

ROLE OF LEADERSHIP FOR SUCCESS OF TOTAL QUALITY MANAGEMENT IN ORGANIZATION

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SUMMARY:

Leadership is the art or process through which people are motivated or encouraged to achieve the organizational objectives. Total quality management refers to the management approach which lays emphasis on improving the quality of goods and services, improvement in operations, and focuses on achieving higher customer satisfaction. Without leaders no organization can run its business. The success of any business organization is totally dependent upon their leaders. With the effective and efficient efforts of a leader the objectives of total quality management- cost reduction, maximum customer satisfaction, continuous improvement, increased market share, increased profits, better employees-employer relations can be achieved in an organization. Xerox and Toyota motors corporation were on the point of shutting down their business. The CEO of xerox **DAVID T. KEARNS** and the chairman of Toyota motors **shoichiro Toyoda** has introduced the tqm policies and by showing their leadership skills they were successful in meeting with the crisis and now both the organizations are a global leading brand in a world.

KEY WORDS:

Total quality control, total quality management, leadership through quality, Toyota production system.

INTRODUCTION

Leadership:

Leadership is an art or process through which peoples are motivated or encouraged to achieve the organizational objectives by good and leadership we mean taking sound and effective decisions in the times of emergency, setting goals for the organization and guiding the followers to achieve the common organizational objectives.

QUALITIES OF A GOOD LEADER

To be an effective and efficient leader one could have the following skills:

- 1) Innovative thinking
- 2) Sound decision making skills
- 3) Openness to change
- 4) Self confidence
- 5) Good communication skills

TOTAL QUALITY MANAGEMENT

W. EDWARDS DEMING was the father of Total quality management it can be defined as the management and a customer-oriented approach which lays emphasis on improving the quality of a goods or a service as well as focusing attention on improving production process or a process of rendering services.

It also refers to those efforts which are continuously made by the managers for ensuring that customer will stick with the firm for the longer period of time and to ensures the maximum customer satisfaction. There is famous proverb saying that one happy customer will brings ten new customers on the other hand one disappointed customer will spoil the goodwill of a company.

ELEMENTS OF TOTAL QUALITY MANAGEMENT

- Continuous improvement
- Training of employees
- Innovations
- Employees participation
- Customer satisfaction
- Effective decision making
- Tools and methodology

STAGES OF TOTAL QUALITY MANAGEMENT

- 1) Plan (drive, direct)
- 2) Do (deploy, support, participate)
- 3) Check(review)
- 4) Act (recognize, communicate, revise)

RESEARCH METHODOLOGY:

The research methodology used in the study is exploratory technique. This is used to describe the objects as they are not focusing on how they should be. The research work is done on the basis of data of those companies who have implemented tqm techniques.

Objectives of study:

1. To know about leadership and tqm.
2. To know the benefits of using tqm.
3. To study about companies who have implemented tqm.
4. To study and analyse the risk involved in using tqm.

LITERATURE VIEW:

1. Prof. manoj Kumar Verma states that Due to impact of globalization companies are shifting towards total quality management to compete in global market. By implementing policies of Tqm company focuses on the maximum customer satisfaction by seeking zero defects in the production of goods and services. Research by experts says that ineffective leadership in an organization can create a hindrance in the tqm processes.
2. Prof. Asha Pandey in her research states that Leadership qualities, decision making plays very important role for the success of any business organization. For the implementation of tqm in any organization demands a good leadership. She has concluded that each and every person who is involved in change management

have some responsibilities. Thus it becomes more important for the organization to understand the role of leadership for the success of tqm.

Benefits of using total quality management techniques:

1. It helps in assuring better quality of performances in every sphere of activity.
2. It helps in meeting with competition.
3. Helps in cost reduction.
4. Helps in maximizing customer satisfaction.
5. It leads to high morale and motivation of employees.
6. It leads to profit maximization.
7. It helps in improving customer loyalty and retention of customers.
8. Helps in improving the market image of a company.
9. Helps in building goodwill of a firm.
10. Helps in increasing productivity.

Case study of xerox and Toyota motor corporation (How they have grown with their effective leadership skills with the implementation of tqm.)

1 xerox:

Joseph c. Wilson was the founder of Xerox and it deals in digital printing technology and graphic communication products. It was known as the leading enterprise in the service sector. It was operating globally and has offices in more than 160 countries. Xerox provide services to government agencies, educational institution, small and medium size enterprises.

Case study of xerox

- Xerox has started its business in 1914 and has done good business till 1960.
- In 1970s its investments started falling due to growing market, less competition, less focus on customer needs.
- In 1970s kodak and IBM entered into the market as a rivalries.
- In 1982 it was predicted that xerox has to shut down its business and has to incur the losses of 2 billion dollars.
- In 1983 president of company David Kearns introduced tqm policies and strategies in order to increase quality of product or services in order to increase customer satisfaction.
- In the span of 5 years xerox has given training to 125 billion employees with more than 4 million hours.
- In 1988 there were more than 79% employees who were given training in total quality management.
- With the effective leadership of **MR David T. Kearns** and with the implementation of tqm policies in xerox the company has achieved the following benefits which are as follow:

Cost of production cuts by 20%.

Number of suppliers were reduced to 500.

Raw material cost was reduced by 45%.

The product quality was improved by 93%.

Challenge faced by xerox

- xerox has kept a close check on its supplier in order to maintain that environment where the principles of total quality management are in use will help the company in achieving the higher customer satisfaction. Xerox works with those suppliers only who deals in good quality products and services who assures maximum customer satisfaction and gives 100 percent compliance.
- Xerox has made a goal to deal with those suppliers only who are following the policies of total quality management in order to achieve the world class standards. Which in return helps the xerox in reducing their cost and helps in increasing quality and delivery speed. Moreover, xerox always maintain its business relations with those suppliers who practice these tqm policies and from their side they always try to improve their quality of product and services to achieve higher customer satisfaction.
- With the implementation of tqm policies in a company and with the effective leadership qualities of David Kearns xerox has achieved the success and still now the company is using the tqm policies to improve its operations Day by day.

2) Toyota motor corporation:

Sakichi Toyoda was the founder of a company and has started the company in 1937 As we discuss talk the company's profile Toyota is the Japanese based automobile manufacturing company as well as they provide financial services and it is known world widely because of its quality products. Toyota started its journey from 1937.

Now the company is dealing in more than 190 countries. Their major market area is japan, north America, Europe, and Asia. Toyota mainly deals in 3 segments of car they manufacture full body vehicles, conventional vehicles and hybrid vehicles.

Toyota is using the following product line sports car, utility vehicles, mini cars, luxury cars, pickup trucks and buses.

CASE STUDY OF TOYOTA MOTORS:

- The major turning point in history of Toyota is industrial revolution in the manufacturing industries at that time the concept of assembly lines and mass production was introduced. And there was a need of innovations to do in the manufacturing processes.
- The other turning point in Toyota was during the second world war. At that time USA government has imposed many restrictions for the manufacturing industries in japan.
- At that time japan economy was shacked and then shoichiro toyoda director of a company introduced total quality control method in the year 1960.
- In the year 1980 Toyota has become the highest quality producer of car in the world. The reason behind the success of Toyota motor is because of integration of tqm in human resource management and operations management.

- Toyota won the Australian quality award in the year 1991.
- Finally, Toyota shifted from tqc to tqm in the year 1995.
- In 2001 the company has established a set of business principles which is known as “THE TOYOTA WAY” and they have introduced a concept of kaizen which means (continuous innovations and improvement), focusing on optimum utilization of resources as well they lay emphasis on creating a democratic environment where employees can present their views their participation in the decision making process .
- With the introduction of tps and kaizen concept Toyota was able to improve its operations. Kaizen was known as the heart of tps system. Which becomes important tool that helps in giving training and focuses on customer-focused responsibility of management which becomes the important principles of tqm.
- With the implementation of tqm policies in a use and the effective leadership qualities of shoichiro toyoda. Toyota has achieved the success and now the company is known as the king of total quality management.
- And still now the company is using the concept of kaizen and tps to improve its operations day by day.

RISK INVOLVED IN USING TQM TECHNIQUES:

1. Resistance of employees.
2. Quality is expensive
3. It requires deep commitment
4. Lack of creativity
5. Disturbance in production
6. Time cost

CONCLUSION

- It is rightly said that if your actions inspire others to dream more, learn more, dream more and become more you are a **leader**. “innovation distinguishes between a leader and a follower”. After having the detailed analysis on leadership and total quality management one can conclude that effective and efficient leadership skills are very important for the success of any organization.
- In this research we have observed the cases of Toyota and xerox and in both the cases the companies were about to shut down. It is only due to the leadership both the organizations have risen again in the market. Now both brands have become the global leading brands in the world.
- It is only the leader in the organization who supervises, motivates and communicates with employees in order to achieve personal as well as organizational objectives. With the help of effective leadership skills any organization can meet the following objectives – Better performance of employees, helps in meeting competition, helps in reduction of cost, profit maximization, helps in increasing productivity, helps in building image of a brand, helps in increasing customer satisfaction, focuses on customer satisfaction etc.

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