

PROSIDING **SEMINAR** **KEBANGSAAN** **SAINS, TEKNOLOGI & SAINS SOSIAL**

27 ~ 28 MEI 2002

HOTEL VISTANA, KUANTAN, PAHANG

Anjuran :



Universiti Teknologi MARA
Cawangan Pahang

Dengan Kerjasama



Kerajaan
Negeri Pahang Darul Makmur

JILID 1



IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT (TQM) AND MANAGEMENT BY OBJECTIVES (MBO) IN UNIVERSITY

SHAIFUL AZLAN BINABDUL AND WAN KALTHOM BINTI YAHYA
Universiti Teknologi Mara, Kampus Jengka, 26400 Bandar Jengka, PAHANG.

ABSTRACT

Organization can practices any techniques or styles of management. It depends on the type of industry, the nature of business and the condition of the market and environment. MBO has been debated for more than 25 years either it work or not. TQM was popular in lately 80's and early 90's. Some company had proven successful after applied this concept and plan. UiTM is undergone of TQM and is still under process. The author trying to suggest how these concepts will be implemented without lessens each other. The suggestion and proposal will work in university environment.

THE CONCEPT OF TQM

Total quality is an approach to doing business that attempts to maximize the competitiveness of is organization through the continual improvement of the quality of everything such as products, services, people and environments. For UiTM should as the biggest and the most populated university, UiTM should think one paradigm or concept of management to manage a large assets and capabilities in order to achieve its vision. The style could be different but we need one standard that will follow by all faculty and staffs. TQM is the answers to take this challenge like suggested by Marchese (1991), the following are core ideas of the TQM movement:

- i) Excellence in education, research and learning
- ii) Customer and industrial driven organizations
- iii) Improvement in system, process and output better
- iv) Continuous improvement is the result of a focus on quality
- v) There is a strong need to extend the existing mind set and shift to paradigms
- vi) Decisions should be data driven
- vii) Teamwork is the practical application of "collaboration"
- viii) People should be empowered
- ix) Training and recognition are essential
- x) A vision
- xi) Organizational change is only possible through effective leadership by example

THE IDEAS OF TQM

TQM implementation in university is critical due to bring the university up to the international level. TQM is not the only solution that proven successful but it can tested in the university environment as well as in industries and corporate sector. In future, the government has no longer able to sponsor the university expenditure. It means the university must find what are the alternatives should be taken to initiate and to move the university carrying all types of activities either curriculum or co-curriculum. In the middle of 1990s, for example UiTM(previous ITM) was very aggressive and always promoted TQM in all aspects to instill quality culture among the staffs. After some time TQM was quite slowly discussed and also in its implementation. Thus we can't denied that we still feel the contribution of TQM and its effects to the citizen of the university. The secret of the successful of TQM implementation in university is depend on the various factors as following:

- i) TQM must started from top officers and follow by middle managers and first-line managers and to the rest of all the workers
- ii) TQM must have goals, objectives, standards and levels that we want to achieve now and in the future.
- iii) TQM must cover all areas and disciplines
- iv) TQM must involve all the staffs and workers
- v) TQM work through documentation by using human resources and materials
- vi) TQM must have deadlines, when we should finish the work
- vii) TQM is not tools only but it is a way of doing

THE PRINCIPLES OF TQM

TQM is not a rhetoric and empty slogan hold on the wall in building or office. TQM is practicing, something that we must do, carrying out until it reach the final line. TQM is an action that should be done properly, gradually and seriously. In university, there are many professors, Ph. D holders and those who were very experience in administration. Still they needs integrated approach to coordinate all the activities from various faculties and disciplines. If not, some faculty will excel and some are not. In terms of promotion, there is no specific guidelines and it always change without relevant reason. People will making complaint and in serious cases they become demoralized. Four main principles that supported TQM:

- Focusing on the customer.
- Preventing rather than detecting defects.
- Universal quality responsibility.
- Continuous improvement.

MBO

Management By Objection (MBO) is a process in which managers and subordinates at all levels in a company sit down together to jointly set goals, to share information and discuss strategies that would lead to goal achievement, and meet regularly to review progress toward accomplishment of these goals. Therefore, MBO is based on goals, participation and feedback.

Consequently, through participation encouraged workers to work hard and to persist in their efforts for achieving goals. By setting S.M.A.R.T. goals (Specific, Measurable, Achievable, Realistic, Timely) managers can influence the behaviors of their employees and at the same times discourage unethical behaviors at the work place. Furthermore, by having regular, frequent performance feedback allows workers and managers to track their progress toward goal achievement and make adjustment in efforts, directions and strategies. However, all these require top management support by providing funds, speaking publicly about the goals or participating in the goals itself.

MBO CONTRASTED WITH TRADITIONAL MANAGEMENT

TABLE 1.0 Contrasts Between Traditional Management and MBO

Traditional Management	MBO
1. Boss sets goals and delegates responsibility	1. Boss and subordinate set goals mutually
2. Planning, organizing, staffing, directing and controlling interwoven with in-process planning	2. Process of management executed in planning period (sophisticated planning); everything is laid out before activity begins
3. Evaluation at the end of implementation	3. Evaluation during planning period, during operation and at end
4. Accountability centralized	4. Accountability decentralized
5. Decision making done with nebulous alternatives	5. Decision making done with alternatives listed in priority array; consequences of alternatives clear
6. Focus is on activities	6. Focus is on results and achievements
7. Problem solving has past orientation	7. Problem solving has future orientation
8. Management system coordinated with people	8. Management system coordinated through objectives and people
9. Leadership by personality and charm	9. Leadership by style, process and goals
10. Improvements a random process (luck factor high)	10. Improvements a way of life (central sense of mission)
11. Objectives generated from top management	11. Objectives generated from all levels of management
12. Forms and rules are basis of control of human resources	12. Strategic annual plans are basis of control of human resources
13. Only few management persons interact	13. Entire organization interacts
14. System aimed primarily at operations or productions	14. System aimed at all functions and departments, including operations and productions
15. Employee participation is source of ideas and solutions	15. Participative management style allows shared
16. Problem solving during implementation	
17. Responsibility for planning with top management	
18. Day-to-day managing	

	decision making 16. Problem solving as much as possible during planning 17. Responsibility for planning with every manager 18. Results-to-results managing
--	---

With these differences give MBO an edge over traditional management in creating a system for getting results. In MBO the what, who, where, how, when and why of managing must be visible and formal well before implementation. Obviously, MBO tends to create a dynamic management system where the network connected between and among the management personnel relates to directions, results, schedules and communications.

APPROACHES TO IMPLEMENTING MBO

Persuasion, educational, raw power and direct orders are the methods that may be use to implement MBO. However, case studied indicates that no one route is best. Instead a combination of all of them together with the analysis of the organizational climate and the situation will indicate the best approach.

Persuasion Approach

Sales pitch – explains all the advantages and disadvantages of MBO

Advantages	Disadvantages
<ul style="list-style-type: none"> * Allows a man to be his own boss and gets his own goals * Makes him more productive and gets him motivated on his own * Helps new ideas bubble to the tops where it forces managers to pause and consider what they've accomplish next and how they intend to go about it * Improve working relationship between a manager and his boss by having regular meeting and discussion 	<ul style="list-style-type: none"> * Involves excessive paper work – filing of plans and objectives, written reviews assessing goal progress * Managers reluctant to give employees feedback about their performance * Managers and employees sometimes have difficulty agreeing on goals. This leads to frustration where employees are forced to accept goals that they don't want * MBO focuses on quantitative, easily measured goals, employees may neglect important unmeasured part of their jobs

Features and benefits – a description of the features and usefulness of each of the persuasive tactics are being discussed.

Knock out alternatives – all of the alternatives for solving some chronic problems are noted. Then each is knocked out in turn, except the MBO solution.

Incremental piecemeal – starting with a simple segment of the whole program and selling it. “Simply sit down with subordinates and talk to them about their objectives”, would be an incremental approach.

Consultants preferred persuasion method. As for academics, who prefer an approach that relies almost wholly upon continuous educational effort that teaches the concept, philosophy and procedures of MBO in detail, the Educational Approach would be more appropriate.

Educational Approach

It's a training subject, MBO has many excellent features:

1. Training to the job, which should produce behavior change and can be measure and the quality of the results can be noticed clearly.
2. Providing a vehicle for teaching more general management education and teaching interpersonal skills that can be applied on the job.
3. Reinforcing company objectives, producing some new kind of organizational form and blocking the organization's autocratic or bureaucratic tendencies.
4. It is easy to learn and capable of maintaining a high level of trainee interest. However, educational approach is only a useful tool in implementation only if the subordinates comply to its approach at the early stage.

AUTHORITARIAN DIRECTIVES

The installation of this MBO approach must start from the top where the people with high-level responsibility implement the strategies planning whereas the lower-level person is responsible for the operational objectives. Based on the behavioral scientist, autocratic methods will only work in organization where tight technical organization and discipline are the mode of operation.

1. The leader has absolute power and is willing to use it
2. The followers need the leader more than vice versa
3. The situation requires autocratic orders where he is expected to give orders quickly and clearly.

WHAT MAKES MBO WORK

The key personal that involves in the implementation of MBO is the immediate manager. Therefore, these managers must have distinct motives that impel them to action – that need to get things done. These motives are:

1. Urge to achieve – Obviously an extremely high goal would spur performance but subordinates need the satisfaction of achievement in order to achieve that goal. Consequently, managers must make certain that the urge to achieve must be matched with achievement.
2. Desire to contribute – The desire to contribute must be matched with a channel for making the contribution where the MBO itself can be this channel by giving people an opportunity to contribute to a common goal and providing a process for directing purpose to any desire end.
3. Need to Identify – MBO encourages uniqueness and accomplishment in an individual performance through personal challenge and use of creative powers.
4. Need to move toward Excellence – Through MBO individuals and companies can move toward higher stages of development, stretches the cycle of performance in progressive stages and improve companies practice in achieving the mission.

Nevertheless, whatever management tool or approach to be used, it should be simple where employees find it easy to understand and work with, it should provide useful advantage, it should be effective and finally it should fit in with the organization.

CONCLUSION

Today, the practice of MBO is widespread and pervasive in any private or public organization throughout the world, but not all define and practice MBO in the same way. To achieve a better result, MBO should begin at a sound level of acceptance, gains from its own successes, continues to flourish and expand its influence and contribution and finally it should widely be appreciated and supported by the top leaders.

The top leaders should communicate and change the way of thinking of the people in order to win their commitment in achieving the company's vision. To encourage feedback, the top leaders must start by creating a more open and transparent work environment that is open, welcome suggestion or ideas and at the same times inculcating a strong team spirit in people.

Nevertheless, the reasons for using MBO have the same common grounds despite the different tool and approach that has been used.

TQM is the suitable operational philosophy which is vital to the survival of most organization throughout the world and not exceptional with universities. Universities should strive for a continuous change and improvement in quality. It is a race with time and in this competitive era, universities need to refocus their missions and accomplished high priority tasks.

TQM implementation is to restructure the building block of the university and its programs to make it more valuable and relevant with the current situation. TQM is also promoted excellence culture among the community of the university to place them among the most respectful and high profile university in the world.

REFERENCES

- 1) Costin, Harry (1994). Total Quality Management, The Dryden Press, Harcourt Brace College Publisher.
- 2) Gitlow, Howard S. and Gitlow, Shelly J. (1994). Total Quality Management In Action, PTR Prentice Hall, Englewood Cliffs, New Jersey.
- 3) Ho, Samuel K (1995). TQM An Integrated Approach, Kogan Page, London.
- 4) Mann, Robin (1994). "An evaluation of the Effects of Quality Improvement Activities on Business Performance", International Journal of Quality and Reliability Management, Volume 11, number 4, pg 41.
- 5) Mali, Paul (1986). MBO Updated, A Wiley-Interscience Publication.
- 6) Odiorne, George S. (1979). MBO II: a system of managerial leadership for the 80s, Fearon Pitman Publishers, Inc.
- 7) Patrick, Joseph A. and Furr, Diana S. (1995). Total Quality In Managing Human Resources, The St. Lucie Press, Delray Beach, Florida.