better value for customers." In the absence of customer complaints, he went on to say that a future issue might be avoided by consistently looking for methods to improve the quality of the good or service. In order to prevent errors from happening again, the goal of the continuous improvement process is to find and fix the root of the issue.

The face of competition changes more quickly in a dynamic environment due to shifting customer needs, competitors' actions, and service/product innovation, according to Fuentes-Fuentes et al. (2014). As a result, these organizations are likely to pursue continuous improvement in their operations.

3.1.6 Training

Training assists staff members in becoming ready to oversee the TQM philosophy applied to the production process. According to Oluwatoyin (2018), training gives people the skills and methods they need to improve the quality of their work. Employees are said to be able to recognize improvement opportunities through training since it aims to provide the skills and knowledge required for all employees to be able to contribute to the continuous process of production quality improvement (Stahl, 2015), making it a solid building block of business in the achievement of its goals and objectives. Stahl (2015) contended that training and development initiatives ought to be viewed as lifelong processes rather than as a singular event.

3.1.7 Teamwork

A well-organized team will facilitate the efficient production of goods and services by integrating the various production-related tasks (Oluwatoyin, 2018). Dele et al. (2014) noted that teamwork is a key of feature of involvement. To him, teamwork aids commitment of the workforce to the organizational goals and objectives. Teamwork promotes and accelerates positive work attitude in organizations, it also brings togetherness and loyalty amongst the employees; this will unite them to focus on organizational goals. Martinez et al., (2019), noted that improvements planned by employees can be attained easily with the help of teamwork. They pointed out that teamwork could change those employees behaviors that are resistant to change.

3.2 Benefits of TQM Implementation

Once the TQM is effectively implemented in organizations, enhanced service offerings would be achieved and this would increase customer satisfaction (Omachunu & Ross, 2014). Satisfaction attracts customers; this in turn can lead to customer repeated patronage to the business and their recommendation of new customers to the business. This gesture can help organizations to reduce advertising expenses. Omachunu and Ross (2014), noted that quality can provide companies with competitive advantage. Conversely, improved quality of products and services market share and profitability. Total quality management is the type of management philosophy that stresses the need for authority to be decentralized. Hence, the devolution of authority to the front-line staff is encouraged. It also employs quality and teamwork mechanisms to ensure the participation of everyone in the decision-making processes. However, some questions should be answered such as do employees get motivated through the devolution of authority or not? According to the motivation theories, there are only two major forms of motivation; these are the intrinsic and the extrinsic motivation. While some

scholars perceive that monetary incentive is the best form of motivation. Others opined that people get motivated the more they actualize self-fulfillment and recognition (Oluwatoyin, 2018).

The idea behind the intrinsic reward is to give employees the kind of autonomy that empowers them to take decisions, the decisions which they take will make them responsible and accountable. This decision-making autonomy could provide employees with the highest level of motivation. (Dimitriadis, 2010). The TQM implementation ensures that every employee plays his role in achieving efficient and cost-effective operations. This will create more value for the firms, and it will allow the companies to offer excellent services at efficient prices to their customers (Oluwatoyin, 2018).

TQM implementation could further allow organizations to achieve best practices and could change how organizations execute their operations, thereby eliminating inefficiencies and enhancing customer satisfaction. ensures that organizations change how they perform activities so as to eliminate inefficiencies, improve customer satisfaction (Porter, 2016). He further disclosed that constant, improved and effective of operation alone is not a sufficient factor that can help organizations to achieve profitable operations. According to Sila (2017), TQM establishes a stable production process as it improves the quality of products and also minimizes the scrap, rework and the need for hedge goods. He argues that TQM saves production cost and time. Conversely, the TQM reduces the cost and time of training and improves information management system, and relationships with suppliers through its unique feature of continuous improvement (Oluwatoyin, 2018).

According to Sila (2017), Sole Sourcing is another option that TQM employs to cut the cost of production. The technique limits the number of suppliers of businesses through the provision of prerequisite training and technical skills to employees. TQM analyze the process of production, and customer satisfaction simultaneously. This can be regarded as the integrated method of operation analysis. Hence, it stresses the need for the quality to be integrated in all the operation processes to achieve a total efficiency (Andrle, 2014). Kaynak (2013) opined that supplier bases should be a yardstick for measuring the effectiveness of TQM organizations, because supplier quality management is an integral part of TQM.

3.3 Challenges Facing the TQM Implementation

TQM provides organizations with guidelines, good practices, and tools to improve their efficiency. However, this question requires an answer do organizations fully understand that they do not focus on the real issues that happen inside organizations, despite existing enhancement programs and principles. Therefore, most organizations get it wrong and they cannot take real enhancement with corrective measures to enhance their total quality (Betty, 2021). Oakland, (2015) identified factors such as: bureaucracy, rigidity, formality, and time consumption as the major factors militating against the successful implementation of TQM. Ugboro and Obeng, (2010), claimed that one of the main causes of TQM's failure in the majority of organizations is its haphazard application. They claim that companies will only adopt TQM practices that are consistent with their current organizational culture.

Their research showed that employees did not feel included in the decision-making process and that the limited authority given to them to carry out their duties hindered their ability to contribute to quality improvement. According to Smith (2014), the reason why quality management initiatives have failed is that they were merely "programs of the month." He contends that instituting quality programs across an organization necessitates a shift in organizational culture rather than the implementation of a formalized program. In his own words, Andrlle (2014) asserts that the failure of TQM implementation is caused by organizations adopting incompatible quality approaches; he also emphasized that managers' delegation of quality leadership may result in the development of TQM bureaucracies that are ineffective, just like other functional departments.

Wikinson et al. (2018) stated that a significant obstacle to the management of quality may be the lack of commitment from any one group within the company. One of the biggest obstacles to the effective implementation of TQM is management's lack of commitment to quality management. According to Asher (2016), management must lead the TQM process's philosophy in order to inspire employees to follow suit and demonstrate to them the management's dedication to quality.

Porter (2016) pointed out that while TQM is crucial for an organization's efficacy and productivity, it won't always provide it a competitive edge over rivals. Strategic business issues such as positioning and differentiation are not addressed by TQM. According to McCabe and Wilkinson (2018), the failure of TQM can be attributed not to the principles of TQM itself, but rather to the improper implementation method used by the organizations involved. They thought that if TQM is properly planned for and carried out as intended, it could be successful.

One more factor contributing to TQM's failure is the focus on individual rewards for TQM efforts. This contradicts Deming's (1986) suggestion that incentives should be linked to departmental or teamwork not to single person. Failure on the part of organizations to provide group rewards could result in internal competition among staff members, which would be detrimental to the teamwork that TQM encourages. One of the main obstacles to TQM implementation in organizations is the high cost of providing quality services (Oluwatoyin, 2018).

4. Summary and Conclusion

Based on the literature review and associated concepts discussed above, it is evident that TQM offers organizations a solid framework to enhance their productivity through numerous effective practices and resources. However, it is still unclear if organizations are aware, capable, and realizing that, in spite of current programs and ideals for improvement, we are not really focusing on problems that are genuinely occurring within the organization. and as a result, the process of raising the overall quality of the organization is lacking genuine advancements with corrective measures.

Furthermore, it is believed that TQM implementation can be laborious, bureaucratic, formalistic, inflexible, and impersonal, all of which impede implementation. Another important factor contributing to TQM's failure in the majority of organizations is its haphazard implementation. In this instance,

companies are only willing to adopt TQM practices that align with their current organizational culture. As a result, workers did not feel included in decision-making processes, and the limited authority that was given to them to carry out these activities limited their ability to contribute to quality improvement. Absence of dedication from any specific group within the company is a significant obstacle to quality management. One of the biggest obstacles to the effective implementation of TQM is management's lack of commitment to quality management. Because quality management programs were "programs of months," they were unsuccessful. Rather than being the product of a formalized program, implementing quality throughout an organization necessitates a cultural shift in the way things are done.

According to the above summary, the study comes to the conclusion that managers should concentrate on problems that are actually occurring in their organizations and that better corrective actions should be taken in the process of improving the overall quality of their organizations, even in the face of already-existing improvement programs and principles. Organizations should also view total quality management as a flexible, time-consuming, and individually attainable program. Encouraging other all employees to be involved in decision-making and enable them to contribute to quality enhancements is another benefit of implementing TQM fully rather than just in parts. In summary, for quality management to be implemented successfully, every group within the company needs to be dedicated to it. Quality control should be viewed as an ongoing process that involves cultural shifts in how tasks are carried out rather than as something that happens once a year for the entire organization.

Reference:

- 1) Alderson, W., (2023). Marketing behavior and Executive Action. Richard Irwin: Homewood.
- 2) Anderson, E.W., Fornell, C., and Lehmann D. R., (2014). Customer satisfaction, market share and profitability? Findings from Sweden. *Journal of Marketing*, 58(3), 53-66.
- 3) Andrlle J. (2014). Total quality management in public transportation. *Research Result Digest*, 3, 1-32.
- 4) Asher, M. (2016). Managing quality in the service sector. London: Kogan Page.
- 5) Babatunde A., and Olukemi, L., (2022). Customer satisfaction and its implications for bank Performance in Nigeria. *British Journal of Arts and Social Sciences*, 5(1), 13-29.
- 6) Betty, I. (2021), Quality services and customer satisfaction. A case study of Stanbic Bank Jinja Branch. Bachelor's Project. Makerere University.
- 7) Borgman, M., and Packalen, E., (2012). Parhaat Kaytännöt työyhteisön kehittämiseen. Helsinki: Tammi
- 8) Ellram, L. (2013). Characteristics of supply chain management and the implications for purchasing and logistics strategy. *The International Journal of Logistics Management*, 4 (2), 13-24.

- 9) Crosby, P. B., (1979). *Quality is free: the art of making certain*. New American Library, New York, NY: Penguin.
- 10) Dele, Boaden and Lescells, (2014). *Total quality management-an overview*. *Managing Quality in Dale, B.G.(Eds)*. New York: Prentice Hall.
- 11) Deming, W.E., (1986). *Out of the crisis*. Massachusetts Institute of Technology Centre for Advanced Engineering Study, Cambridge, MA.
- 12) Dimitrades, Z. S., (2010). Total involvement in quality management, team management. *An International Journal*, 6(718), 117-121.
- 13) Esin S. and Hilal O., (2023). The Effects of Total Quality Management Practices on Performance and the Reasons of and the Barriers to TQM Practices in Turkey. *Advances in Decision Sciences*, 1-17.
- 14) Filipini, R., and Forza, C., (2018). TQM impact on quality conformance and customer satisfaction: a Casual model. *International Journal of Production and Organizational Economics*, 55(1), 1-20.
- 15) French, W.L., (2015). *Organization Development (5th ed.)* New Jersey: Prentice-Hall Inc.
- 16) Fuentes-Fuentes, et al., (2014). The impact of environmental characteristics on TQM principles and organizational performance. *International Journal of Management Science Omeg*, 32(6), 425-442.
- 17) Gorst, J., Janji, G., and Wallace, W., (2018). Providing customer satisfaction. *Total Quality Management*, 9(4-5), 100-103.
- 18) Harvey, D., and Brown D., (2016). *An experiential approach to organizational development*. Upper Saddle: Prentice Hall.
- 19) Holtta, T. (2017). *Muutosvoimana Laatujohtaminen*. Helsinki. Edita.
- 20) ISO (1986). *Quality-Vocabulary*, ISO. International Organization Standardization, Geneva.
- 21) ISO (1994). *Quality management and quality assurance-Vocabulary, ISO 8402'*. International Organization for Standardization, Geneva.
- 22) Jablonski, J., (2012). *Implementing TQM; Competing in the nineties through total quality management (2nd ed.)* San Diego: Pfeiffer.
- 23) Juaran, J., and Gryna, F. M., (1998). *Juran's Quality Control Handbook*. New York, NY: McGraw-Hill.
- 24) Kaynak, H., (2013). The relationship between total quality management practices and their effect. *The Quality Journal*, 16 (1).
- 25) Kareska, P. and Katerina, A., (2023). *Total Quality Management in Production and Services Organizations*.
- 26) Kondo, Y., (2017). Quality as a source of empowerment. *The Quality Journal*, 9 (5).
- 27) Kottler, P., (2010). *Marketing Management. Analysis, planning and control*. London: Prentice Hall.

- 28) Lockwood, et al. (2016). *Quality management in hospitality*. London: Cassel.
- 29) Marko, M., (2021). *Quality and customer satisfaction perspective in organizations by gap and total quality improvement methods: Acta Wasaensia No 237*.
- 30) McCabe, D., and Wilkinson, A., (1989). The rise and fall of TQM: the vision meaning and operation of change. *Industrial Relation Journal*, 29 (1), 12-29.
- 31) Muffatto, M., and Panizzolo, R., (2015). A process based view customer satisfaction. *International Journal of Quality and Reliability Management*, 12(9), 154-169.
- 32) Oakland, J. S., (2015). *Total quality management: the route to improving performance* (2nd ed.). Oxford: Butterworth Heineman.
- 33) Oluwatoyin, A., (2018). *Total quality management. A test of the effect of TQM on performance and stakeholders'*. Master's thesis. Blocking Institute of Technology and Advanced Engineering Studies, Cambridge, MA.
- 34) Omachonu, V., and Ross, J. (2014). 'Principles of total quality'. Delray Beach, Fla: St Lucie.
- 35) Parasuraman, A., Zeithaml, V.A., and Berry, L., (2018). SERQUAL: A multiple item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64, 1-12.
- 36) Paul, et al., (2010). *Marketing metrics: The definitive guide of measuring marketing performance*. Upper Saddle River, New Jersey: Pearson Education Inc. firm performance. *Journal of Operation Management*, 21 (4), 405-435.
- 37) Peters, J., (2014). Operationalizing total quality: a business process approach. *The TQM Journal*, 6(4), 29-33.
- 38) Peters V.J., (2018). Total service quality managing service quality. 9(1), 6-12.
- 39) Porter M., (2016). What is strategy? *Harvard Business Review*, 74(6), 61-78.
- 40) Prescott, B.D., (2015). *Creating a world class quality organization*. London: Kogan Page Ltd.
- 41) Saravannan, R., and Roa, K.S.P., (2016). Development and validation of an instrument for measuring total quality service: Total quality service. *Total Quality Management and Business Excellence*, 17(6), 733-749.
- 42) Sila, I., (2017). Examining the effects of the contextual factors on TQM and performance through lens of organizational theories: an empirical study'. *Journal of Operations Management*, 25(1), 83-109.
- 43) Smith G., (2014). An evaluation of the corporate culture of south west airlines. *Measuring Business Excellence*, 8(4), 26-33.
- 44) Stahl, J., (2015). *Management: Total quality in a global environment*. Oxford: Blackwell.
- 45) Tuney, P., and Anderson, B., (1994). Accounting for continuous improvement. *Sloan Management Review*, 30 (2). 37-47.
- 46) Ugboro, O., and Obeng, K., (2020). Top management leadership, employees empowerment, job satisfaction in TQM organizations: An empirical study. *Journal of Quality Management*, 5(2), 247-272.

- 47) Wilkinson et al., (2018). Managing with total quality management-Theory and Practice. Besigstoke: MacMillan Business.
- 48) Zeithaml, V.A., (2020). Service quality, profitability, and the economic worth of customers: what we know and we need to learn. *Journal of Academy Marketing Science*, 28(1),67-85.