



University of
Salford
MANCHESTER

Importance of leadership in effective implementation of TQM in the Nigeria construction industry

Ahaotu, SM and Pathirage, C

Title	Importance of leadership in effective implementation of TQM in the Nigeria construction industry
Authors	Ahaotu, SM and Pathirage, C
Type	Conference or Workshop Item
URL	This version is available at: http://usir.salford.ac.uk/35628/
Published Date	2015

USIR is a digital collection of the research output of the University of Salford. Where copyright permits, full text material held in the repository is made freely available online and can be read, downloaded and copied for non-commercial private study or research purposes. Please check the manuscript for any further copyright restrictions.

For more information, including our policy and submission procedure, please contact the Repository Team at: usir@salford.ac.uk.

IMPORTANCE OF LEADERSHIP IN EFFECTIVE IMPLEMENTATION OF TQM IN THE NIGERIA CONSTRUCTION INDUSTRY

Sylvia Ahaotu and Chaminda Pathirage
School of Built Environment University of Salford Manchester UK
Email: s.m.ahaotu@edu.salford.ac.uk

Abstract

Total Quality Management is a comprehensive and structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback. Within the construction industry, architects, quantity surveyors, engineers, contractors and various other specialists all have, in addition to their special technical skills, their own trade or professional customs and practices. These may have an effect on the building process either individually or collectively. TQM is concerned with moving the focus of control from the outside to the inside of individuals, so that everyone is accountable for his/her own performance. The vehicle for achieving excellence in leadership is TQM. Effective leadership starts with the chief executive's vision and develops into a strategy for deployment. It goes on to embrace all the beliefs and values held, the decisions taken and the plans made by anyone anywhere in the organisation, and the focusing of them into effective, value-adding action. Together, effective leadership and TQM result in a company or organisation culture in which everyone is constantly trying to do the right things, right first time. This paper, practically, possesses the concept of discovering the ways to fix the challenges confronting poor leadership in Nigeria.

Keywords: TQM, Leadership, Nigeria, Organisation, construction.

Introduction

The major problem faced by most construction company in Nigeria is on how to adopt a strategy for high quality building that will satisfy the needs of the owner at a reduced and effective price and still ensure that they remain in business without any involvement in debt. Solving such a problem can be frustrating. Most times, because various goals often seem to be inconsistent with one another such as low quality building resulting in the owner's dissatisfaction. These problems are multifaceted due to the fact that the owner wants to spend the least amount possible for the highest quality end product. The challenge now arises on how the company will meet the demand of the clients by providing high quality building at the lowest cost particularly in a time of extensive competition from various bidders (Okuntade 2015). In many years, the economic well-being of Nigeria as a country has encountered numerous problems ranging from decline in currency and wealth, inadequate investments development, to at least 2% of foreign direct investment. From reviewing various journals, articles, and textbooks, the problems of Nigeria has been attributed to the following factors:

- Need for appropriate leadership skills within the Nigeria construction industry
- Need for appropriate management style
- Need for proper governance
- Need for adequate communication skills
- Need for team spirit
- Need for adequate planning
- Need for adequate Entrepreneurial skills
- Need for conflict management skills
- Need for cross-cultural skills

Great efforts have been taken in finding solutions to improve poor leadership, poor sustainable programs and operational problems of Nigeria and the importance of Total Quality Management (TQM) in the Nigeria construction industry, since all the research effort on the importance of TQM had been centred on developed nations. Little had been done on TQM implementation in the Nigeria construction industry. It is a problem that this paper had to address, and the recommended solutions in this paper had to be based on strong probabilities. Some of the problems faced by Nigeria were caused by lack of adequate strategic and development planning and leadership by its employees, managers, leaders, and governmental agencies.

This paper aims to highlight the importance of leadership role on effective TQM implementation in the Nigeria construction industry, the cultural issues, insufficient leadership competencies, lack of proper management activities, and inadequate business competitive benefit. With the opinion of proposing a TQM concept for implementing highly effective leadership competencies that includes potential value added to the general population, the paper presents Nigeria leaders with dependable resources for management system. This paper is based on a thorough literature review. The paper recommends the use of total quality management on leadership and reorganization of operational managements in the Nigeria construction industry.

Introduction to Total Quality Management

Total quality management (TQM) was initially developed in Japan, and its origins can be traced in the work of the well-known quality gurus, Deming, Juran, Feigenbaum, Ishikawa and Crosby and on the rise and dominance of the Japanese automobile industry in the world markets. During the 1980s and 1990s, TQM began to influence national business systems and was widely seen as a “revolution” in management. It is widely accepted that TQM emphasizes self-control, autonomy, and creativity among employees and requires active co-operation rather than mere compliance. In addition, TQM theory supports that internal and external information should be equally shared among all employees in order to encourage them to become responsible for quality improvement. However, although many articles have been written about the “basic principles and tools” of TQM and the various approaches taken to assure a successful implementation of TQM according to Dayton (2003) continue to the role of managing

quality is essential in today's environment, as evidenced by the popularity of the TQM movement and the success it has brought to a number of organizations (Easton & Jarrell, 1998; Douglas & Judge, 2010; Hendricks & Singhal, 2007) remain complex and somewhat clouded. Therefore, quality management plays a crucial role in the actualisation of high quality construction projects that can stand the test of time, satisfy its stakeholders and put Nigeria in the forefront of high quality infrastructural map. A quality management system that can ascertain that all the parties involved in construction projects provides high quality results could be essential in Nigeria. Invariably, the independent implementation of Total Quality Management by the Nigerian construction industry could result in provision of overall high quality standard of projects at the final stage of construction.

Total Quality Management in the Nigeria Construction Industry

Total Quality is a holistic concept which requires quality motivation of all people in an organization towards a common goal. Whatever the structure and management process of the organization the necessary links must be built up between people. We must learn to accept that employees are not only our greatest and most expensive asset but that they alone are the creators of quality, i.e. 'People make Quality' (Kanji and Asher, 1993).

The belief is that when people are well motivated then they can overcome any difficulties they experience in solving their problems. Further, whatever work we are associated with, we must motivate ourselves in order to achieve our work objective. Quality motivation is all about people because it is people who make quality. We have a common saying that 'an organization is as good as its people'. It is well-known that the majority of quality-related problems within our organizations are not within the control of the individual employee. As many as 80% of these problems are caused by the way the people are organized and managed.

Some examples of this bad management can be seen as follows:

- When people are not given the right training to do the job and have to learn the job of others.
- When the job itself is not properly defined and those doing it have to 'make it up' as they go along.
- When paperwork is out of date or otherwise inaccurate.
- When systems do not reflect the work that actually takes place or are not designed to help to do the job.

The role of managers within the organization is to ensure that everything necessary is in place to allow people to make quality. Organizations are run by various systems and procedures in order to manage their activities smoothly and in an orderly fashion. However, in recent years the business world has changed rapidly and business processes have accordingly changed with it. The major activities of managers these days are therefore to manage these organizational changes. Most of them are due to the modern quality revolution which, in turn, has created the customers' higher quality expectation of products and services.

For the adaption of these changes many organizations have followed a streamline route, i.e. a method to eliminate unnecessary work processes, duplication of workloads and extra cross-functional cooperation. Although streamline routes are desirable for many organizations, nevertheless, our human system organized in this way could easily create some negative and undesirable activities, e.g. loss of

enthusiasm, lack of creativity and motivation. It is therefore the leadership of the organization that must play an active role in preserving the positive aspects of the human system and stimulate the individual in its real desire to work. Leadership is the beginning of the quality improvement process which starts with vision, mission, values, policy and strategy, systems etc. And further continues with other principles and concepts of TQM. According to the European Model for TQM, leadership is the driving force behind policy and strategy, people management, resources and processes, leading ultimately to excellence in business results.

As the definition of total quality management suggests, present day leaders and managers are involved in the management of systems and processes rather than in the supervision and control of people as they formerly were. Processes are groups of activities that take an input, add value to it, and provide an output to an internal or external entity.

Frank and Ronald (2006) in their words regarded total quality management, as procedure guided by senior administration to acquire the engagement of every member of staff in the constant transformation of the proficiency of all the exercises, with regard to the regular business, in order to fulfil the requirements and gratification of the client, regardless of whether internal or external.

According to Vetiva construction industry report on Nigeria 2011, Nigeria's home construction industry makes up about 1.4% of their GDP (Q3'10 est.) Most significant, is that regardless of the development observed in the development market of construction, its participation to overall GDP continues to be at minimal levels. In 1981, the construction market accounted for 5.8% of Nigeria's GDP - as well as in the past two to three decades, Nigeria's entire GDP has got risen to an estimated 495 times its actual capacity in 1981. Particularly, the drivers of Nigeria's GDP during the last 3 years' have been the same- Agriculture (crop efficiency), crude oil production as well as wholesale & retail transaction. The construction industry is still to realise its potential opportunities regardless of Nigeria's large deficiency in national infrastructure development.

During the last several generations, crop production, crude oil production and wholesale & retail market have documented a 27 years CAGR of 28%, 29% and 26% respectively, whilst the development industry GDP developed at a CAGR 21% over the exact same interval. This illustrates that Nigeria is way below knowing its actual potential with regards to the construction industry. Nigeria continues to be developing at average of 7.4%, over these past 2years, because of strong agriculture production in spite of the persistent commercial infrastructure difficulties affecting production. Nigeria may accomplish a greater development rate when fundamental infrastructural bottlenecks, particularly electrical power are eradicated. Additionally, when the recurring reforms of the business banking industry as well as interest apex bank (Central Bank of Nigeria) occurs to motivate financing to smaller and medium scaled sectors.

The culture of an organisation is formed by the beliefs, behaviours, norms, dominant values, rules and climate in the organisation. Any organisation needs a vision framework, comprising its guiding philosophy, core values and beliefs and purpose. The effectiveness of an organisation depends on the extent to which people perform their roles and move towards the common goals and objectives. TQM is concerned with moving the focus of control from the outside to the inside of individuals, so that everyone is accountable for his/her own performance. Effective leadership starts with the chief executive's vision and develops into a strategy for deployment.

Therefore, the inability of corporate managers and many leaders in Nigeria to effectively discharge concrete roles and the resultant failure of businesses and programs in today's corporate world have been linked together by analysts that one can easily regard them as cause and effect. In addition, the desire to avoid failure has dominated the minds of experts in various construction sectors, and researchers constantly seek ways of improving the quality of the programs, products, services, and leadership skills of leaders available to individuals in many of the African countries. This, of course, constitutes the major objective of having effective leaders in Nigeria who can apply and practice the total quality management process.

Roles of total quality management

At this point the purposes of TQM with regards to the construction industry as indicated in this facet, TQM is a procedure accustomed to acquire consistent transformation of the activities of all the routines to render gratification for clients, whether internal or external, and this results in variations in the ways of thinking and the operating atmosphere and offers specific tools strategies and systems for frequent transformation. The system moreover produces a suitable first experience perception of delight customers, and attempts to acknowledge cost quality as an essential tool, and offers evaluation for continuous improvement. TQM on the contrary aspires to get rid of waste materials and it as well allures exposure and the company perhaps utilized as role model for quality.

Transformation in the total quality management is accomplished by the cultural modification dependent on measurement of capabilities, and removal of cause and limitations. Total quality management produces a culture in the company that aims to consistently enhance in all pursuits; it concentrates on an entire knowledge of the numerous business procedure by the usual daily participation of all involved. Total quality management thus employs quality data for measurement and continuous improvement, in spite of this, it rigors the significance of products and services brought to the customer, whether internal or external, attaining specifications whether specified or not Ugboro& Obeng (2010).

Challenges in the Nigerian Construction industry

The characteristics of Construction procedures in a developing nation like Nigeria vary considerably from the strategies used in industrialized or developed nations. In Nigeria, the best difficulties confronting construction a professional arises from the fact that the exercise of construction is not consistent. It differs with the client, capacity or perhaps intricacy of the task from the point of view of the proprietors. In order terms, the construction technique is the method of managing the entire project from conception to completion. Construction often does not late to development but to design, authorization and also preparation which we make reference to as "Pre Contract" Subsequently the physical aspect of construction together with Facilities Management, which we describe as "Post Contract" (Osuaigu 2002).

The above assertion could be justifiable considering incessant collapse of building structures around Nigeria and the concern for quality of construction projects across the country (Okuntade 2015). Between 1974 and 2006, 61 cases of buildings collapse were reported across the country (LSPDA 2010). Out of this figure, 13% was directly attributed to faulty designs. Moreover, the report revealed that out of 233 associated cases of lost lives - 53% was traced to incidences due to faulty designs. However, Kado *et al.*, (2010) conducted a study on application of TQM principles by the Design consultancy firms in North-western part of Nigeria. The study indicated that whether

by design or coincidence, design consultancy were actually using the aspects of TQM in their operations. A particular firm attained the highest status of 'Recognised TQ Company.' Conversely, the result of the study revealed that, on the overall, the firms recorded a status of 'Realisation of improvement needed.'

Importance of Total Quality Management Implementation in the Nigeria construction

TQM is an absolute must for any business organization and leaders who are in the 21st century competition. Inherent to the paper is an understanding of the principles of TQM, the management leadership, and how they are related. To obtain this understanding, related literature synthesis was reviewed with the emphasis on understanding the concepts and the developments of TQM, application of TQM, quality improvement processes, management leadership and commitment, leadership effectiveness, continuous improvement, support, and involvement processes, and other actions which an effective leader and manager must do in order to achieve Total Quality Management objective. The organizational structure and operation of a nation or organization must be at par for success to be the result. It enables all of the disparate elements of a company or nation to fit together, work efficiently, and maximize profit or wealth. Transformation is the force behind differentiation and change. It enables a company or nation to set itself apart from its competitors or other nations and creates new growth engines. Corporate success, however, is also a function of the effectiveness of the personal platform of its leader.

In the literature, Total Quality Management has been defined in many ways. Total Quality Management as a systems approach to management that aims to continuously increase value to customers by designing and continuously improving organizational processes and systems. In this regard, TQM is viewed as a means of setting value for the customers, programs, and other entities, an integration of activities and processes across functions and departments, collaboration, and teamwork in an effort to achieve organizational goals. However, it could be explained as the product of the work of such American quality experts as Deming, Juran, Crosby, and the work of an important Japanese expert Ishikawa.

In the literature, many people credit Deming and Juran with teaching Japanese firms the quality control skills that have made Japanese firms such successful competitors with United States and European firms. Although both Deming and Juran offered advice to United States firms in the 1950s, they were disregarded because at that time, United States manufacturing firms' capabilities were the best in the world. By the 1980s, however, United States manufacturing practices had taken second place to those of the Japanese, and Deming and Juran were warmly embraced as champions of quality management. Much of Deming's philosophy for improving quality is captured in his fourteen points. In the 1980s, Phil Crosby also became a leading proponent of quality management. The idea of "zero defects" means exactly that there will be no defects.

TQM implementation process

The philosophies and techniques must be integrated into a coherent implementation plan. TQM is a top-down commitment. Leaders and top management must become enlightened and then pass the lamp of wisdom onward. The implementation process consists of five steps, which are:

Develop a Compelling Vision

Nigerian leaders must have a compelling reason that will sustain them and their countries for years to come. Total quality management is not another program. Total quality management is a way of life that the Nigerian leaders must put their people and their customers first, eliminate barriers, and over-come whatever stands in the way of fulfilling the people interests and customer needs.

Start Small

It is unrealistic for Nigeria government and businesses to implement a nationwide quality management plan all at once. A single city, state, or region must first serve as a test site. In this stage, vision leadership is articulated and implemented. It is good to try to transform the test site completely before transporting the plan nation-wide or company-wide. TQM will have to work on all employees of the government or organization, not just the best or the worst.

Nigerian construction leaders and management must use the elements of the Deming cycle which are the Plan-Do-Check-Act (PDCA) cycle, in proving a systematic way to view continuous improvement (please refer to Figure 1). Nigerian leaders and top management must have constant communication with citizens and be willing to provide feedback in a timely. The cycle of the PDCA Leadership Model begins with the Check phase, because the development of the plan for quality improvements requires an understanding of the present situation.

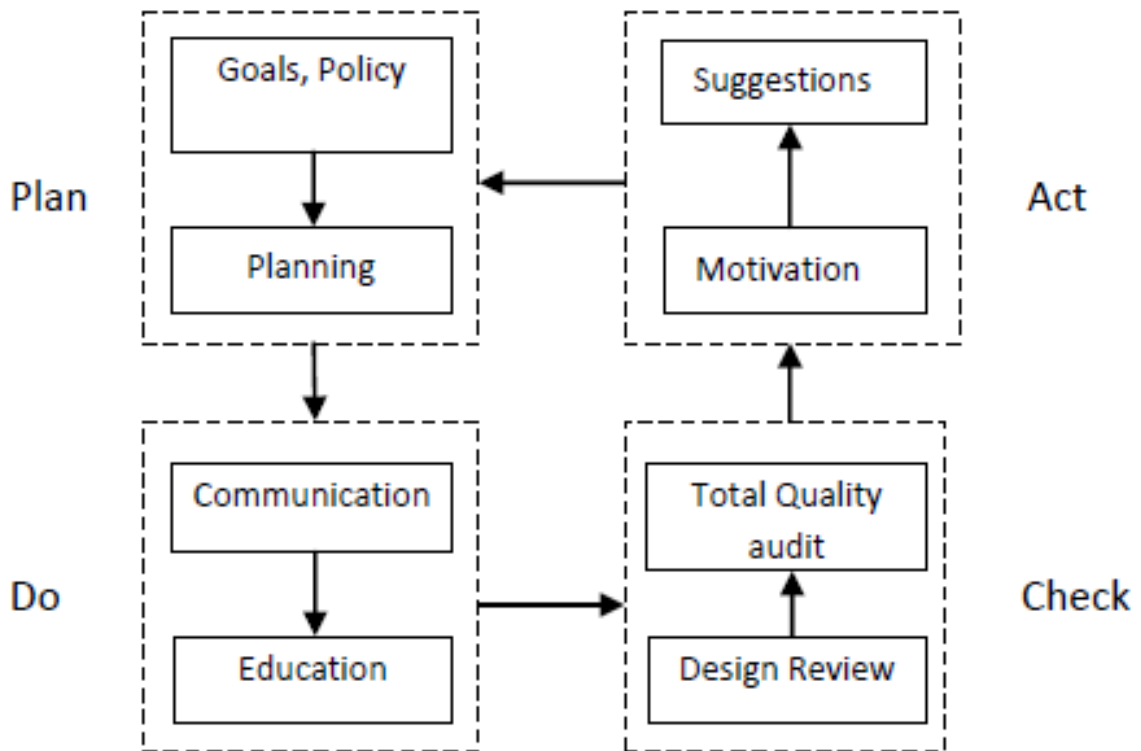


Figure 1: Total Quality Management. Adopted from Laurea (2011)

The TQM leadership model is to consist of two key elements based on Deming’s well-known points 1 and 5: continuous improvement of products and services and continuous improvements of processes. Hence, the model will consist of the following two elements: design review and total quality audit. The process of design review consists of checking the product and service development at various important stages— a preliminary stage, on or more intermediate stages and a final stage.

Total quality audit consists of checking the concordance between quality plans and quality results in order to identify future opportunities for improvements. In short, total quality audit is checking the quality of the processes of the company including the product development process.

In other words the causes behind the measurements should be understood. In this context a thorough analysis and evaluation of measurements are a must. That means building up a coherent measurement system is a prerequisite for an effective quality audit. When checking the product development process it is important to integrate results from design review. These results should be evaluated in exactly the same way as results from other business processes in order to identify future opportunities for improvements. Before the revolution of TQM top management participation in design review and quality audit was not common. These activities were usually considered to be the responsibility of the quality department. Today it is widely realized that these two activities cannot be delegated. Both are key elements of leadership and policy deployment.

The next phase of the leadership model is the Act phase, which consists of two elements namely: motivation and suggestions.

If top management participates wholeheartedly in the check phase an important signal has been sent out to the whole organization that quality and quality improvements are top priority. The effect will be people who are motivated for quality improvements. For each key process suggestions for quality improvements will be generated as input to the next phase of the PDCA Leadership Model. The last phase of the PDCA Leadership Model is the Do phase. Here we also have two elements. The final quality plan has to be communicated to everyone concerned and the necessary education has to be achieved. Besides the need to educate the employees (including management) in the use of quality tools there is also a need to educate and train all the employees in human motivation – theory and practice

Become Obsessed

Nigeria leaders and management must plan strategically and also become obsessed with implementing the vision and sweating out the details because these are what the people and customer sees, not wondrous corporate platitudes. Nigeria leaders and management should ensure abundantly clear that its people and customers are welcome and that they are the core value of the nation. This ranges from stable security, encouraging foreign businesses to established well economical business, creating a friendly environment and well healthful society to produce a service and product of world class quality that the customer will be proud to own and find a pleasure to use the service and consume the product. Obsession to accomplish quality must be a top down approach. Employees must know who the top leaders and managers are personally. They cannot remain faceless.

Theoretical application of TQM in Nigeria leadership

Clear leadership and vision are considered to be the most important critical success factors of TQM. If TQM is adopted as a positive business strategy a substantial upfront investment of management time must be made before a return is seen. The model I presented in Figure 1 is an attempt to point out and to systematize some of the key tasks for leaders committed to the TQM process.

The PDCA cycle is an obvious choice as a frame of reference. The Plan phase and the existence of well-developed communication reflect the degree of deployment in the firm while education and training reflect the degree of empowerment. When TQM has

been incorporated into the firm's strategic and operational plans, communicated to all employees and delegation of responsibility has been undertaken as a consequence of education and training, then a need to measure the correspondence between plans and results is the next managerial step on the quality journey.

The Plan, Do and Check phases in this model reflect top-down leadership but to modify existing quality plans or establish new quality objectives, participation of the workforce is crucial. The Act phase reflects the bottom-up principle. It is a very important managerial task to create a motivational environment to ensure that the employees perform according to quality goals and make suggestions about quality improvements. As stressed by many authors motivation is increased and commitment is shown if management takes immediate action on good ideas from the workforce.

This paper outlines the key elements and other variables that describe an effective leader and TQM principles. The variables are:

- Leadership effectiveness
- Leadership and management commitment
- Employee and individual involvement
- General public input and
- Continuous improvement and effectiveness of a nation

The theoretical application of TQM explains the rationale behind the recommended TQM implementation in Nigeria leadership process.

Leadership Effectiveness

The leadership effectiveness generally concentrates on two important dimensions - the human element and the operation element. The most fundamental human goal of a leader's effectiveness is the changing of beliefs and attitudes of individuals in the nation. Before these changes can occur however, it is important that people learn to trust each other. To achieve trust certain procedures should exist, for example, open-communication, and empowerment should be used. The outcome of these activities can be an increased awareness of trust in others; this allows individuals in Nigeria to devote more time to goal accomplishment and less to corruptions. Improvement in these areas increases the likelihood that Nigeria can contribute more to the society at large and will also be able to obtain and utilize the scarce resources needed to ensure its future growth and existence.

Leadership and Management Commitment

Leadership and Management commitment are the active ingredients of TQM program implementation, which is necessary to demonstrate the level of leadership and management commitment to the country (Nigeria). A strong level of leadership commitment is required to overcome individual resistance.

Employee and Individual Involvement

TQM programs are based upon the involvement of local employees and individuals to be an active element in the improvement process of the country (Nigeria). Typically, TQM programs are developed to encourage participative leadership, to reduce the number of bureaucracy levels, to increase accountability, and to transfer some of the leadership responsibilities to the non-management individuals. Emphasis is placed on training important individuals in the Total Quality Management processes and in increasing their individual skill levels.

General Public Input

The government typically designs and produces policies that affect the public, without involving or communicating the policy with the public. TQM programs emphasize the need to communicate and involve important community leaders, institutional leaders, and religious leaders in the policy making. In TQM programs, customer needs are identified, and the organization, products, services, and processes are upgraded to achieve customer satisfaction, therefore, Nigeria leaders should follow the philosophy of TQM.

Continuous Improvement

After a TQM program is in place, it is important that the improvement of open communication, responsibility, accountability, caring attitude, teamwork, and positive decision making processes continue until it's becomes a culture. Performance standards are constantly raised to new levels to promote the continuance of improvement. Nigerian leaders are expected to continue to improve in their decision making process and activities with proper TQM training.

Recommendations

Prior to the enumeration of the recommendations in this paper, it is important to point out some crucial facts:

This paper seeks to provide a solution for effective Total Quality Management implementation in the Nigeria construction industry. The people and the governments wish to see a positive change in the operation of the country. The wish of the people is necessary because regardless of how good the plan to implement effective leadership in Nigeria, many of the programs and operations of the country will not be effective, if the rulers are not willing to implement the changes.

Secondly, the suggested changes are not an end in themselves; they are means to an end of the problems. If the suggested changes are followed, it is strongly hoped that success will be achieved in terms of improving the Nigeria's image and relationship with other nations in leadership and performance, which will eventually position the country to be one of the top ten successful countries in using TQM.

The principal fact towards the workability of the recommendations is that the government must render one hundred percentage supports in implementing TQM in the construction industry. Government should be willing to set up a climate whereby skilled or CEOs with excellent track records will be selected and will be allowed to perform their managerial duties and be evaluated based on their performance with TQM. In the light of these, the following recommendations are made:

- There must be an encouragement of leadership from everyone, senior and lower officers in government, senior management to lower ranked employees, especially when these ideas are very necessary to the country, institutions, and organizations. Inadequate communication leads to poor performance, less acceptable service, a loss of revenue, and lack of patronage from the foreign businesses, foreign organizations, and customers worldwide. The government, CEOs, and other leaders must relay to all employees including the people of non-salary relationships, the philosophy of TQM, why it should be implemented, how it will help to reach their vision and the benefit it will bring over time to the country. Adequate communication on the advantages and disadvantages of TQM will help the leaders, employees, and customers overcome some fears of change.

- As soon TQM is underway, attendance of improvement training by leaders, management, and non-management employees will be an excellent motivator. Other motivational factors must be included as incentive package. However such motivational designs must be scrutinized to ensure that they do not defeat their objectives. Evaluation mechanism must be provided so that Nigeria leaders, managers, and other employees will always test or find out if TQM principles are being used as top priorities. Series of meetings with training opportunities should be in place. Excellent employees must be rewarded so as to induce all employees and citizens to strive for excellent performance.
- The construction industries should be deeply involved in the training of other leaders, managers, principals, students, supervisors, and other levels of employees. Method of evaluation should be designed to show that the entities being trained are serious with the training and will incorporate ideas from the training into their different aspects of job performance.
- The introduction of implementation of TQM plan is in no way seen in Nigeria's past actions in transactions with other nations. For the country to be successful, top management break-through planning should be encouraged. The break-through plan helps in the processes, and in focusing quality improvement efforts on processes that can really make a difference. This might improve the position of Nigeria in a global competition which tends to reduce the negative perception of foreign businesses and foreign countries. TQM experts such as Deming, Juran, and Cosby recognize that TQM principles sometimes, or in many instances, are void of break through plans, and such have been observed to hurt their efforts. Efforts should guide against this outcome.
- The absence of teamwork which started from the government bureaucracy is a detrimental factor to Nigeria's performance. If people get together as a team and design policies and appoint who should implement the policies, all they need to do is devise an evaluation mechanism that will be used to assess the policy implementer's performance. In this aspect, the team should have a strong focus on continuous improvement processes and quality improvement. Team leaders and facilitators should be people with training on total quality tools and effects. The team should focus on problem-solving skills and the enhancement of morale.
- The initial approach of TQM, without doubt costs money, time, and needs dedication. The construction industry in this present situation should help to provide the team planners with financial backing and commit the leaders to devoting quality time with a built in reward in the plan. Nigeria's leaders in this case should be champions to the implementation of TQM principles. The application should be centred on solving problems of the country's operation. Results or outcome from any applied policy must be communicated to all community, institution, and religious leaders and feedback required from them. If complete success is not achieved, comments or feedback from general public, regardless of their level, may be very important weapons in arriving at the solutions.

- Quality culture is very important in any country and organization's utilization of TQM establishment. If the country is to achieve a quality leader servant, it is necessary that all involved in the policy making play a major part. In order for the nationwide effort to be achieved, leaders in the construction industries must provide quality culture. That is, leaders and management must provide the setting that stimulates quality. The setting consists of motivation, direction, and resources that each individual needs to achieve his/her quality goals. This culture requires that Nigeria's leaders and management take two steps.

Conclusion

Effective leadership and total quality management demands readiness of the Nigerian people. The willingness and pride in the country and the government's willingness to provide the resources necessary to serve and satisfy the general public needs must be emphasized. However, this paper suggests that based on past leadership, a TQM program will be more effective in increasing the capabilities and performance of government, businesses, and the general public in Nigeria. The leaders in Nigeria should be willing to emphasize on the people-oriented elements of management commitment and people's involvement, which will increase or change the process elements of continuous improvement and the people of Nigeria's satisfaction in improving the effectiveness of performance must be highlighted. It is imperative that Nigeria's leaders are not totally myopic to TQM concepts, but the major problem lies in implementation. This paper has unveiled the reasons for non-implementation and has concretely illustrated that the recommended TQM model might remedy the problems of Nigeria if properly implemented. Many authors agree with the writings of TQM experts such as Deming, Juran, and Crosby, which emphasized that the four key components of TQM program are essential for any nation planning to implement a TQM program. Deming strongly emphasized the importance of management leadership in his writings. Feigenbaum (1960) also indicated that the people in any nation are the most important participants in a TQM program, while Crosby (1985) agreed and concluded that leaders must emphasize that responsibility and accountability are the key elements to success. This, of course, is indicative of the lack of TQM implementation in sustainability of programs, organizational structure and operation of Nigeria. The paper also found that there were political, geographical, social, economic, and tribal constraints which negatively affected and still affect the performance of Nigeria.

References:

- Crosby, P.B. (1979) *Quality is Free. The Art of Making Quality Certain* (New York: New American Library).
- Crosby, P.B. (1996) *The leadership and quality nexus*, *Journal for Quality and Participation*,
- Dayton, N. A. (2003) *Total quality management critical success factors, a comparison*:
- Deming, E. (1986) *Out of Crisis* (Cambridge, MA: MIT Center for Advanced Engineering Study).
- Deming, W.E., 1982, *Quality, Productivity and Competitive Position*.

Douglas, T. J., and Judge, W. Q. (2010). Total quality management implementation and competitive advantage: The role of structural control and exploration, *Academy of Management Journal*, 44, 158-169.

Dikko K. (2013) Establishing status of Nigerian building design firms based on European construction institute total quality management matrix In: Smith, S.D and Ahiaga -Dagbui, D.D (Ed s) Procs 29th Annual ARCOM Conference, 2013, Reading, UK, Association of Researchers in Construction Management, 1037-1046

Douglas, T.J. & Judge, W.Q. (2001) Total quality management implementation and competitive advantage: the role of structural control and exploration, *Academy of Management Journal*, 44(1), pp. 158–169.

Easton, G. & Jarrell, S. (1998) The effects of total quality management on corporate performance: an empirical investigation, *Journal of Business*, 71, pp. 253–307.

Feigenbaum, A.V. (1960) *Total Quality Control* (New York: McGraw-Hill).

Fishman, C. (1999) Engines of democracy, *Fast Company*, October.

Frank H & Ronald M, *Modern construction management seventh Edith*

Hackman, J.R. & Oldham (1976) Motivation through the design of work: test of a theory, *Organizational Behaviour and Human Performance*, 16, pp. 250–279.

Hackman, J.R. & Wageman, R. (1995) Total quality management: empirical, conceptual, and practical issues, *Administrative Science Quarterly*, 40, pp. 309–342.

Harvey L. (2006) “Defining Quality” New York, McGraw-Hill

Hendricks, K.B. & Singhal, V.R. (2007) Does implementing an effective TQM program actually improve operating performance? Evidence from firms that have won quality awards, *Management Science*, 43(9), pp. 1258–1274.

Ishikawa, K. (1985) *What is Total Quality Control? The Japanese Way* (Englewood Cliffs, NJ: Prentice Hall).

Juran, J. (1969) *Managerial Breakthrough: A New Concept of the Manager’s Job* (New York: McGraw Hill).

Juran, J. (1994) the quality trilogy: a universal approach for managing for quality, in: H. Costin (Ed.) *Total Quality Management* (New York: Dryden).

Juran, J. (1995) How top executives improve performance, *Executive Excellence*, May.

Kado, D., Bustani S.A., and Bala K. (2010). Total quality management (TQM) status of the North-western consultancy firms of Nigeria based on the European Construction Institute (ECI) matrix. ”*Journal of Environment Science.*” 14(2), 47 – 53.

Kanji, G. (1998), "An innovative approach to make ISO 9000 standards more effective", *Total Quality Management*, Vol.9 No.1, Pp. 30-40.

Kanji, G.K. and Asher, M., 1993, *Total Quality Management: A systematic Approach*.

[Nick A. Dayton](#), (2003) "The demise of total quality management (TQM)", *The TQM Magazine*, Vol. 15 Iss: 6, pp.391 - 396

The Effects of Total Quality Management on Corporate Performance: An Empirical Investigation George S. Easton and Sherry L. Jarrell [The Journal of Business](#) Vol. 71, No. 2 (April 1998) (pp. 253-307)

The UK versus the USA. *Total Quality Management*, 12, 3, 293-298.

Ugboro, I. O. and Obeng, K. (2010), "Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations: an empirical study", *Journal of Quality Management*, Vol.5 No.2, Pp.247-72.

Osuagwu, L. (2002), "TQM strategies in a developing economy: Empirical evidence from Nigerian companies", *Business Process Management Journal*, Vol.8 No.2, Pp. 140-60.

Okuntade F. (2015) Barriers and Benefits of Total Quality Management in the Nigerian Construction Industry: International Journal of Engineering WorksKambohwell Publisher Enterprises ISSN: 2409-2770