

TOTAL QUALITY MANAGEMENT – AN ANALYSIS OF CULTURAL PERSPECTIVES AND ISSUES WITH REGARD TO MOTOROLA, CATHAY PACIFIC, AND XEROX

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This paper elaborates the cultural perspective in bringing the TQM implementation to a thorough and consistent level that yields the continuous improvements of results and performance. The paper gives a literature review on the cultural change of perspective of TQM, and factors facilitating the change. A brief account on the evolution of TQM concept related to the management principles and development by Quality Gurus - their concepts and implications - is introduced to appreciate the TQM concept and importance of human factor, and its culture on the quality achievement. The basic cultural values leading to successful TQM implementation are highlighted. To enable the change, a strategy from various aspects of management is crucial. This strategy requires an adequate support mechanism with commitment. Emphasis is placed on the leadership, communication, and human resource activities. It is important to ensure that the change process is corresponding to the current organisation culture and readiness. A cultural change has to be validated through measurement to ensure effectiveness. The application of this change process and the measurement of results are elaborated through the cases of three world-class companies: Motorola, Cathay Pacific, and Xerox.

I- Introduction

Total Quality Management(TQM) concept has been the most popular management concept for the twentieth century. With the increasing competition and consumer expectation, quality is the most important competitive advantage in any manufacturing or service activity, commercial or non-commercial.

Many companies in most parts of the world were very excited about this new concept when it first hit. Many jumped onto it, hoping it would turn around the company, if not improve the bottom line. It could not be denied that most companies which embark on this management concept gain the benefits from the implementation. However, there are also many cases that the discontinuity of improvement happens in the midst of the

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implementation. However, many companies may fail despite their best efforts to instill this concept into their operational activities.

There are of course various factors that contribute to the failure of realising the power of this tool. They range from the planning, structure, leadership, and control. There is certainly a number of barriers, particularly from the aspects of systems and procedures, culture, organisation design, and management approach.

The purpose of this paper is to outline a good organisation culture, implication of this culture from the standpoints of success of TQM, and key aspects of implementation of a cultural change, which may enable a practitioner to implement TQM successfully. A brief account on the evolution of the TQM related to the management principles and development by quality Gurus with their respective concepts and implications are introduced to appreciate the TQM concept, importance of human factor, and its culture for the quality achievement. The cultural transformation is crucial in order to assimilate this concept into the community, thus reaping fruits out of it, not only for the company but also for all stakeholders including the employees. However, the change process is delicate and should be carefully implemented from various aspects to reduce resistance.

II- Literature Review

Implementing TQM essentially involves an organisational transformation: beginning to operate in new ways, developing a new culture. A full implementation of TQM does, as emphasised in most of the literature on TQM, represents a significant change in the culture and political economy of an organisation, and a comprehensive change strategy is therefore required.

TQM is at first glance seen primarily as a change in an organisation's technology, and as its way of doing work. In the human services, this means the way clients are processed, the service delivery methods applied to them, and ancillary organisational processes such as paperwork, procurement processes, and other procedures. But, TQM is also a change in an organisation's culture: its norms, values, and belief systems about how organisations function. Finally, it is a change in an organisation's political system, decision making processes, and power bases. For a substantive change to occur, changes in these three dimensions must be aligned. TQM as a technological change will not be

successful unless cultural and political dimensions are attended to as well (Tichey, 1983).

Many persons(e.g., Hyde, 1992; Chaudron, 1992) have noted that TQM results in a radical change in the culture and the way of work in an organisation. A fundamental factor is leadership, including philosophy, style, and behavior. Other key considerations have to do with alignment among various organisational systems (Chaudron, 1992; Hyde, 1992). For example, human resource systems including job design, selection processes, compensation and rewards, performance appraisal, and training and development, must align with and support the new TQM culture.

Research on change implementation (Nutt, cited in Robey, 1991) has identified four methods. The first, "intervention," involves a key executive justifying the need for a change, monitoring the process, defining acceptable performance, and demonstrating how improvements can be made. Transformational or visionary leadership is an example of the intervention approach. This would involve a leader articulating a compelling vision of an ideal organisation and how TQM would help the vision to be actualised. Once that strategic direction has been determined, a participative style may be used on implementation details.

Participative approach is a powerful way to decrease resistance to change. There are actually two rationales for employee participation (Packard, 1989). The more common reason is to increase employees' commitment to the resultant outcomes, as they will feel a greater stake or sense of ownership in what is decided. A second rationale is that employees have a great deal of knowledge and skill relevant to the issue at hand (in this case, improving quality, identifying problems, and improving work processes), and their inputs should lead to higher quality decisions.

An understanding of the psychological implication in developing a highly motivating environment towards a cultural change is important. The Nine Key Motivating Factors methodology (Cartwright, 1999) provides management with a valuable tool to assist in the development of a culture of continuous improvement. The nine factors are identification, equity, equality, consensus, instrumentality, rationality, development, group dynamics, and internalization.

Identification motivates through influence to influence others and to be influenced by others. Equity is a balance between expectations and actions, and is a psychological contract between efforts and recognition. Equality, which is respect for the other persons according to values, behaviors irrespective of status. Consensus promotes ownership of decisions. Instrumentality is a motivational force that directs human actions to achieve desirable goals and to avoid undesirable outcomes. Rationality is a systematic approach to problem solving. Development adds value to the people and to the organisation. Group dynamics is a microcosm of the organisational culture change. Internalisation is the summation of all the nine psychological characteristics of the organisation culture. A successful organisation culture will result in the internalization of its beliefs and values in the matching behaviours of management and others.

III- Evolution of Total Quality Management

3.1- Emergence of Management

Before we embark on the concept of TQM, it is enlightening to understand the emergence of management principles and its relevance to quality.

Theoretical and practical developments of management were related to the emergence of the major corporations. After the Industrial Revolution, the increasing size of factory workers created the opportunity for the emergence of professional managers – those whose job was to oversee and supervise the activities of the workers on behalf of owners. The need to manage these large-scale organisations and the drive for more profitability gave rise to the study of management.

The early models for management theory are the Classical ones, which are also known as Traditional or Rational, and the Human Relations.

There are basically three classical or 'machine' models: one developed by Frederick Taylor(1911), reflecting a scientific management; another by Henri Fayol(1916), reflecting an administrative management; and the last by Max Weber's Bureaucracy Theory. All models of these three kinds still dominate the mainstream management thinking. Each of these approaches regards the design of an organisation as a technical exercise, and depends upon fragmenting or dissecting the organisation into its component parts for analysis and efficient operation.

The strength of the above models is the systematic, methodical analysis of specific tasks that assist in establishing an order in organisations. It is a useful guide to create organisations where demands on individuals need to be precise or exact. However, they fail to recognise environmental interactions, human's complexity, and interdependence of tasks. It is not dynamic and there is a limitation for adaptation.

The lack of humanity in the above models results in difficulty during their application. The human relations model of organisation emerged as a means of addressing this difficulty. Elton Mayo's (1949) Hawthorne studies focused on human issues that related to organisational and operational improvement. It discovered the importance of groups in organisations, the influence of the observer on the observed, and the need to ensure that the goals and objectives of staff are not in conflict with those of the organisation.

Maslow (1970) then proposed a hierarchy of human needs. These needs were physiological, security, belongingness and love, esteem, and self-actualisation. Frederick Herzberg (1959) built upon Maslow's foundation and proposed two-factor theory of motivation because they are 'hygiene' and 'motivating' factors.

Both the Classical and Human Relations theories of management are still dominant until today because they offer simple and fast solutions to many management problems. They are also the foundation leading to establish, implement, and achieve a quality management. The systematic and methodological approach of the classical theory is important to establish responsibility and procedures in the organisation and to assure a consistent quality. On the other hand, the human relations model is crucial as humans are the toughest to overcome in achieving the quality concept. This is the area where culture dominates and effective planned change is necessary.

3.2- Quality Gurus and Quality Cultures

Quality is defined in the British Standard or the ISO as "The totality of features and characteristics of a product or service that bear on its ability to satisfy a certain need". However, this definition is not operational and comprehensive. To enhance the understanding further on quality and total quality management, it is necessary to develop a critical appreciation of the contributions to the quality movement by "Quality Gurus". These are writers and practitioners whose philosophies, methods, and tools for leading the quality movement are proven useful

and effective. Their development of this thinking was much influenced by the early management, thinking mentioned above. We could also see that their main theme is always centering around the importance of human factor and the right culture towards quality.

3.2.1- Phillip Crosby

Phillip Crosby was born in 1925. He defines "Quality" as "conformance to requirements". He emphasises that prevention and quality should be designed into a product and not a mass inspection for the defects. The performance measurement is the cost of quality such as rework, warranty cost, rejects, and downtime, which are measurable. The only performance standard, according to Crosby, is zero defects. Management leadership is vital to achieve this quality process and thus quality products. He suggests that 85% of quality problems are within the control of management. He also believes that about 20% of manufacturing cost relates to failure, and similarly around 35% for service industry. Moreover, he emphasizes on integrity, dedication to communication, and customer satisfaction as well as company wide policies and operations which support the quality thrust,

3.2.2- W. Edwards Deming

Edwards Deming(1900-1994) is considered by many to be the founding father of quality movement. Deming defines "Quality" as a function of a function of continuous improvement based on reduction in variation around the desired output. He believes there are "common" and "special" causes of quality problems. "Special" causes are related to workers or operators; whereas, "common" causes arise from the operation system. Deming claims that management is responsible for 94% of quality problems.

Deming uses the Statistical Process Control (SPC) charts and Deming Shewhart of PDCA cycle (Plan, Do, Check, Action) for identifying the causes and diagnosis of problems. This cycle is iterative, and improvement, which is continuous, requires constancy and determination.

3.2.3- Joseph M. Juran

Joseph Juran, who was born in 1904, is considered as "the top Quality Guru". Juran defines "Quality" as "fitness for use or purpose". His emphasis is on "planning organisational issues and management's responsibility for quality and the need to set goals and targets for

improvement". He claims "management controllable defects account for over 80% of the total quality problems".

His Quality Trilogy of Quality Planning, Quality Control, and Quality Improvement reflects his thinking. He believes in changing the management behaviour through quality awareness, training, and spilling down new attitudes to supporting management level.

3.2.4- Kaoru Ishikawa

Kaoru Ishikawa, who was born in 1915, was cited as "Father of Quality Circles". Ishikawa defines the "Quality" as meaning "not only the quality of the product, but also of after sales service, quality of management, the company itself, and the human being"

His emphasis is on communication and corporation of all stakeholders, inside and outside the organisation. This is a total approach. He stressed on training, motivation, and active participation. This could be created through atmosphere, awareness, and attitude change. They are cultural requirements which have direct implications for the behavior of the management.

3.2.5- John Oakland

John Oakland defines "Quality" as "meeting the customers requirement". Quality is considered by Oakland as an organisation which is driven by top management commitment, and created through a reliable and consistent organisational process that involves everyone. He quoted, "We cannot avoid seeing how quality has developed into the most important competitive weapon, and many organisations have realised that TQM is the way of managing for the future."

3.3- Total Quality Management

After the walk-through of the quality ideas from the above Quality Gurus, we could now start to appreciate the meaning of quality and principal underlying human aspect and culture to achieve the quality targets. TQM is just a strategy to achieve this quality by adopting a TOTAL approach from the organisational, methodological, and human aspect to assure that this is achieved for the first time and all the time.

Today we are facing a new economic environment where businesses are operating around the globe, our markets are characterised by hyper-competition, and our consumers are well informed and provided with multiple alternatives as a result of technology evolution. This is why

today's companies need to operate and compete in the new economic order TQM is one of the powerful tools to implement business strategies in order to achieve the edge of competitiveness and excellence.

Total quality is a culture, and it requires participation, commitment, and involvement. A full implementation of TQM requires a radical but planned cultural change on the organisation, corresponding with the existing one so as to match with the TQM culture.

IV- Cultural Perspective

Culture is the vehicle for human evolution. A cultural evolution is a result of struggles for survival amidst tough environment. Culture is improvement through the cultivation of mind. Human cultures embody the full range of human drives, needs, wants, fears, and desires, so have strong influence on human motivation for good or bad. This is why culture is of such importance to us, not only in management but also as a determinant of life quality.

Culture applying to the organisation refers to a whole way of life and a new way of working. This is because there is so much of human motivation, attitude, and behavior determined by culture. Therefore, a good cultural model based on fundamental values which address human needs and aspirations at all levels is an invaluable aid to management that will enable managers to get the best from their people.

As mentioned by most of the Quality Gurus, people are the determinant key to success of total quality concept. People are the greatest asset. People are the key to gaining a competitive advantage in the global market, and culture helps to obtain the best value from the people. Therefore, a harmony between classical scientific management theory and human relations theory is crucial to the creation of a culture that works towards TQM. A total quality culture will help to achieve a total collective control of the operation by a willing, satisfied, and competent team of employees, suppliers, customers, and other stakeholders who are all committed to the one process to ensure reliability, consistency, and continuity in an uncertain but highly competitive market. Quality Gurus mention that most of the quality problems are within the control of management. This is because management is responsible to create and drive this culture through the organisation.

Schein defines culture as a pattern of shared basic assumptions that a group learns through solving problems of external adaptation and internal integration. He also perceives the three dimensions of visible organisation structures and processes, goals and philosophies. They are an organisation of its systems of actions and controls, motivation in response to its system of belief and values, and goal orientation as the desire for a particular way of life. He assumes culture is "the ultimate source of values and actions".

Hofstede describes culture as a mental programme that has to be taught as a system of knowledge, values, and behaviors. Similarly, Beattie regards culture as a system of actions, controls, beliefs and values.

Cartwright also defines culture as an organised body of people who share the same goals, beliefs, and values, and culture can be measured in terms of effects it has on motivation.

Many have noted that TQM results in a radical change in the culture and the way of work in an organisation. A fundamental factor is leadership including philosophy, style, and behavior. Participative approach is necessary to get committed involvement from the people. For many managers, a personal programme of leadership development may be a prerequisite to effective functioning as an internal change agent advocating TQM.

Other key considerations have to do with alignment among various organisational systems as supportive mechanisms. For example, human resource systems including job design, selection processes, compensation and rewards, performance appraisal, and training and development must align with and support the new TQM culture. Less obvious but no less important will be changes required in other systems. Information systems will need to be redesigned to measure and track new things such as service quality. Financial management processes may also need attention through the realignment of budgeting and resource allocation systems. Organisational structure and design will be different under TQM: layers of management may be reduced and organisational roles will certainly change. In particular, middle management and first line supervisors will be operating in new ways. Instead of acting as monitors, order givers, and agents of control, they will serve as boundary managers, coordinators, and leaders who assist line workers in getting their jobs done.

Cultural values are the most effective ways of managing a business to achieve TQM. Culture management enables the change of attitude and mindset as well as perseverance to carry through TQM implementation.

V- TQM Culture

Every organisation has its own underlying culture, and some aspects of the culture may present barriers to quality. In Malaysian context, some of the negative forms of behaviour that are likely to hinder the competitiveness of Malaysian companies are "tidak apa" attitude: doing anything to get by, rubber time, finger pointing, paper pushing, scapegoating, politicking, no speaking up, conforming with the boss, no rocking of the boat, looking like busy, too many meetings, wrong priorities set, a hum of satisfaction, and lack of accountability and no responsibility.

To ensure TQM could achieve its maximum benefit, a good culture must be formulated. The basic cultural values are as follows:

5.1- Employee and Personal Values

It is very important to recognise that people is the greatest asset in the organisation. We must believe in people and their capabilities of carrying out their tasks as well as their capabilities to learn how to do their tasks well. We must believe that people at every level can do, can be developed to do, and are motivated to do.

It is also the people who can create a personal culture as a motivational environment. It is said that leadership begins with the leader, leadership qualities are intrinsic in the person, and every person can develop leadership qualities.

It is only with the belief in people we could start a cultural formation and a change within the organisation. The culture of the person enables us to apply the tools and techniques of culture management to develop the right personality. By adopting the right attitudes and frame of mind, and personal values, we can create a personal space that will maximise potential for enjoyment and employability of the individual within the work environment.

5.2- Partnership Culture

The partnership with all stakeholders inclusive of the suppliers, customers, contractors and subcontractors, society, employees, and other

work groups are important in order to ensure that the common TQM could objectively be achieved. The partnership culture will define the way people believe they should work together and what they each and collectively seek to achieve from the relationship.

5.3- Customer Values

Cultural values are particularly important to the way in which a supplier, through its employees, gives the best possible service to its customers. In this highly competitive world, everyone needs to work together so that customers and suppliers could obtain the highest possible value from their joint efforts and secure and maintain the competitive advantage. By strengthening their employees' commitment to the positive values and by addressing those issues that need to be improved, suppliers and customers will improve their employees' performance and business results.

5.4- Creative Culture

Every human being has a creative potential. Creative thoughts and ideas are a valuable way to improve the performance of an individual, a team or a whole organisation. Attitudes are the set positions we take towards an issue. Creativity is also a clear indication of the quality of the working environment. Persons or groups of people who enjoy their work and obtain satisfaction from it are encouraged to express their ideas freely and openly will become to be more creative, productive, and secure. If such people have the right positive attitude towards their work, problems will be avoided or resolved more easily, and new ideas will increase productivity, leading to a continuous improvement.

5.5- Team Culture

A team is a group of people who share a common team identity. Team identity is important in achieving consistent quality results. Team is a collective group consciousness, based on previous experience and expressed through belief and intention, is a crucial element in the development, improvement, and change of a team culture. The cultural team should be self-organised, self-improved, self-assessed, and self-regulated.

VI- Cultural Change

Culture, as described by Hodgetts, is like an iceberg floating in the water; part is readily observable, but a lot of it is below the surface and could not be easily seen.

A culture change is a process of reorganisation in these values, attitudes, behavioral norms, and management style, which are not easily observable and are related to behavioral considerations. It is not an easy process and may take years. A culture change may cause anxiety, resistance, doubtfulness, and even fear amongst the employees. Therefore, it requires a good communication, a right supportive environment, and a mutual sharing of goals and objectives.

The first is the change in the senior management behavior. Leaders are important and act as role models in leading the total quality management process. The leader shows the need and sets the vision, defining the basic purpose, goals, and parameters or requirements of TQM. The leader needs to take a long-term perspective, and must be able to motivate others to stick with the process during early stages when resistance and obstacles may seem insurmountable. The preferred leadership style would be a participative one so that staff may be involved in the design of the specific system elements. In designing a comprehensive change process, the leader must acknowledge the existing organisational culture with its norms and values, managers' leadership philosophies, and styles at all levels to ensure a good fit.

Communications are vital to create awareness and commitment to the vision and goals. People's attitudes and behavior can be influenced by communication. The essence of changing attitudes is to gain acceptance through excellent communication processes. World-class companies also make wide use of communication vehicles such as open-door policies, management/associate communication meetings, and both organisation wide and departmental publications. These means of communication convey what is happening and why it is happening.

Training and development will provide the employees with an understanding of leadership through quality and a working 'knowledge' of the tools and techniques for quality improvement. Quality training must be objectively, systematically, and continuously performed. Training must start with the top managers first and having them participate in the training of their subordinates.

Recognition and reward must be carefully designed to encourage and motivate the employees to practise the behaviours of leadership through quality. Both individual and groups should be recognised for their quality improvements, and that can take the form of a simple thank you (recognition) or merit pay increase (reward). To generate an enduring

motivation, use intrinsic rewards such as responsibilities that satisfy people's need for challenge, growth, and achievement. This could be done through job enrichment and providing challenging work based on what excites and stretches employees, and through helping people put their passions in the service of business and quality objectives.

To ensure a fundamental change, the human resource management system is important. It begins with the hiring process to know what types of people perform well in each job, and to employ only the right people. Orientation is crucial to create a team of employees who all share the same vision, goal, and values. Massive and specific training for managers, supervisors, and workers at all levels will be necessary. Training must be interactive and participative to create a team culture. To enhance the team culture, work may be redesigned to implement self-directed work teams. Performance appraisal and compensation systems may be changed to reward team-based performance. All these various human resource activities, if done effectively, have a great impact on creation of the right culture for TQM.

Standards and measurement will provide the people with targets to achieve. Standards are appropriate specifications against which something can be measured to see if it meets the standard. Two of the most recognized international standards adopted by most industries are the BS5750 and ISO9000. Measurements should be quantified in order that benchmarking and improvement could be achieved.

6.1- Cultural Change in Motorola

In changing its own culture to TQM, Motorola used this six-step process:

1. Get top-down commitment and involvement so that senior-level management is as devoted to the new culture as are the lower-level personnel;
2. Set up a measurement system for tracking process at both the macro and the micro levels in the order to ensure that the cultural change is taking place throughout the organization;
3. Set difficult goals, and work towards them by benchmarking the best companies and then auditing the internal results on a continuous basis. In this case, Motorola had targeted six-sigma level, which put it in the "Best in Class" companies;
4. Give employees the education and training they need to function properly in this new culture by helping them understand why

they are being asked to do things differently and how they can go about doing so;

5. Spread success stories so that those who are doing well are given credit and those who have not yet bought into the new culture begin to realise that they have to get on the bandwagon; and
6. Share financial improvement gains with those who have helped bring about these gains, thus rewarding people for successful performance and encouraging them to continue their effort.

The company's performance was measured to confirm the effects of the cultural change. It was found that, for a duration of 9 years, it has been able to eliminate 99.6% of all in-process defects, reduce the cost of poor quality by more than 84% on a per unit basis, achieve a cumulative manufacturing cost savings of more than US\$9 billion, increase employee productivity by a total of 204%, or 13.2% annually, increase product reliability by achieving an average time between failures that is five to ten times better than the previous one.

6.2- Cultural Change in Cathay Pacific

As a means of developing a cultural change, focusing on customer service excellence, Cathay Pacific Airline launched the programme called "Service Straight From The Heart (SSFTH) as part of its TQM programmes. Customer service is crucial of differentiating between airlines, and it has a high influence on customer choice.

To make SSFTH a success, Cathay Pacific recognised in early 1995 that the organisation and management style of the company needed to create conditions for its implementation. A leadership training programme was developed for managers to focus on developing a culture supportive to SSFTH, understand the company's expectations of its managers, understand the impact of personal and organisational styles, understand how personal leadership affects service quality, experience leadership of high performance teams, identify and plan for the challenges to be faced in delivering enhanced service.

The programme addresses a number of leadership behaviors: sharing the strategy and vision, supporting others, enabling others, encouraging others, and modeling – leading the way.

It is crucial in this process of development that emphasis is placed on enabling the effective participation of staff in decision-making. To

enable others, managers are required to involve the staff in planning, and to develop co-operative and mutual respectful relationship with the staff. To encourage others, the managers should celebrate achievements, recognise contributions, and share successes. These aspects bear the effect of encouraging a sense of community, teamwork, and shared purpose within the organization.

Cathay Pacific has initiated a cultural change through this programme, and recognised the importance of people, and their contributions to its success. By putting people at the heart of their own efforts, Cathay Pacific can expect those people to change their culture and put the customers at the heart of theirs, too.

The company has enjoyed a considerable success with the SSFTH programme, and these results have won the airline several rewards, and popularity amongst the frequent flyers. This has improved the airline's bottom-line.

VII- Cultural Change in Xerox

Xerox provides another example of how world-class companies transform the culture to realise the change required towards TQM. First of all, Xerox set its strategic intent: "Xerox is to be the leader in the global document market by providing document services that enhance business productivity". The company then used force field analysis to determine driving forces for the change to achieve the vision. First, it examined its environments from four angles: the economy and society, industry and competition, technology and organisation, and markets and customers. It identified four major reasons that it had to change. One, the marketplace for Xerox's goods and services was now global, so the company should think of global markets. Two, competition had become intense, and to survive, the company had to be flexible and able to respond quickly and lead the differentiated market segments. Three, it was important to be more efficient than ever, with an organisational structure that was flatter and that used empowered and team-oriented personnel to get things done. Finally, technology was changing rapidly, so the company had to be able to offer affordable products at the point of need, and these offerings had to continue to be state-of-the-art.

As a result of this analysis, Xerox has been able, based on its strategic intent, to set priorities, directions, and objectives for the change. The company's change agenda is to adopt a TQM culture to become market

driven, maintain leadership in digital technology, to become one of the most productive companies.

Xerox's performance analysis reveals that it has cut defects per 100 machines by a factor of 10, trimmed the number of suppliers by a factor of 10 (from 5,000 down to 400), reduced defective parts on the production line by a factor of 13 (from 4,000 per million down to 300 per million), cut the incoming inspection to 5%, increased productivity by 112% over a six-year period, and doubled return on assets over a six-year period. All this indicates that the company has demonstrated its effectiveness by implementing its cultural change programme towards a total quality company.

VIII- Conclusion

The cultural perspective of the TQM is crucial to ensure that the TQM implementation is effective in bringing a continuous improvement to the organisation. It could be a powerful tool to bring vast changes to the organisation's growth and profitability if the organisational culture is orientated to this TQM paradigm.

A culture for TQM must first be established and cultivated. The right culture is the foundation for TQM implementation, without which all other tools and techniques of TQM are vulnerable and could not produce effective and long term results. This is what happens to many of the Malaysian companies, which have jumped onto the implementation of TQM before they could orientate the leadership styles and the organisational culture in congruent with the TQM. They fail to realise that it is not the system that delivers the desired outcome. It has the values associated with the system where the right culture is the driving force.

This cultural change will be undoubtedly a difficult, comprehensive, and long-term process. Leaders will need to maintain their commitment, keep the process visible, provide the necessary support, and hold people accountable for results. The cultural values in management style create the initial first-level causal condition, with the vision that inspires, and with the provision of all support mechanisms that align to the TQM culture. Resultant second-level outcome is respect for management. Respect initiates a third-level of loyal attitudes and behavior towards management. This way, total involvement and commitment could be generated and sustained. This enables an effective organisational change

to take place towards adopting the culture. The fourth-level is performance that delivers measurable results which reflect the success of the changed process.

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