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EFFECTIVE FACTORS AND BARRIERS TO TOTAL QUALITY MANAGEMENT IMPLEMENTATION

Many companies have become more attentive to establish modern and common effective quality management approaches to deliver high quality such as total quality management (TQM) [1, 7]. The decision to implement TQM concepts is strategic, which require massive changes throughout a company [2]. To achieve total quality; there are three components (3P's) to be in considerations: People (customer, supplier, employee, leadership) – Process – Product. According to an intensive litterateur review the main factors of TQM implementation in manufacturing companies have been identified for better analysis where these factors are very useful to support decision makers and managers to take precise actions for implementing TQM succefully. Although of these success factors, there are many barriers to TQM implementation; especially in the manufacturing. Therefore, TQM obstacles and cultural barriers have been investigated to study their impacts to the implementation factors.

Successful implementation of TQM may help the organization to many improvements in employment, information system, productivity, quality, flexibility, customer satisfaction, and market competition. In reality, applying TQM system is not simple process to achieve these objectives, that, many enterprises have been failed to TQM successful implementation because they were unable to define some Critical Success Factors [1, 7].

Prior any quality management system practising, there are basic steps to be taken into account when establishing and implementing such systems for the organization. These steps are focusing on supporting quality culture, training and education, team working development, quality people and process to ensure the quality and developing business management systems [3, 4].

Effective TQM implementation depends on several principles or factors, such as Top-management commitment, quality definition, measurements and indicators, process improvement, employee involvement, information system and communications, continuous improvement, leadership, customer focus, supplier focus, tools and techniques, education and training, reward and recognition, and the culture change [5, 6]. Upon this, problems in TQM implementation may occurred because of the following reasons: low quality standards; failure to measure quality; lack of motivations, and insufficient top management commitment [6].

People in such areas where culture is one of the main barriers that prevent implementation of new management philosophy or approach, the challenge is the replacement of new systems with old traditional one. Lack of knowledge of TQM due

to poor researches in the same area led to insufficient understanding of TQM methods and techniques. Another important issue is the poor communication and coordination between levels of management and departments. Employee commitment to the organization is much related to its involvement in the process [5].

Most of literatures have shared common factors such as: leadership, customers focus, process management, supplier, quality management, training and education, strategic management, employee involvement, continuous improvement, fact-based management, reward and recognition system, monitoring and control of quality, information system and communication, human resource management (HRM), quality policy, plan, and vision, product design, and quality culture.

To summarise, TQM implementation is an operation that identify success factors and barriers with their causes as well as to have the capacity to carry on a transformation process to change organisational culture procedures.

Customer must be the core focus of the company in order to meet expectations, however, involvement of all people to participate in company activities is a key factor for success. A quality culture is to be established among employees so they can share common goals of the organisation. This can be achieved by creating such encouraging environment which are subjected to awarding and recognising. Continuous improvement is an objective of such organisational culture. Thus, an effective integrated information system is needed to maintain quality with good performance which will help the company to have a clear vision for current and future goals. It helps to understand weaknesses and capabilities, also, gives support to provide proper training to the staff.

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