IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT (TQM) TO INNOVATE, MANAGE CHANGE AND CRITICALLY THINK OF ENHANCING CUSTOMER SATISFACTION: A QUALITATIVE STUDY.

Abstract

This study titled, Implementation of Total Quality Management to Innovate, Manage Change and Critically Think of Enhancing Customer Satisfaction: A Qualitative Study, was undertaken as a result of frequent requests made by friends, associates and clients of this researcher for some input into the concepts. New and challenging global business climate has brought a "new think" to industries, and imperatively call for innovative methods of operations. 'Innovate or evaporate' has become the catch phrase. Critically thinking of customer's satisfaction and to be open to manage change which is so rampant in the 'new world', and now technologically driven customer base. The task seems daunting, with many important inherent concepts built into the title, however, the researcher believes in his ability to complete the assignment.

Keywords**:** Total Quality Management; Management of Change; Customer Satisfaction

Background and Context

Total Quality Management (TQM henceforth) has come to be widely used in the work sector for the last few decades. This study aims to provide a better understanding of this management philosophy and explore the many definitions of TQM, progressing thereon to elucidate the other sub- components of the study.

In the true historical sense TQM is not a new concept as it has existed from 2000 BC. In the code of Hammurabi (229) '…if a builder has built a house for a man and his work is not strong and the house falls in and kills the house holder, that builder shall be slain', (cited in Alghamdi.H. 2016 Doctoral Thesis).

Modern day TQM would begin with the work of Deming, a statistician from the United States of America. He, together with a few others were the pioneers in TQM. The Japanese, after World War 2, began applying TQM in their quest to become the "salesman" to the world. Japan's use of TQM in the 80's and their outstanding success in

industry influenced the US, the UK and many other countries to adopt the model (Ngambi & Nkemkiafu, 2015).

A core definition of TQM will be the long-term success of any business through customer satisfaction. All members of an organization will participate in improving the processes, product, services and work culture. So, the primary elements would be:

Customer focused operations as they determine the degree to which quality is met. 'The proof of the pudding is in the eating' the saying goes. So whatever internal or external organization or reorganization is done in an organization, it must have the focus on the customer, who remains paramount. Organization wide all-round employee improvement is imperative, so that all work towards a common goal. There is no fear, and employees are empowered with self-managed work teams, the right working environment, all motivated and looking for continuous improvement.

A focus on process, as this is a fundamental part of TQM. By process means the series of steps taken or inputs from suppliers, both internal and external, that would transform into outputs that are ready to be delivered to end users, who may be internal or external organizations. Such steps are measured, verified and recorded in order to note any deviations or variations.

Integration of systems, where the horizontal processes interconnecting all functions including the vertical ones, are the focus of TQM. Everyone must understand the vision, mission, quality policies and its objectives. A good quality culture has to be fostered in order to attain excellent product output.

Systematic operations to attain quality management can only be achieved with a systematic approach. The formulation of a strategic plan will integrate quality as a core component.

Decision making and continuous improvement can only be done with information which is required to make decisions. So, an organization collects information and analyses them to arrive at any decision. Furthermore, in order to be more competitive, continuous improvement as a benchmark is paramount to live up to shareholders wants and needs.

Effective implementation of improvements. After decisions have been made to improve, all affected employees must be trained to implement, monitor and manage these changes / improvements. Top Management must be informed / involved, and they must be committed to these changes in every aspect. There must be continuous communication at all times to motivate and build up the morale of employees at all levels.

Problem statement

All is not rosy for the implementation and developing the guidelines of TQM in an industry or organization.

1. There are many barriers and hurdles to the successful implementation of TQM. What are they?

2. Structural barriers may be there. How do they affect effective implementation of TQM, and how far do employees partake in innovation?

3. Do the management and employees embrace change constantly?

4. Is there sufficient budget allocation?

5. Does the top management get involved in the improvement/ innovation processes?

Objectives

1. To study the impact of TQM on businesses.

2. To see if innovation and management of change has helped to bring about customer satisfaction in businesses.

Limitations

There are limitations to this work such as:

1. It is secondary research, having heavily depended on published works, scholarly works, journals and industrial outputs on the subject,

Literature Review

In the quest for profits, excellence and quality, business organizations cannot ignore Total Quality Management or TQM. This is an important management tool and literature reviewed shows that the implementation of TQM brings about various benefits including efficiency in business, cost reduction, enhanced productivity, improvement in quality, scheduled delivery, increased staff morale, better working environment, good superior subordinate coordination / cooperation and in becoming more competitive (Sharma & Hoque, 2000; Modell, 2009; Boaden, 1997). Many studies reviewed supported the significant input of TQM (Li et al, 2003; Yasin et al, 2004).

However, other researchers differ in their views on the effectiveness of TQM strategies, (Sohal and Terziovski, 2000). In fact, 70 to 90 percent of businesses which introduced TQM techniques experienced failure globally, (Kaplan and Norton, 2000).

Innovation: "Seeing what everyone sees but thinking and doing what no one has thought or done". The creation of a more effective process, people, products and ideas is the core concept of innovation. In business it could be the implementation of such new ideas with a view to improving services to create much demanded and dynamic products. Simply put innovation is the process of introducing something new, a catalyst to enhance performance. It is said to be a broad, complex, diverse and unpredictable force in business.

We are aware of hundreds of innovative products that were not there a few decades ago. Those who were brave to innovate survived, others, especially the meek, lost out and went into oblivion. The introduction of photocopiers, quartz watches, electronic photography,

synthetic rubber, artificial textiles, right down to fast food, mobile phones and the internet are all innovations which were adopted and became 'must have' necessities. Flying cut travel time, and low-cost airlines, brought air travel to the man on the street. Now the rich are experimenting with space travel, which five decades ago was the sole monopoly of the United States of America and Russia.

As for what innovation is, one writer said if you ask ten persons, you might obtain eight different answers. Notwithstanding those three different innovations are clear as was cited in Olighor; Product, Process and Strategy or business model innovation.

With regards to the types of innovation, Schumpeter (1934) listed the following: New products; new methods of production; new sources of supply, the exploitation of new markets and new ways to organize business.

One can then see that there are many benefits of innovation, and these include:

a. Building a range of products: as a one product business will benefit from innovation. Innovation and introduction of many products will bring in high sales volume and revenue.

b. Improve quality: Customers' needs are met by better quality products and services. This translates into more sales and higher income generated.

c. Productivity improvement and cost reduction: the cost of production will drop with the improvement in production capacity. An organization looks to enjoy economies of scale.

d. Staff morale has increased: This will result in a willing staff team who are also easy to be retained. Many are attracted to innovative business outfits. Improves employees' communication thus enhancing top down and peer relationship resulting in job satisfaction.

e. Legal requirements: as in the case of businesses which by their nature, emit smoke, polluted water or chemical emissions, environmentally friendly production methods and such outer mandated requirement calls for innovation.

On the reverse side there are a few risks or disadvantages of innovation, namely:

As innovation is a 'constant', the process requires a business to invest in research and development. Additionally, financial resources are required to market the new product or service. Innovation is new as long as an organization's competitors do not get the 'recipe' of the invention. For example, Coca Cola (recipe locked in a bank vault), had strong competition from Pepsi Cola, a close substitute which managed to capture a formidable market share. It is hard to protect new products or innovations, more so in this digital age where information is leaked with the click of the mouse and at unimaginable speed, albeit the laws of the land. Hence, innovation must be linked to continuous improvement process. Innovation might not bring in the expected returns vis-a- vis capital invested in the item. Competitors may also seize opportunities to strike when the innovation process is stalled.

Management of Change

Change is a 'constant'. It is said that the only thing that does not change is the word "change". What then is organizational change? Change is any alteration occurring in the work environment that affects the ways in which the employees must act, these changes may be planned or unplanned, positive or negative, strong or weak, slow or rapid and stimulated either internally or externally. Nail Crawford in BPIR, Com Limited, opines that 'Change management is the process of managing transformation changes which affect the culture, structure and performance of an organization'. It can be seen thus that change is almost endemic and there is a critical need for organizations to change so as to face global competition, ever changing demands from customers, in order to embrace change in technology and in keeping with new laws operating in the country of business.

Customer satisfaction

This subjective topic, customer satisfaction, has in recent years gained increasingly attentive notice from various stakeholders, including researchers and practitioners as an arm of scholarly study. According to Lee et al, (2016), customers should be managed as assets and that customers vary in their needs, preferences and buying behavior. Understanding customer satisfaction dimensionally, measuring it and taking advantage of such information collected becomes the urgent need of management. Customer satisfaction leads to customer loyalty and customer buying trends. High customer loyalty and enhanced reputation (Fornell, 1992) are associated with customer satisfaction. There are other factors too, like personal preferences, peer pressure to purchase or social factors but customer satisfaction is most important to loyalty formation.

It is therefore not too difficult to fathom that customer satisfaction, leading to customer loyalty, is the goal of every business organization. It must be noted that many businesses paid scant attention to customer service and satisfaction in the years before 1990, (Szvarc, 2000; Hill et al, 2007). Customer satisfaction has been described by Giese and Cote (2000) as being emotional, cognitive and /or reaction/reactive types. It is based on the product/ service purchase, consumption practices and/ or organization related attributes, and maybe experienced before the product/ service selection, choice of consumption, usually after a long experience of using. In these competitive times, customer satisfaction is paramount for all organizations. For this reason, customer satisfaction feedback should be documented, analyzed, evaluated and acted upon.

"Customer is King", that adage goes, and people don't buy 'what you do', they buy 'why you do it'. In 1890, M.K. Gandhi remarked that:

> A customer is the most important visitor on our premises.
> He is not dependent on us. We are dependent on him. He is
> not an interruption of our work. He is the purpose of it. He

is not an outsider of our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us the opportunity to do so (http: //www. hinduonnet/2000/10/15/stories/1315046y.htm).

Business organizations need to understand that the implementation of customer satisfaction policies are important tools to develop strategies for the maintenance of customers and in creating loyalty towards the company. All promises and efforts of a business to enhance customer satisfaction and loyalty will be equated with the projected investments in a comprehensive customer satisfying system. This maybe a technological tool or a total change in the culture of the company.

Research Design and Methods

In this study the researcher outlines and explains the methodology of the research which has been adopted for this dissertation. Additionally, this chapter outlines and explains the research design, process of research, method of data collection, how data was analyzed and how the analyzed data was to be applied.

Data Collection Method

Secondary Data Analysis (SDA) is the analysis of data compiled by other researchers, for another purpose is this researcher's chosen methodology. This qualitative study recognizes the immense time, finance, distance and other inherent difficulties in conducting any other kind of research on this topic.

Although SDA might look a bit simplified and easy, the researcher has to be knowledgeable about his research area and recognize database that will fit his research concerns. While primary research is done by a researcher who goes out field to collect data himself. Real time's data is used, where during the research project data is collected, and the data collected is under the control of the researcher. Past data or secondary data, on the other hand, has been collected by somebody else. Such data is available via various sources like government bulletins, trade publications, industry newsletters, and on and offline resources. Such data is re- analyzed, interpreted and reviewed to help specify how this data translates and informs the researcher's needs.

Research Method:

This research work, using secondary research sources or previously published data focused on the application of TQM had been compiled. Therefore, this study is greatly indebted to Aprillia Susmita of the Industrial Engineering Department, Mercu Buana University of Jakarta, Indonesia, whose study titled; A systematic Literature Review of Total Quality Management (TQM) Implementation in Organizations, Published in the Indonesian Journal of Industrial Engineering and Management (IJIEM) Vol. 2, No. 1 Dated February 2021, 68- 80. The primary researcher has given the following pathfinders for her work: Out of the 40 journals, 27 or 68% use implementation of TQM and 32% studied the review

of the method. In relation to implementation, 74% of the researchers used survey data facilitated by using questionnaires. About 26% used other means like companies' historical data. As stated earlier it is imperative to emphasize that only the main results and discussions relevant to this study have been incorporated. Thus, much of Aprilla's research findings are not relevant here.

Ethical Issues

In qualitative research, certain ethical issues are present, and these are discussed here as a safeguard. Many researchers, especially first-time students, like this writer, will not have sufficient knowledge or skills related to the ethical conduct of research, especially those dealing with people.

While this is not an exclusive list, it has to conclude with a note that the protection of human subjects in a research study requires that any benefit to be accrued is maximized, there must be a respect for human dignity, privacy minimization of harm and risk to participants in the research. In the case of material from the internet, journals, newsprint or trade publications, as these are for public consumption and use but care must be taken as to not harm any stakeholder or research respondent.

Data Analysis Plan

The plan for analysis of data, in this study using secondary data is in congruence to the research study and questions. On implementation of TQM to innovate, manage change and critically think of enhancing customer satisfaction in these enterprises, specific statistical data is available, and these are very viable options for use in this study. In addition, benefits derived from the introduction of the above in business and industries will be sourced from reliable published accounts available. This researcher will be guided by certain guidelines in his data analyzes plan, keeping in mind;

The purpose of his research and why the study is seen as important to be conducted. Tracking data using internet to obtain latest data for his purpose. The importance of data and how data has been collected, the sampling from a given population and sub- sampling methods and how data was collected therefrom. This researcher will keep an eye on the integrity of the data obtained, the professionalism of primary data collectors/s. Finally, it is intended to use some available processes to infer findings and generalized trends, and this is envisaged to be a qualitative study.

Research Limitations

From the outset this researcher is well aware of the sea of limitations which will be there in undertaking a study of this nature. First on the list will be the gate keepers who might not want to share absolute data or who would want to give only selected data, for obvious reasons. This might hamper the present research study.

Secondly, business and industries range from little kiosks to huge conglomerates, dealing in anything from pins to pianos, air balloons to airplanes and it is an endless list. Invariably

they all deal with the customer as the ultimate end user. Large multinational companies invest large amounts of money in research and development, and also in the latest information technologies to enhance their operating capabilities. Small businesses, on the other hand, do not have such options or resources at their disposal and are therefore hampered in their endeavors. So, any generalizations of findings could be flawed. This has to be borne in mind too.

Implications and contributions to knowledge

This dissertation titled Implementation of TQM to Innovate, Manage Change and Critically Think of Enhancing Customer Satisfaction: A Qualitative Study, and the intention is to seek and explore sustainable benefits accrued therefrom. Becker (2001) found that there was a 90% improvement rate in employee relations, operating procedures, customer satisfaction and financial performance with the implementation of TQM. TQM has been applied as an applied process in order to improve competitiveness (Harrington et al, 2014), and has a positive impact on employee satisfaction.

Conclusion, recommendations

Literature review and secondary research methods were used, and though this does not claim to be an in-depth analysis, the researcher is of the opinion that some justification will be done. The title of the study, Implementation of TQM to Innovate, Manage Change and Critically Think of Enhancing Customer Satisfaction: A Qualitative Study, is apt in relation to current, ever changing situations. This is not only due to the innovations around us, or the demands of customers, but also due to the present environment and pandemic.

Many researchers have found that the relationship between TQM and business performance in relation to product quality and customer satisfaction have received a considerable degree of attention, (Sin, Mohammad and Noormaizatul, (2018). However, after the introduction of TQM, the competitive advantage to a business by introduction of this strategy is inconclusive, (Baird et al, 2011). The thrust of this study has dealt with all the main components of the title, TQM, innovation, management of change and critical thinking in some detail. This study turns to how these elements help to enhance customer satisfaction.

The ultimate goal of any business organization is to create and enhance customer satisfaction using TQM techniques. Mohsan et al. (2011) point out that organizations are setting strategies to determine and make sure customer retention and charging their employees to be more customer- focused and service oriented. Customer satisfaction is vital to bring about loyalty, because a satisfied customer is expected to stay loyal to the company for long period and buy more and often than others. The introduction of TQM has proven to reduce costs and increase all round performance of the company (Bhattacharya, 2011). The cost of failure will be reduced by TQM, and this again promotes products and services of the business or company to satisfy the customers.

Studies reviewed also emphasis that with the implementation of TQM, quality of service had to be continuously monitored and maintained (Ishanka & Gooneratne, (2008). There was an all-round improvement in communications at all levels, with frequent management meetings. Management also organized various on the job training programs, workshops relating to TQM and these activities in turn translated to more efficient work force. Increased attention to Customer satisfaction has led to improvements in the economic performance of companies.

TQM practice is another strategic option that can enhance viable performance outcome giving competitive advantages in the marketplace (Sule et al, 2017). International organizations adopt innovation and technological changes to maintain their competitive advantage and infect to survive (Petcharit et al, 2020). Although technology transfer performance had a positive and strong effect on TQM, no significant direct relationship was found between technology transfer performance and quality performance, (Bolatan et al, 2016).

Successful TQM implementation requires major changes in knowledge management like creating storage, sharing and application (Kahreh et al, 2014). There is an emphasis on the participation of employees in knowledge sharing affects quality culture of the enterprise negatively according to Duran et al. (2014). It is necessary to have the support of all employees and the willingness to cooperate with other teams to be successful in the implementation of TQM.

Total Quality Management can be advanced if all divisions of an organization use advanced sophisticated methods in keeping with industrial development 4.0 as this strategy will give specific advantages to reach the global markets. The use of technology including Bid Data, Cyber Security, Cloud, Robotics, and strategies to enhance and strengthen the manpower resources able to interact and harness such resources will be beneficial to the organization.

In the final analysis, TQM can help to promote customer loyalty and satisfaction. Most companies try to satisfy their customers' needs and expectations, which can only be achieved through improvement in product quality, increased customer satisfaction and continuous improvement. A highly satisfied customer is expected to stay loyal longer, increase their purchase quantities over time, buy as the company introduces new products or upgrades existing products, talk favorably about the brand, show less sensitivity to price, pay less attention to competing brands, and generate new product and service ideas to the company (Kotler, 2000).

TQM
Ability, Consistency, Relationship, Communications, Trust, Feelings, Courtesy
⬇
PROVIDING
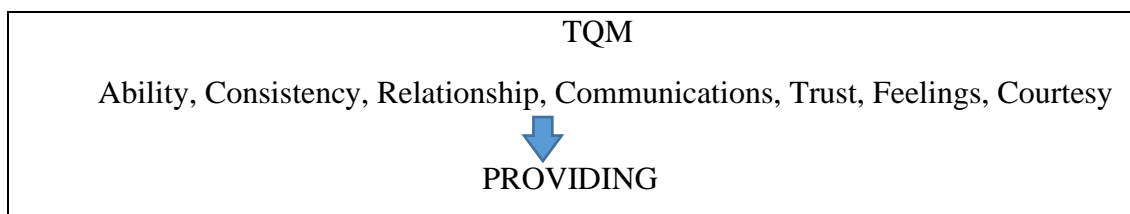
<div style="border:1px solid black; padding:10px;">
Satisfaction with customers both in service quality and product quality by utilizing industry 4.0
</div>

From the journals reviewed, companies implementing TQM had at least 1 of the 8 TQM principles enshrined. These were leadership, involvement of people processes approach management, continuous improvement, decision making by factual approach, mutual beneficial supplier relationships and customer focused organization.

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Overall comments:

This is an interesting topic, and it can be observed that the author also performed a high-level effort to conduct and complete the research. Nevertheless, there are some important points here the author must consider which will help making the report a quality academic report.

1. The problem statement and the research gap were not properly discussed, and lack of supportive literature is felt here. The author must clearly elaborate the problem using evidence (fact and figures etc.) using authentic literature to present the current problem and to highlight what is the gap and why this research is needed.
2. The research objectives are also missed from this report. What we observe are the research questions.
3. The literature review is not organized properly. The author needs to start the main story from an appropriate point and follow the story line properly. Therefore, the sections need to be coherent and cohesive. The literature review section is an important part of the study because it will provide a clear direction for the research. It is suggested that the author make the content of this section more organized using appropriate tables, sections, figures etc.
4. The method of the research was not discussed appropriately. We as the readers are not clear about how the research work was done. Generally talking about the secondary research and subjectively go around it will not be sufficient for the readers to get enough understanding of your research method. Instead, you could elaborate how the data collection was done, and how precisely you performed your step by step of the analysis. The period of the study and the literature coverage also need to be included. In case if you used statistical data analysis, how did you collect those quantitative data, what were your sample size, and sampling method etc. Did you have any interview with the experts? If so, how was it done? If you used qualitative method, how were your data and how did you perform qualitative data analysis?
5. The main parts of the study which are research results and discussion are also missed in this report. In this section, you could report your findings (using illustrative and descriptive methods, e.g., table, figures, graphs, etc. to present your findings appropriately). Please also bear in your mind that all of these are in direction of

answering your research questions and addressing your objectives. So, you must be fully aware of the type of analysis you are performing and the findings you are presenting.

6. The conclusion and recommendation section also are mistakenly mixed with the findings and discussion. It is suggested that the author read more about the conclusion section and the structure of this section in an academic report.

7. One more thing here is that, as the reader we some time felt that the contents of a research proposal and the final report are mixed throughout this report. Please take note that they are two different approaches and some sections in your proposal must not be shown in your final research report.

8. In addition, there are some minor issues were observed in this report such as punctuation, minor grammatical and spelling issues.

9. All the references also need to be double checked to make sure that all the references are cited properly in the body text and none of them is missed.

10. As a final word, to be able to achieve a standard research report (e.g., in the form of a journal paper) the current report needs major changes and improvements. The author needs to take extra notes on the referencing format, how to write the abstract, and how to manage the sections.