THE IMPACT OF LEADERSHIP
ON THE QUALITY MANAGEMENT SYSTEMS

Agnieszka Misztal
Poznan University of Technology
Poznan
Poland

ABSRACT
The article is dealing with a role of leadership in quality management systems. Managers of small and medium enterprises with difficulty interpret the impact of leadership on employee involvement. It ultimately affects the conformity of their products or services. The research was conducted in 10 Polish small and medium enterprises. The study analyzed aspects, such as: management styles, degree of employees involvement, level of their job satisfaction and frequency of the internal nonconformities or the customer complaints caused by the human error. The end results of the study are the characteristics of leaders and their behaviours indicating the success of quality management systems.

Keywords: leadership, quality management system, employee involvement

1. INTRODUCTION

Modern companies, focused on the customer satisfaction, are increasingly aware of the importance of different factors of the quality management system. The implementation of such a system is not only to ensure proper operation, but also many determinants that may intensify or sag the results of these efforts. One of them is the comprehension of meaning of leadership. It is being discussed in the second part of the eight quality management principle. A decade ago, when the first Polish enterprises certified quality management systems, were convinced that they could easily meet these recommendations. The number of Polish certificates are still growing but, unfortunately, there are companies that don't practice a leadership. They are not aware of the fact that lack of conviction lowers their products quality.

2. THE ROLE OF THE LEADERSHIP IN CREATING A PRODUCT QUALITY

The leading people is the current standard of management in modern companies. Managers of knowledge-based businesses are aware of the importance of the employee involvement through friendly approach and leadership instead of the management or dictatorship. This approach brings results, not only in the human resource management area, but also ultimately in the level of products quality and the financial area.

Hamrol says that achieving success in quality management is dependent only in about 10% on technical equipment, in 40% on technology, and in as many as 50% on people and their way of managing. Leadership means that chief management team should coherently cooperate together by assessing strategies, aims, and organization management policy. Its goal is also to create and maintain internal conditions in which employees may completely engage in advancing the organization's objectives. The leader should plan certain activities and support the subordinates in implementation of their operations. One of the management's task is to

determine an appropriate structure, responsibilities, internal communication, and activities control in order to assure the constant development. The key components of effective engineering leaders is the ability to motivate and equip people by being able to communicate clearly, manage and organize conflicts, develop creativity and technical tasks [3, 10, 12].

Leadership means finding in people their best features and managing them in the way to enable their common work to be performed according to the leader's directions. The leader is a person who influences people's behaviour without the need to use force [6].

You need to be born to be a leader, although there are more and more voices which claim, that the leadership cab be taught. Personality features, which make the person a leader, distinguish him or her from people managing human resources. In case when the person does not possess the required charisma, he or she can be treated as a leader only when he makes other people behave in a certain way (through proper interpersonal relations), but he does not discipline them and enforce specific goals. Even lower level of excellence while managing people is the manager who is not in possession of leadership features, or a charismatic leader- employee, who has been chosen to be the team leader. When the choice has not been done by the people (the leader is chosen by the team members), then the trust needs to be earned. The effects will not always be visible and there is a high probability, that the actions of this leader will all come to down to distributing tasks and enforcing to do them. The evaluation scheme displaying the excellence levels of the leader and a charismatic individual is shown on figure 1.
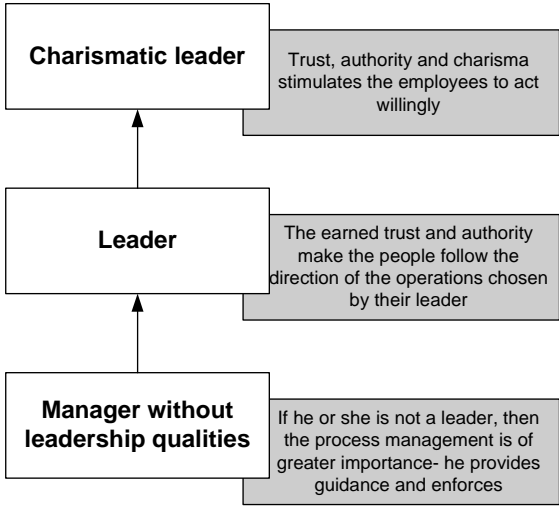
Charismatic leader	Trust, authority and charisma stimulates the employees to act willingly

↑

Leader	The earned trust and authority make the people follow the direction of the operations chosen by their leader

↑

Manager without leadership qualities	If he or she is not a leader, then the process management is of greater importance- he provides guidance and enforces

Figure 1. The evaluation scheme displaying the excellence levels of the leader and a charismatic individual [9]

Mature organization prefers proactive approaches to the leadership and is oriented on learning to entitle people on all the levels. It should lead change in culture, strategy, structure and informal relations. A rudimentary factor of proactive approach to leadership is the comprehension of the gist and meaning of people in a corporation, to see their capabilities and potential, but also to notice their capabilities and seek success in their involvement. The approach ISO 9004 standard to the role of people in a company points out that people are a significant resource of an organization and their full involvement enhances their ability to create value for interested parties [13, 14]. Most current models of business excellence is based on leadership, as one of the main pillars of assessment [4].

Top management should, through its leadership, create and maintain a shared vision, shared values and an internal environment in which people can become fully involved in achieving the organization's objectives. These changes result in understanding that majority of factors that improve work's efficacy, lay in social and emotional character of its employees [8].

Using leadership, one should bear in mind that advisable to forget about ethical norms. Their proper use will assure that the achieved aims will not be solely the desirable ones, and leadership will not become the tool for making a relation more formal. The ethical dimension of leadership refers to right decisions and actions combined with good intentions, and accompanied by moral correctness of behaviors. This dimension emphasizes the intellectual and practical rightness of the leader's actions in his relationship with followers [2]. Leader self-serving actions are a particularly pernicious class of leadership behavior carrying negative consequences for subordinates as well as for the organization at large [11].

3. STUDY THE RELATIONS BETWEEN LEADERSHIP AND LEVEL OF QUALITY

The aim of the study was to determine whether relationships exist between the level of leadership, the degree of the employee involvement and the level of product quality in enterprises on the assumption shown on figure 2.
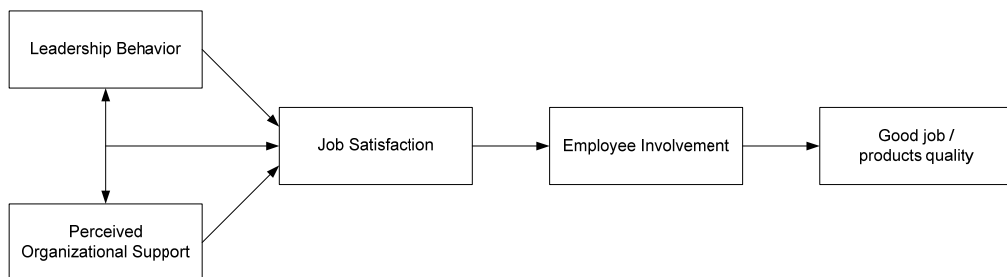

Figure 2. The impact of leadership behaviour and perceived organizational support on product quality (own preparation based on [1])

The research was carried out through direct interviews and the questionnaire. It has also performed an overview of the quality records to determine the number of internal nonconformities and customer complaints caused the error employee.

The research involved 10 production or service companies. Researched companies claimed then certified quality management system according to ISO 9001 of minimum six years.

To investigate <u>leadership</u> were used features that Deming told during lectures in the USA [7]. The leader:
1. Understands to what extent group work corresponds to the company's objectives.
2. Considers the early and late stages of a given process.
3. Attempts to ensure all the employees working conditions so that they find their job fulfilling.
4. Functions as a coach, and an advisor, but does not judge.
5. Makes use of figures to better understand the people he works with.
6. Works on the system improvement in which he cooperates with his fellow employees.
7. Inspires confidence.
8. Does not expect to be perfect.
9. He is a listener and a learner at the same time.
10. Enables the employees to carry out their tasks.

To investigate level of <u>job satisfaction</u> were used author criteria of values and benefits [9], such as:

1. Luxury items, financial resources.
2. Material work environment and occupational safety.
3. Occupational development in a given position.
4. Prestige, titles, awards.
5. Positive relations with other people (friendship, safety, acceptance).
6. Favourite sport and environment.
7. Influence on work results.
8. Participation in decision – making processes.
9. Needs for dignity (honesty, reliability, justice, courage, loyalty, solidarity, goodness, responsibility, truthfulness, generosity, patriotism, tolerance, impartiality, professionalism, independence, personal freedom).
10. It would have to exist serious reasons, I resigned in the current workplace.

To investigate <u>employees involvement</u> were used the criteria established by M. Juchnowicz [5]. They were:

1. I know and can explain the main objectives work establishment, where I work.
2. I know and I can explain the objectives of the work that I do.
3. I gladly undertake to additional tasks beyond mandatory (if it's necessary).
4. At work I gladly share my knowledge.
5. I accept the values, norms and behaviour patterns and practices preferred in my establishment.
6. The work done by me, gives me satisfaction.
7. I'm proud of the work in the current workplace.
8. I go to work with pleasure.
9. Without scruple I would recommend my workplace a person looking for work.
10. I'm proud of my tasks.

Specific questions regarding the criteria of "leadership", "employees Involvement" and "level of job satisfaction" were evaluated on a scale 1-5, where:

1 – There's no evidence for the existence of this situation
2 – I can specify individual cases of such behavior
3 – I can specify both situations - like that and the opposite behavior
4 – There are many of such behavior, but there were also opposite behavior
5 – There are clear evidence for the existence of this situation

With regard to <u>the indicator of internal nonconformities and complaints</u> caused the error employee calculated:

– the proportion of the internal nonconformities cost to the value of orders in the assessed interval,
– by analogy the proportion of the claims cost to the value of the orders.

They referred to the established intervals corresponding to: 0.01%, 0.1%, 1%, 10% and more.
The study showed that in companies where nonconformities caused by employee error occurred sporadically, leadership activities and friendly attitude to the staff was clearly visible. The employees of these companies could multiply examples proving the leaders' activity and job satisfaction. They also confirmed that they are engaged in their jobs, they are proud of it and honestly perform the assigned tasks.

The second researched group were companies in which the leadership qualities of managers were not taken into account in the recruitment and skills upgrading. In these companies employees often demonstrated a lack of commitment, fatigue and even work out of necessity (eg. for fear of unemployment). In some cases it was even found negative attitude to work due the lack of the tasks aims. This approach resulted in most cases many workers errors. They caused the need for repair of products (sometimes in serious situations - the liquidation). There were also complaints from more and more disappointed and frustrated customers (especially in the case of repetition of the same mistakes).

4. CONCLUSIONS

Leadership is an important pre-condition for keeping a quality management system in an enterprise. Unfortunately, many entrepreneurs do not understand that. Although they declare the quality policy to engage employees, their behaviors differ significantly from the leadership's assumption. Consequently, procedures would become a means to an absolute settlement of employees assigned tasks without regard to working conditions, the atmosphere and the way of organizing the work. Unmotivated employees work carelessly because they do not see the sense of fairness. The result often occures in nonconformities of products. An implemented corrective action do not produce results because they look for the causes not the managers' personality.

An example for them would be charismatic leaders who have the ability to integrate the employees, the positive conviction about the objectives and responsibilities of creating a friendly atmosphere. In such a team problems caused by the employee error do not exist. Individual cases are a rather random accident.

In light of the above, it is appropriate to treat the leadership, not as a recommendation or guidelines for improvement. It should be one of the input requirements for the implementation and farther keeping quality management systems.

Only by showing that to the managers, they can look for employees who are trustworthy, honest, open to other employees, believe in their capabilities, authority, charisma, professionalism, ability to negotiate in a group of coworkers, and who can allow for the performance of certification.

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