

Exploring the Leadership Landscape: A Systematic Review of State Universities' Experiences in Implementing Quality Management Systems

TAGA, James Russo A.

College of Arts and Sciences, Bukidnon State University, Malaybalay City, Bukidnon, Philippines

Abstract: *Implementing Quality Management Systems (QMS) in state universities ensures quality and efficiency, but adapting them to higher education culture poses challenges, with leadership crucial for successful implementation and fostering a quality-oriented environment. This research employed a systematic review to explore how leadership experiences influence State Universities implementation of Quality Management Systems. Results revealed five (5) emerging themes on leadership experiences in implementing quality management systems in state universities; (1) The Importance of Leadership in Quality Management Systems; (2) Leadership Styles and Factors in QMS Implementation; (3) The Role of Leadership in Maturity Level Transition; (4) The Impact of Leadership on QMS Performance and (5) Leadership Training and Development for QMS Success. Leadership is vital for successful QMS implementation in state universities, with research showing that leaders who prioritize improvement and use transformational styles are most effective in driving initiatives, although other leadership styles can also be successful depending on the leader's traits. To improve quality systems, state universities may train quality managers to be adaptable leaders who build a culture of continuous improvement.*

Keywords — Leadership Style; Quality Management System; Systematic Review

1. INTRODUCTION

The successful implementation and compliance with Quality management systems (QMS) in state universities have been reported in various studies to ensure the highest possible level of quality and efficiency (Nurabadi et al., 2018). These QMS are designed to strengthen internal quality assurance systems and involve the use of tools and methods for implementation, monitoring, and evaluation. However, there are challenges in adapting quality management tools and models to fit with the culture of higher education (Alzafari & Kratzer, 2019). Research has shown that leadership plays a crucial role in the successful implementation and compliance with QMS in state universities (Amtu, Haryono, & Muhsin, 2020). Effective leadership is essential in creating an environment that engages group members in achieving the organization's mission and objectives (Mayr, 2017). Quality performance, quality-oriented leadership, and continuous improvement are critical features of leadership for quality management (Elkomy, Murad, & Veleanu 2020).

The implementation of QMS in higher education institutions is influenced by various factors, including the level of involvement of stakeholders, professionalism and transparency of external quality assurance experts, and effective functioning of the agency (Zimmerman, 2020). The integration of a risk-oriented approach in QMS is also crucial for the prevention of negative impacts and the achievement of improved results (Zhao, 2020). However, the implementation of QMS in higher education institutions based on 9001:2015 requirements has been found to lack clear methodologies of risk management, particularly in educational organizations with specific training needs (Pehlivan & Cicek 2021). Therefore, there is a need to develop a clear, efficient, and effective risk management process in QMS for higher education institutions (O'Leary et al., 2020).

This study addresses several gaps in knowledge related to the implementation of quality management systems (QMS) in higher education institutions. The study highlights the need for a clear, efficient, and effective risk management process in QMS for higher education institutions, particularly in educational organizations with specific training needs. The implementation of QMS in higher education institutions is influenced by various factors, including the level of involvement of stakeholders, professionalism and transparency of external quality assurance experts, and effective functioning of the agency. The study also emphasizes the importance of leadership experiences in implementing QMS in state universities, as effective leadership is essential in creating an environment that engages group members in achieving the organization's mission and objectives.

2. METHODS AND PROCEDURES

This research employed a systematic review by Strehl and Sofaer (2011) to explore how State Universities implement Quality Management Systems. The study utilized a thorough search strategy across multiple databases, academic journals, and books, focusing on "Leadership experiences in implementing quality management systems." Emphasis was placed on peer-reviewed English publications from the last ten years.

After an initial broad search, a screening process based on titles and abstracts refined the selection to twenty-five articles for detailed analysis. This meticulous review uncovered recurring themes and patterns, offering a comprehensive insight into State Universities' experiences with Quality Management Systems.

By integrating diverse research sources, this method provided a holistic view of the subject. Valuable insights from specific articles highlighted effective strategies for exploring State Universities' approaches to implementing quality management systems. The identified common themes are intended to guide future research, discussions, and strategic decisions to address gaps in leadership styles and the implementation of quality management systems.

3. RESULTS AND DISCUSSION

Leadership Experiences in Implementing Quality Management Systems in State Universities

Theme 1: The Importance of Leadership in Quality Management Systems

The implementation of quality management systems (QMS) in state universities is heavily influenced by leadership styles and practices (Bendermacher et al., 2017). Research has shown that managers who prioritize improving their leadership skills and have a transformational leadership style are more likely to adopt and implement QMS effectively (Shao & Hu 2016). This is because transformational leaders inspire and motivate their employees to work towards a shared vision, fostering a culture of continuous improvement and quality (Faupel & Süß 2019).

It is undeniable that leadership is an integral part of quality management systems since it provides a pivotal direction in achieving goals in the organization (Mcsherry & Pearce, 2016). Although leadership is an important part of implementing quality management systems in institutions, it is imperative to consider that leadership styles may vary and affect the implementation of quality management systems. In general, leadership largely influence the implementation of quality management systems in every institution (Kiwanuka et al, 2020).

Theme 2: Leadership Styles and Factors in QMS Implementation

Different leadership styles and factors can influence the success of QMS implementation in state universities (Ahmad & Ahmed 2022). For example, leaders who are experienced, able to combine leadership styles, and have strong personalities are more likely to successfully implement QMS (Nogueira & Moreira 2018). Additionally, factors such as employee trust, tendency to lead, and sense of self-protection in unclear circumstances can also determine leadership styles and their effectiveness in QMS implementation (Asencio & Mujkic 2016).

Theme 3: The Role of Leadership in Maturity-Level Transition

Leadership plays a crucial role in the transition of QMS maturity levels in state universities (Silva & Matos 2022). Behavioral factors, particularly leadership styles, can significantly impact the development and implementation of QMS (Alblooshi & Haridy 2020). Charismatic leaders who establish commitment to the organizational vision and lead by example can help drive QMS development and maturity level transition (Yue, 2021).

Theme 4: The Impact of Leadership on QMS Performance

Different leadership styles can have varying impacts on QMS performance in state universities (Silva & Matos 2022). Transformational leadership has been found to have several advantages in quality management, including supporting a long-term vision, enabling continuous improvement, fostering teamwork, commitment, personal development, and the exchange of experiences and knowledge (Boamah et al. 2017; Luzano, 2024). On the other hand, transactional leadership has also been found to have a higher-than-expected impact on quality management performance (Young et al. 2021).

Theme 5: Leadership Training and Development for QMS Success

Leadership training and development can significantly impact the success of QMS implementation in state universities (Aniskina & Terekhova 2019). Organizations are encouraged to invest in leadership training for their quality managers, promoting transformational leadership styles and encouraging leaders to reflect on their future professional challenges and develop their competencies (Tabassi et al, 2016). This can help create a culture of continuous improvement and quality, ultimately leading to better QMS performance (Camisión, & Puig-Denia 2016).

4. CONCLUSION AND RECOMMENDATION

In conclusion, leadership is undeniably an essential factor in the successful implementation and performance of Quality Management Systems (QMS) in state universities. Research overwhelmingly supports the notion that leaders who prioritize improvement and embrace transformational styles are more effective in driving QMS initiatives. These leaders inspire a shared vision, cultivate a culture of continuous improvement, and motivate employees to achieve quality goals. However, it's crucial to recognize that leadership styles are multifaceted. While transformational leadership is a strong influence, other styles can also be successful depending on the leader's experience, adaptability, and personality traits.

The findings also highlight the significant role leadership plays in transitioning QMS to higher maturity levels and achieving optimal performance. Leaders who are charismatic, committed, and lead by example can significantly propel QMS development. The choice of leadership style also impacts QMS performance. While transformational leadership fosters long-term vision and continuous improvement, studies suggest transactional leadership can also have a surprisingly positive impact.

Based on the research findings, several recommendations can be made to enhance the role of leadership in QMS success within state universities. Firstly, universities may prioritize leadership development programs for quality managers. These programs may promote transformational leadership styles while encouraging reflection on future challenges and competency development. This will equip leaders with the necessary skills to create a culture of quality and continuous improvement.

Secondly, universities may acknowledge the value of diverse leadership styles. Leaders may be encouraged to develop their adaptability and combine different styles based on the situation. Additionally, fostering a culture of trust and open communication among employees will empower leaders to leverage their strengths and address any limitations in their leadership approach. By implementing these recommendations, state universities may harness the power of leadership to achieve excellence in their QMS initiatives.

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