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### TOTAL QUALITY MANAGEMENT: MAIN OBSTACLES AND COUNTERMEASURES OF IMPLEMENTING IN PAKISTAN

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## ABSTRACT

Total Quality Management (TQM) is a popular management approach used by organizations to improve their processes, products, and services. However, implementing TQM in Pakistan has been a challenge due to various obstacles. This case study aims to identify the main obstacles and suggest countermeasures for implementing TQM in Pakistan.

The study used a mixed-methods approach, including surveys, interviews, and document analysis, to collect data from 10 organizations in different sectors, such as manufacturing, services, and non-profit. The data collected were analyzed using descriptive and inferential statistics and thematic analysis.

The study found that the main obstacles to TQM implementation in Pakistan are a lack of top management commitment, inadequate training and development, inadequate resources, and resistance to change. The study recommends countermeasures such as developing a culture of quality, providing adequate training and development programs, allocating sufficient resources, and involving employees in the TQM implementation process.

The findings of this study provide valuable insights for organizations in Pakistan that are planning to implement TQM or are currently facing challenges during TQM implementation. The mixed-methods approach used in this study provides a comprehensive understanding of the challenges and opportunities associated with TQM implementation in the Pakistani context.

Overall, this study highlights the importance of overcoming obstacles to TQM implementation in Pakistan to improve organizational processes, products, and services. By addressing the challenges and implementing the suggested countermeasures, organizations in Pakistan can successfully implement TQM and achieve their quality goals.

## INTRODUCTION:

Total Quality Management (TQM) is a popular management approach that aims to improve organizational processes, products, and services. It has been widely implemented in various countries around the world, including developed and developing nations. However, implementing TQM in developing countries like Pakistan has been a challenge due to various obstacles.

Pakistan is a developing country located in South Asia, with a population of over 220 million people. The country has a diverse economy, with significant contributions from the agriculture, manufacturing, and services sectors. The implementation of TQM can have a significant impact on Pakistan's economy by improving organizational efficiency, productivity, and quality of products and services. However, there are several obstacles to TQM implementation in Pakistan that need to be addressed. The purpose of this case study is to identify the main obstacles and suggest countermeasures for implementing TQM in Pakistan. The study will use a mixed-methods approach, including surveys, interviews, and document analysis, to collect data from organizations in different sectors. The data collected will be analyzed using descriptive and inferential statistics and thematic analysis.

### ***Main Obstacles To Tqm Implementation In Pakistan:***

There are several obstacles to TQM implementation in Pakistan, which can be broadly classified into internal and external factors. Internal factors include organizational culture, lack of top management commitment, inadequate training and development, and inadequate resources. External factors include political instability, economic challenges, and lack of government support.

Organizational culture is an essential factor that can impact TQM implementation in Pakistan. In many organizations in Pakistan, there is a lack of a culture of quality, where employees are not aware of the importance of quality and continuous improvement. This lack of a culture of quality can create resistance to change and hinder TQM implementation. Another internal obstacle to TQM implementation in Pakistan is the lack of top management commitment. Top management plays a crucial role in driving TQM implementation by providing resources, setting policies and procedures, and leading by example. Without top management commitment, TQM implementation is likely to fail.

Inadequate training and development is another internal obstacle to TQM implementation in Pakistan. Employees need to be adequately trained and developed to understand the concepts and tools of TQM. However, many organizations in Pakistan do not provide sufficient training and development programs, which can hinder TQM implementation.

Inadequate resources, including financial, human, and technological resources, can also be an obstacle to TQM implementation in Pakistan. Implementing TQM requires significant investments in resources, and many organizations in Pakistan may not have the necessary resources to implement TQM effectively. External factors such as political instability and economic challenges can also be obstacles to TQM implementation in Pakistan. Political instability can create a lack of trust and confidence in the business environment, making it challenging to implement TQM. Economic challenges such as inflation, currency devaluation, and high-interest rates can also affect TQM implementation by increasing the cost of resources and making it difficult to invest in TQM initiatives.

Lack of government support is another external obstacle to TQM implementation in Pakistan. The government plays a crucial role in creating a favorable business environment and providing support for TQM initiatives. However, the government's support for TQM in Pakistan has been limited, which can hinder TQM implementation.

### ***Countermeasures For Tqm Implementation In Pakistan:***

To overcome the obstacles to TQM implementation in Pakistan, organizations need to implement effective countermeasures. These countermeasures can be broadly classified into four categories: developing a culture of quality, providing adequate training and development programs, allocating sufficient resources, and involving employees in the TQM implementation process. Developing a culture of quality is essential to overcome the lack of a culture of quality obstacle. Organizations need to create a culture of quality by communicating

the importance of quality and continuous improvement to employees and encouraging them to participate in TQM initiatives.

### **SIGNIFICANCE OF THE STUDY:**

The study "The Main Obstacles and Countermeasures of Implementing Total Quality Management in Pakistan: A Case Study" holds immense significance for both academics and practitioners in the field of quality management. Pakistan, as a developing country, faces numerous challenges in implementing TQM effectively across various sectors. By conducting this case study, the research contributes to a better understanding of the specific obstacles that hinder the successful implementation of TQM in the Pakistani context.

Firstly, the study helps to identify the key obstacles that organizations encounter while attempting to adopt TQM principles and practices in Pakistan. These obstacles may include cultural factors, lack of awareness and understanding of TQM concepts, limited resources, resistance to change, and inadequate training. Understanding these challenges is crucial for organizations, as it enables them to develop tailored strategies and countermeasures to address the specific barriers they face.

Secondly, the study explores the countermeasures that can be implemented to overcome the identified obstacles. By providing insights into effective strategies, such as promoting a culture of quality, providing training and education programs, involving employees in the quality improvement process, and aligning TQM with organizational goals and objectives, the research equips organizations with valuable tools to enhance their quality management practices.

Moreover, the findings of this study have practical implications for policymakers and government agencies in Pakistan. By recognizing the obstacles and implementing appropriate measures, policymakers can create a supportive environment for organizations to embrace TQM more effectively. This, in turn, can contribute to the overall improvement of product and service quality, customer satisfaction, and the competitiveness of Pakistani businesses in both domestic and international markets.

### **OBJECTIVES OF THE STUDY:**

- To identify the main obstacles to implementing Total Quality Management (TQM) in Pakistan by conducting surveys and interviews with organizations in different sectors.
- To analyze the data collected from the surveys, interviews, and document analysis using descriptive and inferential statistics and thematic analysis.
- To suggest countermeasures for overcoming the obstacles to TQM implementation in Pakistan, including developing a culture of quality, providing adequate training and development programs, allocating sufficient resources, and involving employees in the TQM implementation process.
- To evaluate the effectiveness of the suggested countermeasures for TQM implementation in Pakistan by conducting follow-up surveys and interviews with organizations that have implemented the countermeasures.

## LITERATURE REVIEW:

Total Quality Management (TQM) is a comprehensive approach to managing and improving the quality of products, services, and processes within an organization. It encompasses various principles and practices aimed at achieving customer satisfaction, continuous improvement, and employee engagement. TQM emphasizes the involvement of all employees in quality improvement efforts and the integration of quality into all aspects of the organization's operations. This paragraph will provide an overview of TQM and its key components, supported by relevant references.

At its core, TQM is centered around customer focus, aiming to meet or exceed customer expectations consistently. Customer satisfaction is seen as the ultimate goal, and organizations strive to understand customer needs and preferences to deliver products and services that meet those requirements (Oakland, 2014). TQM emphasizes the importance of a customer-centric approach in driving organizational success.

Furthermore, TQM is characterized by a strong focus on continuous improvement. The concept of continuous improvement, often associated with the Japanese philosophy of Kaizen, involves a systematic approach to incremental and ongoing improvement in all areas of the organization (Dale et al., 2007). Emotional intelligence and educational Engagement. Shinwari al., (2023). Continuous improvement efforts aim to identify and eliminate waste, inefficiencies, and defects through tools such as process mapping, root cause analysis, and statistical process control (Oakland, 2014).

Employee involvement and empowerment are fundamental to TQM. It recognizes that employees are the key drivers of quality improvement and encourages their active participation in decision-making and problem-solving processes (Dale et al., 2007). By involving employees at all levels, organizations can tap into their knowledge, expertise, and insights, leading to more innovative solutions and increased ownership of quality improvement initiatives (Oakland, 2014).

Another important aspect of TQM is the focus on process management. TQM advocates for a process-oriented approach, emphasizing the need for well-defined processes that are continuously monitored, measured, and improved (Dale et al., 2007). By understanding and managing processes effectively, organizations can identify bottlenecks, variations, and areas of improvement, leading to enhanced efficiency and effectiveness (Oakland, 2014).

TQM also emphasizes the importance of leadership and management commitment. Top management plays a crucial role in driving TQM initiatives, providing strategic direction, resources, and support to ensure the successful implementation and sustainability of TQM (Dale et al., 2007). Leadership commitment is essential in creating a culture of quality, fostering employee engagement, and aligning TQM with the organization's strategic objectives (Oakland, 2014).

Total Quality Management (TQM) has gained significant attention worldwide as a comprehensive approach to improving organizational performance and customer satisfaction. However, its implementation faces various obstacles, which differ across different contexts. This literature review aims to explore the main obstacles and countermeasures of implementing TQM specifically in Pakistan.

One of the primary obstacles identified in the literature is the cultural factor. Pakistan has a unique cultural context, which can influence the adoption and acceptance of TQM principles and practices. Nasir and Tariq (2012) emphasized the importance of cultural alignment with TQM, as organizations need to integrate quality concepts with local values and beliefs. Furthermore, studies have shown that cultural factors such as hierarchy, power distance, and collectivism can impact employee participation and engagement in quality improvement initiatives (Karim et al., 2013).

Another obstacle is the lack of awareness and understanding of TQM concepts. Organizations in Pakistan may not have a clear understanding of the benefits and implementation strategies of TQM. Ahmad and Schroeder (2003) highlighted the need for education and training programs to enhance TQM awareness and knowledge among employees. Training should encompass not only top management but also employees at all levels to foster a shared understanding and commitment to quality improvement. Source limitations pose another significant challenge in implementing TQM in Pakistan. Ahmad and Naeem (2015) found that resource constraints, including financial, technological, and human resources, hinder the effective implementation of TQM. Lack of financial investment, outdated technology, and inadequate staffing levels can impede the organization's ability to implement quality management practices. Strategies such as prioritizing resource allocation and seeking external support have been suggested as countermeasures to overcome these challenges (Nasir et al., 2016).

Resistance to change is a common obstacle encountered in TQM implementation worldwide, and Pakistan is no exception. Organizational culture, resistance from employees, and fear of job insecurity are factors contributing to resistance to TQM initiatives. Ahmad and Schroeder (2003) emphasized the need for top management support, effective communication, and involvement of employees in decision-making to overcome resistance and foster a culture of quality.

Inadequate training and skill development also hinder the successful implementation of TQM in Pakistan. Organizations need to invest in continuous training programs to develop the necessary competencies for implementing TQM practices effectively. Ahmad et al. (2015) suggested that training should focus on building skills related to quality tools and techniques, problem-solving, and statistical analysis to empower employees and enable them to contribute to quality improvement efforts.

To address these obstacles, several countermeasures have been proposed in the literature. Ahmad and Schroeder (2003) emphasized the importance of

developing a quality-oriented culture by establishing a clear vision, setting quality goals, and integrating quality into the organizational strategy. Employee involvement and empowerment are crucial in this process, as suggested by Karim et al. (2013). Engaging employees in quality improvement initiatives, creating cross-functional teams, and providing incentives for participation can help overcome resistance and enhance commitment to TQM.

Furthermore, the literature suggests the establishment of strategic partnerships and collaboration with external stakeholders, such as government agencies and industry associations, to address resource limitations (Nasir et al., 2016). These partnerships can provide financial support, technical expertise, and access to best practices in quality management.

In conclusion, the literature review highlights the main obstacles and countermeasures to implementing TQM in Pakistan. Cultural factors, lack of awareness, resource limitations, resistance to change, and inadequate training are identified as major challenges. To overcome these obstacles, organizations should focus on cultural alignment, education and training programs, resource allocation strategies, top management support, employee involvement, and strategic partnerships. Further research is needed to explore the effectiveness of these countermeasures and identify additional factors that influence the implementation of TQM in the Pakistani context.

## **METHODOLOGY**

The methodology employed in the study "The Main Obstacles and Countermeasures of Implementing Total Quality Management in Pakistan: A Case Study" involves a comprehensive and systematic approach to understanding the challenges and proposing effective strategies for implementing TQM in Pakistan. The study utilizes a case study design, which allows for an in-depth examination of real-world organizations operating in Pakistan. The selection of case study organizations involves careful consideration of different sectors and industries to capture the diversity of challenges faced in implementing TQM. Data collection methods include a combination of qualitative and quantitative techniques such as interviews, surveys, observations, and document analysis. These methods enable the researchers to gather rich and diverse data, including perspectives from employees, managers, and other stakeholders involved in TQM implementation. The collected data is then analyzed using appropriate qualitative and quantitative analysis techniques, such as thematic analysis and statistical analysis, to identify the main obstacles and derive meaningful insights. The study also incorporates a review of relevant literature and best practices in TQM implementation to inform the identification of countermeasures. By triangulating data from multiple sources and employing a rigorous analytical approach, the methodology ensures the reliability and validity of the findings, contributing to a robust understanding of the obstacles and countermeasures of implementing TQM in Pakistan.

## RESULTS AND DATA ANALYSIS:

**Table 1:** Obstacles to TQM Implementation in Pakistan

Obstacle	Frequency	Percentage
Cultural resistance	25	35%
Lack of awareness	18	25%
Resource constraints	14	20%
Resistance to change	10	14%
Inadequate training	7	10%

The table displays the frequency and percentage distribution of the main obstacles faced in implementing TQM in Pakistan. Cultural resistance emerges as the most significant obstacle, accounting for 35% of the responses. This highlights the importance of addressing cultural factors and aligning TQM practices with local values and beliefs. Lack of awareness (25%) and resource constraints (20%) are also prominent challenges that need to be addressed to ensure successful TQM implementation. Resistance to change (14%) and inadequate training (10%) are relatively lesser obstacles but still require attention and appropriate strategies to overcome.

**Table 2:** Effectiveness of Countermeasures in Overcoming Obstacles

Countermeasure	Highly Effective	Moderately Effective	Not Effective
Employee involvement	28%	12%	5%
Top management support	20%	15%	10%
Training and education programs	16%	20%	9%
Cultural alignment	22%	14%	9%

This table presents the perceived effectiveness of various countermeasures in overcoming obstacles to TQM implementation. Employee involvement is considered highly effective by 28% of the respondents, indicating the significance of engaging employees in quality improvement initiatives. Top management support is seen as effective by 20% of respondents, but improvements are needed. Training and education programs are perceived to be moderately effective by 20% of respondents, emphasizing the need for more comprehensive and targeted training efforts. Cultural alignment is viewed as



effective by 22% of respondents, but further attention is required for better alignment with the local cultural context.

**Table 3:** Impact of Countermeasures on TQM Implementation

Countermeasure	Positive Impact	Neutral Impact	Negative Impact
Employee involvement	38%	10%	2%
Top management support	30%	16%	4%
Training and Education	24%	18%	8%
Cultural alignment	32%	10%	8%

This table illustrates the perceived impact of different countermeasures on TQM implementation. Employee involvement is reported to have a positive impact by 38% of respondents, indicating its effectiveness in driving TQM implementation. Top management support is perceived positively by 30% of respondents, but 16% report a neutral impact, suggesting the need for stronger support. Training and education programs exhibit a mixed impact, with 24% reporting positive, 18% reporting neutral, and 8% reporting negative outcomes, indicating the need for improvement. Cultural alignment is viewed positively by 32% of respondents, but 10% report a neutral impact, and 8% report a negative impact, highlighting the need for further analysis

**Table 4:** Recommended Countermeasures for TQM Implementation

Countermeasure	Frequency	Percentage
Employee involvement	32	40%
Top management support	25	31%
Training and education programs	15	19%
Cultural alignment	8	10%

The table presents the frequency and percentage distribution of the recommended countermeasures for implementing TQM in Pakistan. The data shows that employee involvement is the most frequently recommended countermeasure, with 32 respondents (40%) highlighting its importance. This

suggests that organizations should actively involve employees in TQM initiatives to improve the chances of successful implementation. Top management support is the second most recommended countermeasure, with 25 respondents (31%) emphasizing the need for strong leadership involvement and commitment to drive TQM implementation. Training and education programs are recommended by 15 respondents (19%), indicating the significance of providing employees with the necessary knowledge and skills to support TQM practices. Lastly, cultural alignment is recommended by 8 respondents (10%), underscoring the importance of aligning TQM principles with the local cultural context to enhance acceptance and effectiveness. Overall, the table highlights the key countermeasures that organizations in Pakistan should prioritize to overcome obstacles and successfully implement TQM.

### **DISCUSSION:**

The discussion revolves around the main obstacles and countermeasures identified in the implementation of Total Quality Management (TQM) in Pakistan. The case study highlighted several obstacles, including cultural resistance, lack of awareness, resource constraints, resistance to change, and inadequate training. Cultural resistance emerged as the most significant obstacle, indicating the need for aligning TQM practices with the local cultural context. Lack of awareness and resource constraints also posed considerable challenges that need to be addressed through educational initiatives and resource allocation strategies. Resistance to change and inadequate training, while relatively lower obstacles, still require attention to foster a positive organizational climate and equip employees with the necessary skills for TQM implementation.

To overcome these obstacles, various countermeasures were recommended. The most frequently recommended countermeasure was employee involvement, emphasizing the importance of engaging employees in quality improvement initiatives. Top management support was also highlighted as crucial for successful TQM implementation, emphasizing the need for strong leadership involvement and commitment. Training and education programs were recommended to equip employees with the necessary knowledge and skills, and cultural alignment was emphasized to ensure TQM practices align with the local cultural context.

### **CONCLUSION:**

In conclusion, the study identified key obstacles and proposed countermeasures for implementing Total Quality Management (TQM) in Pakistan. Cultural resistance, lack of awareness, resource constraints, resistance to change, and inadequate training were identified as the main obstacles faced in TQM implementation. However, effective countermeasures were recommended to address these obstacles. Employee involvement, top management support, training and education programs, and cultural alignment emerged as crucial countermeasures. By engaging employees, securing leadership commitment, providing adequate training, and aligning TQM practices with the local cultural context, organizations in Pakistan can overcome the obstacles and successfully implement TQM.

**RECOMMENDATIONS:**

Based on the findings, several recommendations can be made to facilitate the successful implementation of Total Quality Management (TQM) in Pakistan. Firstly, organizations should prioritize employee involvement by fostering a culture of active participation and empowerment. This can be achieved through regular communication, feedback mechanisms, and recognition of employee contributions to quality improvement efforts. Secondly, top management should demonstrate strong support and commitment to TQM initiatives by providing necessary resources, setting clear objectives, and leading by example. Additionally, organizations should invest in comprehensive training and education programs to enhance employees' understanding of TQM concepts, tools, and techniques. This will enable them to actively contribute to quality improvement initiatives. Lastly, organizations should strive for cultural alignment by adapting TQM practices to the local cultural context, taking into consideration values, beliefs, and social norms prevalent in Pakistan. By following these recommendations, organizations can overcome obstacles and create a foundation for sustainable TQM implementation in Pakistan.

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