Issues of Leadership in the implementation of Total Quality Management in a large organization

Abstract:

Many organizations in Kenya have adopted and tried to implement the total quality management (TQM) programmes. Many of these firms have failed to achieve the expected results for various reasons. This study examines how TQM implementation is influenced by leadership in a large organization. The result show that control systems, involvement of employees in decision making and the provision of a conducive psychological environment are quiet difficult to provide for by the leadership in a large organization. It is suggested that creating smaller organization and/or autonomous Divisions of firm will help to address these challenges.