TOTAL QUALITY AND EXCELLENT PUBLIC RELATIONS: AN ANALYSIS OF TOTAL QUALITY MANAGEMENT PRACTICES THAT IMPACT PERFORMANCE OF CORPORATE PUBLIC RELATIONS PRACTITIONERS

by

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DEDICATION

To my parents

Dr. Porfirio J. and Mrs. Socorro Rodriguez Callo

for never doubting that I would finish.

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> *It is the spirit that counts. The time may be long, the vehicle may be strange or unexpected. But if the dream is held close to the heart, and imagination is applied to what there is close at hand, everything is possible.*
>
> *Robert Fulghum*

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

McElreath and Blamphin (1994) raised the question of what criteria would be appropriate to evaluate the contributions of public relations in achieving organizational goals and objectives. This research is an attempt to answer that question in the framework of total quality management (TQM).

This thesis benchmarks those quality practices reputed to lead to best results. Corporate public relations practitioners were asked, via a self-administered survey, to assess the extent TQM has been adopted in their department and whether they were satisfied with its implementation. Further, practitioners were asked to rate particular TQM practices as to their effectiveness in helping them meet their department's quality goals and objectives.

Survey respondents were found to be only moderately satisfied with TQM. This assessment was consistent even when data was analyzed for relationships with respondent's level of managerial responsibility, the age of the TQM process and the level and extent of TQM implementation.

Analysis of practices revealed that although the majority of TQM practices were deemed only moderately effective, some were more effective than others. In particular, having a customer oriented focus, identifying internal and external customers and measuring the effects of

quality initiatives on public relations were deemed particularly effective. All respondents stated that they implemented these three practices regardless of the age of the quality system in place and the extent of TQM implementation. This thesis concluded that although it is not practicable and/or necessary to adopt all twelve prescribed TQM practices, it is important to begin applying them so as to effectively compete in the long term.

CHAPTER I: BACKGROUND, TERMS, SIGNIFICANCE AND LITERATURE

Background of the Problem

The Quality Imperative and The Role of Public Relations in Quality Programs

The level and extent to which total quality management (TQM) has been adopted by public relations departments of corporate organizations, as well as public relations management's satisfaction with its implementation, has heretofore remained unexplored. This subject is fertile ground for controversy inasmuch as many practitioners remain unconvinced that TQM can be applied to public relations. Moreover, the recent debate over the efficacy of TQM is fueling conjecture as to whether or not TQM is an appropriate response to the challenge faced by many corporate organizations.

The current emphasis on quality improvement and quality programs, however, is consistent with the cutting edge thinking of leading business executives and management theorists. In greater numbers, corporate organizations are jumping on the quality bandwagon and adopting TQM either as a competitive tool or as a defensive mechanism to respond to global pressures for better products and services at lower costs which represents greater value in the marketplace. As Ernst & Young (1992) observed, quality improvement has

become a fundamental business strategy in the nineties; and no business will prosper into the next century without making quality a part of strategic planning.

Research in contemporary quality application (Business International Corporation [BIC], 1990; Schein, 1990; Troy, 1991; Walsh, 1989) has shown that well implemented TQM is an integrated approach to managing all business processes, systems and practices in an organization. Consequently, there is a growing momentum among corporate organizations to involve all departments in their quest for quality improvement whether it is human resources (Caudron, 1993), legal (Hoexter & Julien, 1994; Webster, 1993), marketing (Institute for International Research [IIR], 1992) or public relations (Sjoberg, 1992; Sengstock, 1991, 1990a, 1990b; Strenski, 1990; A. Smith, 1990; Raymond, 1989).

As we move from the age of the "one shot transaction" to one which Pavlik (1987) described as emphasizing relationships, public relations is beginning to play a significant role in the quality process. Increasingly, public relations is being used by corporate organizations to cultivate customers, build trust and convey the message that the organization is concerned with quality: better service, greater responsiveness and commitment to fulfilling customers wants, needs and expectations. Levitt and Bryan (Public Relations Society of America [PRSA], 1994, p. 1)

provide an insightful observation on public relation's role in the quality process. It is worth repeating here:

> Public relations staff and counselors have an important role to play in helping top management formulate quality improvement plans and policies and communicate them to management, employees, suppliers, remarketers, customers, government, plant communities, trade organizations, and the general public. [Public relations] can help quality become, not just something that is done to a product, but a set of beliefs, a set of shared values that guide the company in all its relationships.

Initially, quality considerations--known as "quality control" or "quality assurance" in pre-TQM days--focused on managing the line function (i.e., production). Under quality control, managers analyzed ways to improve the manufacturing process by inspecting and testing parts on a production line (Juran, 1989; Crosby, 1979). The thrust for organizational excellence and the need for overall quality improvements, however, are providing the impetus for corporate organizations to include staff functions such as public relations in corporate-wide quality programs. As J. Grunig (1992) stated, "excellent public relations is an integral component of an excellent organization.... Excellent public relations can help the rest of the organization be excellent" (p. 248).

The Quality Revolution: A Historical Perspective

"A revolution is brewing in American business--one as important to our times as the automobile and the steam engine were to theirs. This revolution is called Quality, and it is reshaping the way we think about everything we do." So state Dobyns and Crawford-Mason (1991) in writing their book Quality or Else which outlines the history of the quality movement. Dobyns and Crawford-Mason produced the landmark 1980 documentary "If Japan Can, Why Can't We?" that many credit as sparking the interest among corporate organizations in quality improvement (Oliver, 1992).

According to the literature on quality, quality issues have been an important consideration for a long time. Steeples (1992) dates the development of quality concepts to the craft guilds of the middle ages. Juran (1989), on the other hand, traces quality considerations as far back as pre-historic eras. But it was not until the end of World War II, however, that quality improvement came to be pursued in earnest.

The aftermath of the war left Japan in virtual ruins. Determined to revive their ravaged economy, Japanese industrialists enlisted the help of American management consultants W. Edwards Deming and Joseph M. Juran to help them rebuild their country (Dobyns & Crawford-Mason, 1991; Steeples, 1992). In return, Deming and Juran taught the

Japanese how to master total quality control (Steeples, 1992; Yerton, 1993).

According to the literature on quality, TQM principles and practices are anchored on the pioneering works of Frederick W. Taylor, Frank B. Gilbreth, Ronald Fisher and Walter A. Shewhart.

Early during this century, Taylor and Gilbreth developed the theory of scientific management which revolutionized work and the timing of work flow (Hays, 1994; Dobyns & Crawford-Mason, 1991; Fortuna, 1990). Their landmark time and motion studies are still being studied in all management curricula today. Fisher pioneered the use of modern inferential statistics during the 1920s; and most of the statistics used in practice today derived from his work (Steeples, 1992).

Shewhart, on the other hand, was the first to apply statistics in the context of managerial decision making (Hays, 1994; Dobyns & Crawford-Mason, 1991). It was from Shewhart that Deming learned statistical quality control (SQC) which he taught as total quality control (TQC) to the Japanese. Total quality control is the foundation of all Japanese quality principles (Steeples, 1992; Dobyns & Crawford-Mason, 1991; Fortuna, 1990). And although many quality professionals attribute the resurgent interest in quality improvement to Deming, it is Shewhart who has earned

the title of father of statistical quality control (Hays, 1994).

Total quality control focused on the fundamental idea that to improve, companies should examine themselves constantly. According to Imai (1986), it is this constant examination that can lead to continuous quality improvements and he subsequently used the term *KAISEN* to describe this process of continuous improvement. Japanese industries mastered the total quality approach to management so effectively that by the 1970s, the quality of products produced in Japan caught up with that of the West. By the late 1970s, high quality Japanese products flooded the marketplace and began to erode niche markets previously dominated by western industries.

Alarmed by such rapid advances in quality, business executives from U.S. companies including Motorola, Weyerhaeuser and Xerox began touring Japanese plants to learn their secrets (Oliver, 1992). They discovered that Japanese manufacturers implemented a system called total quality management (TQM) that integrated broad management concepts with quality values. Consequently, these U.S. corporations began scrambling to implement similar systems to catch up with Japan's 20-year headstart in the quality process. By the early 1980s, many U.S. companies including 3M, Ford, Motorola, Maytag and Texas Instruments had some form of a quality system in place.

Today, more and more companies are implementing total quality management (Dobyns & Crawford-Mason, 1991). Further, TQM has become a competitive wedge as U.S. corporations try to win back market shares formerly lost to the Japanese and/or penetrate heretofore unexplored market territories. The international management consulting firm of Ernst & Young, on exhorting business executives on the need for quality improvement in the nineties, stated "In a world in which superior products and services translate into market supremacy and in which traditional market niches have eroded, manufacturers of goods and services can no longer depend on the status quo to achieve economic objectives" (1992, p. 3). Levitt and Bryan (PRSA, 1994) point out that the new emphasis is on better products, greater responsiveness, lower cost and better value. In the words of former U.S. Commerce Secretary Malcolm Baldrige (for whom the Malcolm Baldrige National Quality Award is named), "quality has become the new yardstick in global competitiveness" (cited in Steeples, 1992, p. 6).

TQM in Public Relations

According to Schein (1990) and Troy (1991), it has been almost twenty years since the first generation of quality management systems began to be implemented among U.S. corporate organizations. For years, however, the public

relations profession has been slow and hesitant to adopt the principles and practices of total quality management. In fact, the earliest literature on TQM application to public relations dates back to about 1989.

In her pioneering article on TQM application to public relations, Reisman (1989) attributes this reluctance to the view held by many practitioners that public relations is a "craft" or an "art" which eludes objective assessment. Sengstock (1991) agrees but attributes this resistance to two outdated points of view. One, quality improvement methods are geared towards production and, therefore, not applicable to public relations. Two, public relations depends on "creative" or "unique" aspects that are not subject to comparison or measurement against a standard set of quality improvement objectives.

But if public relations is to be viewed as a management function, the principles and practices of the total quality movement can become the criteria by which to measure excellence in communication management. As J. Grunig (1992) found, total quality can be applied to public relations and "every public relations process, especially the technical ones, should be improved constantly in an excellent organization" (p. 244). Moreover, Holmes (1992) observed that a growing vanguard is flourishing within the public relations profession that believes public relations services can be measured by total quality standards. This thesis

studies how corporate public relations professionals apply TQM to the practice of public relations.

The Emergence of Best Practices

Since 1979 when the first generation of quality systems were implemented, TQM has come to be seen as the rigid application of a set of prescribed quality practices to be applied all at once with unparalleled intensity (Benson, 1992; Ashkenas & Schaffer, 1992). Two separate research studies, however, found to the contrary. Rather, results of these research found that companies implementing TQM practices reputed to lead to improved quality and performance actually experienced mixed results.

Boyett, Kearney and Conn (1992) found that among CEOs who subscribe to Electronic Business, less than 20% reported improved market share or improved operating income as a result of their quality effort. And the 1992 joint study conducted by Ernst & Young and the American Quality Foundation (AQF) concluded that by adopting the set of prescribed "universally beneficial practices," a number of organizations were expending a tremendous amount of resources and energy on implementing quality practices that had little or no impact on their performance (Ernst & Young, 1992).

From these studies emerged the concept of "best practices" which the Ernst & Young/AQF 1992 joint study defined as "those [quality] management practices that lead to best results (Ernst & Young, 1992, p. 3). The concept of "best practices" is creating a new paradigm for managing the quality process that focuses on results rather than activities (Becker, 1993; Ernst & Young, 1991a). As the 1992 Ernst & Young/AQF joint study found, wholesale adoption of the entire constellation of quality techniques and practices is not necessary to achieve quality. And as Cupello (1994) presciently queries, "Is it conceivable that TQM success depends more on avoiding certain destructive practices than on executing constructive ones" (p. 70)? Therefore what is important is for managers to examine their quality process, as well as the quality processes of others, to determine which quality practices work best for them and their organization (Ernst & Young, 1992; Mathews & Katel, 1992).

Definition of Terms

Total Quality Management (TQM) Defined

Current literature on quality defines TQM as a broad philosophical concept. In 1992, the Total Quality Leadership and Steering Committee and Working Councils

arrived at a consensus of the definition of TQM (cited in Becker, 1993, p. 30). The definition for TQM reached by this committee and endorsed by CEOs, professors and eminent TQM consultants is:

> TQM is a people management system that aims at continual increase of customer satisfaction at continually lower real cost. TQM is a total system approach (not a separate area or program), and an integral part of high-level strategy; it works horizontally across all functions and departments, involves all employees, top to bottom, and extends backwards and forward to include the supply chain and the customer chain. TQM stresses learning and adapting to continual change as keys to organizational success.

For purposes of this study and to operationalize our terms, TQM will be defined as the application of a set of quality management practices to improve a company's products and services. In this view TQM is a process, a particular method of doing something involving a number of steps or operations. This definition moves TQM beyond theory and focuses on what managers actually do to improve their product and service performance.

In essence, quality has moved from being inspected, controlled and built-in to being managed (Walsh, 1989). As Becker (1993) explained, TQM is a total management approach because quality has become the responsibility of every employee, cutting through all departmental barriers and crossing all functional lines. In rejecting TQM as a piecemeal process, Feigenbaum (1991) stated "quality doesn't

work in bits and pieces; it's either part of a single defined effort or it fails" (cited in Dobyns & Crawford-Mason, 1991, p. 49).

A Constellation of Practices

Shafer (1994) noted that the four acknowledged American gurus of the quality movement--Deming, Juran, Feigenbaum and Crosby--never defined TQM. Rather, they provided a philosophical framework from which to develop a quality system. Research into corporate quality implementation, however, has revealed the existence of a common set of quality management practices that operate in most quality systems (Development Dimensions International [DDI], 1993; Ernst and Young, 1992, 1991a, 1991b, 1991c. 1991d, 1991e; Government Accounting Office [GAO], 1991).

These commonly shared quality management practices are known variously as "quality foundation elements" (Hiam, 1992), "universally beneficial practices" (Ernst and Young, 1992; Fuchsberg, 1992a, 1992b, 1993), or "critical success factors" (DDI, 1993; Benson, 1993a). According to 1992 Ernst & Young/AQF joint study, the underlying paradigm viewed these practices as being prescribed and, therefore, "critical altogether" (Ernst & Young, 1992). Consistent with this systemic approach, Hiam recommended that an organization desiring to implement a quality system must

"embrace the whole constellation of practices or none at all" (Fuchsberg, 1992b, p. B5).

In a nutshell, this constellation of commonly shared quality techniques includes the following management practices:

1. Planning for and implementing TQM as well as its roll-out (defined as the process whereby TQM is formally launched in the organization). For purposes of this study, quality planning and implementation are evidenced by having a quality management system in place.
2. Sustaining a quality communication system. For purposes of this study, a quality communication system is demonstrated by extending TQM implementing to public relations.
3. Developing a clear, compelling vision of what quality means in the organization.
4. Encouraging strong participative leadership emanating from the top of the corporation and filtering down through all levels of the organization.
5. Maintaining corporate-wide customer focus.
6. Identifying both internal and external customers and determining their needs.

7. Benchmarking or comparing one's products, services and practices against superior or other quality role models.
8. Dedicating time and resources in quality training and education for both employees and managers.
9. Encouraging employee participation by using teams (defined as a group of employees who meet regularly to discuss ways of improving productivity and to solve job related problems) to facilitate involvement in quality improvement and change.
10. Recognizing and rewarding employee or group quality achievements, including management appraisals on how well their departments met corporate-wide quality goals and objectives.
11. Focusing on corporate-wide process improvement through the extensive use of process management methods and tools.
12. Measuring the cost of bad quality and the results of quality improvement.

These twelve prescribed quality practices are embodied in the Malcolm Baldrige National Quality Awards (hereinafter Baldrige Awards) criteria. See Appendix 1 on page 232 for the 1993 Baldrige Awards criteria.

The Baldrige Awards were established by Congress in 1987 to "promote quality awareness, to recognize quality

achievements of U.S. companies and to publicize successful quality strategies" (GAO, 1991, p. 2). According to former U.S. Commerce Secretary Robert A. Mosbacher (cited in Hiam, 1992), a company desiring to apply for the awards must describe its method for assuring the quality of goods and services and must provide details on its quality improvement achievements in six other areas: leadership, information and analysis, human resources utilization, strategic quality planning, quality results and customer satisfaction.

The twelve quality practices previously discussed will be defined, analyzed and placed in the context of public relations practice in Chapter VII of this thesis.

Purpose and Significance

At the closing plenary session of the 46th annual Public Relations Society of America (PRSA) convention, conference speakers C. Jackson Grayson, chairman of the American Productivity and Quality Center, and Jeffrey M. Nugent, vice president of worldwide quality for Johnson and Johnson, challenged public relations practitioners to find public relations' "best practices" and share that knowledge with their own and related fields (Bovet, 1994).

Further while analyzing the public relations Body of Knowledge, McElreath and Blamphin (1994) raised the question of what criteria are used or would be appropriate to use to

evaluate the contributions public relations makes towards the achievement of organizational goals and objectives. The authors go on to state that efforts to answer this question are being made by practitioners in the context of the total quality movement (p. 75).

Up to now, however, there has been no empirical research into how total quality management is affecting the public relations profession. There has been no benchmark study analyzing quality progress in public relations nor an inventory or assessment of emerging quality practices that impact the performance of public relations practitioners. Consequently, there is no basis for establishing which quality management practices work best and are most effective in helping public relations practitioners achieve their quality goals and objectives.

A slim but growing body of literature exists documenting how public relations departments of corporate organizations implement TQM. These works exist in the form of compendiums (Shafer, 1994; PRSA, 1994), in the scattered writings of practitioners (Skutski, 1992; Jackson, 1992; Sengstock, 1991, 1990a, 1990b; Sjoberg, 1992; Strenski, 1990; A. Smith, 1990; Raymond, 1989) or in specifically commissioned articles in trade journals dealing with total quality public relations (Weisendanger, 1993; Holmes, 1992; Bahls, 1992; Reisman, 1989). Unfortunately, most of these works are anecdotal and lack the scholarly imprimatur of research.

This thesis is the first quantitative response to the challenge proffered by Grayson and Nugent. This research is significant because it is, in essence, the first study to benchmark those "best practices" that can improve public relations performance. The purpose of this inquiry is to identify which of the universally beneficial set of quality management practices are most effective in helping corporate public relations practitioners meet their quality goals and objectives. As the first academic inquiry into total quality public relations, it highlights quality practices and provides an overview of how corporate public relations practitioners manage the quality process.

By embarking on this project, it is the author's hope to initiate additional research into quality practices that affect public relations. Already, the profession's interest in determining and compiling "best practices" is on the rise as evidenced by the initiative of the Public Affairs Council to establish a benchmarking center (P. Shafer, personal communication, January 3, 1994). This research, and the publication and subsequent dissemination of its findings, should provide the impetus for members of the public relations profession to examine and compare the results of their own quality initiatives and the quality practices of others.

Literature Review

Sources of Literature

The literature on total quality management is a broad stream fed by esoteric engineering and statistical theories. Much of this literature is technical and well beyond the scope of this thesis. From time to time, this thesis touched upon these works, but only to lay the groundwork for quality, to define and explain the meaning of quality and to document the rise and fall of the quality movement.

There is, however, a cadet branch of this stream which deals with the management aspects of the quality movement. It is from this tributary that this thesis flows. Interest in managing the quality process can be dated to the early 1980s when the teachings of Deming and Juran were rediscovered by American corporations (Shafer, 1994; Hiam, 1992; Dobyns & Crawford-Mason, 1991).

Deming and Juran wrote about quality and taught quality improvement to the Japanese during the 1940s and 1950s. But because demand for goods and services during the post-war years far exceeded supply, quality considerations were deemed by corporate organizations to be irrelevant (Steeples, 1992; Fortuna, 1990). Consequently, Deming's and Juran's writings were ignored and subsequently forgotten in the U.S.

The introduction of superior Japanese products into the American market during the late 1960s and 1970s was a clarion for change. This phenomenon forced managers and management theorists to reassess Deming and Juran's contribution to the literature on quality and the practice of quality improvement. Since then, there has been a proliferation of publication on the subject of TQM. These works served to inform management of what constitutes TQM, how to implement it and how to make quality work in the organization.

The majority of sources consulted for this research deal with the subject of total quality management. Corollary subjects stemming from the quality movement such as the literature on horizontal management, teamworking, benchmarking, quality circles and quality control were also consulted. Finally, current TQM research literature was reviewed to determine the status of the total quality movement.

Review of Literature

The literature on total quality management suggests that the concept of quality--in one form of another--is here to stay. Customers continue to demand quality, both in products produced and services rendered. Consequently, American corporate organizations must be responsive to those

needs to remain viable and competitive well into the next century (Shafer, 1994; Ernst & Young, 1991; BIC, 1990; Schein, 1990; Walsh, 1989).

Buzzel and Gale (1987) have shown that there is a strong correlation between quality and profitability. And if corporate managers are true to their training, bottom-line results will continue to dictate what is important in the organization. Consequently, quality will become an increasingly important component of the profitability equation (Buzzel & Gale, 1987; GAO, 1991; Fortuna, 1990).

During the 1980s, business and industry adopted total quality management as the antidote to the problems that plagued American corporations (Mathews & Katel, 1992; Troy, 1991; GAO, 1991, 1988; Schein, 1990; Walsh, 1989). Faced with increasing competition and decreasing market shares, U.S. corporate managers embraced TQM with almost religious fervor (BC1, 1990; Mathews and Katel, 1992) believing that it alone could solve America's perceived quality problems and "rescue American business from flabby management [] and shoddy products" (Mathews & Katel, 1992, p. 48). The study conducted by Development Dimensions International (DDI) and sponsored by Industry Week confirmed that North American executives viewed TQM as "the strategy most likely to impact their competitive positioning in the long term" (DDI, 1993; Benson, 1993a).

Today, TQM is being reevaluated (Gehani, 1994; Benson, 1993b, 1993c; Harari, 1993a, 1993b, 1993c; Becker, 1993; Nayak, 1992; Tetzeli, 1992; Mathews & Katel, 1992; Fuchsberg, 1992a. 1992b, 1993). Studies (DDI, 1993; Boyett, Keaney & Conn, 1992; Ernst & Young, 1992; Ashkenas & Schaffer, 1992) are finding that not all of the universal quality practices of the total quality movement improve performance in every organization. As Mathews and Katel found, many American corporations implementing TQM are finding that it may not be able to live up to its early, inflated expectations.

Several of the early American quality pioneers have either scrapped their TQM efforts or declared bankruptcy. Florida Power & Light, the first American company to win Japan's prestigious Deming Prize for quality and industrial productivity, dismantled their quality improvement department because workers complained of both burdensome paperwork (Mathews & Katel, 1992; Hammonds & DeGeorge, 1991) and an excessive preoccupation with processes (Bahls, 1992). To date, the Florida Power and Light debacle stands as a monument to what Hiam (1992) describes as "paralysis by analysis" (p. 102).

Wallace Co., a Houston based oil-supply company and winner of the 1991 Malcolm Baldrige National Quality Award, found no protection in the award. One year after winning the award, it filed for Chapter 11 bankruptcy (Mathews &

Katel, 1992; Collier, 1992; Ivey & Carey, 1991). Douglas Aircraft, the troubled subsidiary of McDonnell Douglas Aircraft Corp., unveiled a substantial quality improvement program during the late 1980s. Unfortunately, massive layoffs, plummeting revenues and cost cutting measures forced a premature end to the company's quality effort (Mathews & Katel, 1992; Hammonds & DeGeorge, 1992). TQM pioneer ALCOA ditched their decade-long continuous improvement strategy because it failed to deliver results (Hammonds & DeGeorge, 1991). Deciding it needed "quantum" quality improvement to meet world standards (as opposed to short-term quality gains), ALCOA delivered the *coup-de-grace* by calling TQM a "major mistake" (Hammonds & DeGeorge, 1991).

These and other indicators are raising serious doubts as to the continued application of TQM in the workplace. Until now, most quality improvement efforts centered on the application of a set of prescribed quality practices which, if applied altogether, were viewed as being beneficial for all companies. Such may not be the case.

In an article critical of the total quality movement published in the New York Times, Ashkenas and Schaffer (1992) state that corporations rushing headlong "like lemmings marching into the sea" into TQM are in for a nasty surprise. The authors base their prediction on the premise that popular approaches to TQM are flawed by self-defeating

characteristics that can inhibit the success of a quality program. First among these flaws is an all-or-nothing approach to quality management in which companies simultaneously launch a number of quality practices, one on top of the other, superimposed on the organization's on-going business concern. The net effect, as Ashkenas and Schaffer found, is a quality system in which there is no observable correlation between bottom-line results and the quality program in place.

In a different study, but along the same orientation, Ernst & Young and the American Quality Foundation (AQF) embarked on a joint research study that sought to determine why quality efforts falter. The study was based on the premise that TQM practices can be effective for all organizations in achieving excellent performance.

The joint Ernst & Young/AQF study found that the hypothesis of 'universally beneficial practices,'--implementing TQM as a rigid set of practices--does not necessarily lead to excellence. Rather, results showed that some quality practices were more beneficial than others, while other practices may have no effect, or even a negative effect, on performance. The Ernst & Young/AQF joint study concluded that a number of organizations were expending a tremendous amount of resources and energy in applying a set of prescribed quality practices that have little or no

impact on their organization's performance (Ernst & Young, 1992; Benson, 1992; Fuchsberg, 1992a, 1992b, 1993).

In fairness to the quality movement, however, one must make a distinction between effective and ineffective TQM implementation. Many quality experts and TQM consultants blame TQM's failure among these corporate organizations to ineffective implementation (Gehani, 1994; Becker, 1993; Harari, 1993a, 1993b, 1993c; Shaffer, 1992; Fife, 1992). Ineffective implementation can occur thorough lack of commitment, misinformation, misdirection, inadequate assessment of organizational needs and expectations, hastiness of implementation and other factors that can inhibit the effective implementation of TQM to the organization.

In most cases, as Benson (1993a) observed, failed quality programs are not the results of failed quality. Rather, a close reading of these cases revealed that TQM's failure is the result of the way TQM was applied. As University of Southern California assistant professor of operations management Elizabeth L. Rose stated "calling something a quality program doesn't make it a <u>good</u> [emphasis Rose] quality program" (personal communication, July 7, 1994).

Through experimentation, success and failure, corporate managers are learning to sort through the morass of quality management practices. They are beginning to identify the

vital elements necessary for an effective TQM implementation and those TQM practices most appropriate and valuable for their organization. From this winnowing process emerged the concept of "best practices." As the findings of the Ernst & Young/AQF joint study survey indicated, implementing TQM as a rigid set of practices does not necessarily lead to organizational excellence. And as Hammonds and DeGeorge (1991) found, companies have to implement quality strategies that make sense and quality practices that work for them.

CHAPTER II: ASSUMPTIONS, PROBLEMS, HYPOTHESES AND LIMITATIONS

Assumptions

This research is predicated on five assumptions justified by the stream of literature on total quality management. Although much of this literature is technical and deals with engineering and statistical concepts beyond the scope of this thesis, there is a small but growing cadre of works embracing management attributes related to the quality movement. It is from this corollary stream that these five assumptions are culled. These five assumptions are:

1. In response to decreased market shares and increased competition (primarily from Japanese firms), many major U.S. business organizations adopted total quality management (TQM) as a competitive edge to increase customer satisfaction, bolster sales and energize their sagging business enterprise (Troy, 1991; GAO, 1991, 1988; Schein, 1990; Walsh, 1989).
2. TQM is a holistic, systemic approach (Roth, 1992) applied top-down to all business functions, products and services of the organization (Becker, 1993; Steeples, 1992; Troy, 1991; Schein, 1990; Walsh, 1989) including public relations (Bahls,

1992; Skutski, 1992; Sengstock, 1991, 1990a, 1990b; Strenski, 1990; Raymond, 1989; Reisman, 1989).

3. TQM is the responsibility of all employees in the organization rather than that of a particular person, department or function (Becker, 1993; Steeples, 1992; Troy, 1991; Juran, 1989).
4. The organizations' chief public relations practitioners should be involved in the TQM process within the organization as well as in implementing TQM in their departments (Shafer, 1994; PRSA, 1994; Skutski, 1992; Jackson, 1992; Sengstock, 1991; Strenski, 1990; Raymond, 1989).
5. Although TQM systems implementation takes different forms in different organizations, a consensus has formed around attributes and practices common to all TQM systems (GAO, 1991). And the widespread application of all of these common practices is deemed critical to the success of any TQM initiative (DDI, 1993, Becker, 1993, 1992; Ernst & Young, 1992; Hiam, 1992; Fuchsberg, 1992a, 1992b, 1993).

Problems and Hypotheses

Research Problems

This study analyzes which of the quality management practices currently implemented by corporate organizations are most effective in helping public relations departments achieve their quality goals and objectives. To that end, this thesis attempts to answer the following research questions:

1. Do corporate organizations which implement TQM in the workplace extend that implementation to public relations departments?
2. Do public relations departments of corporate organizations operating under a quality system implement the entire constellation of quality management practices (the so-called universally beneficial practices) or do these corporate organizations selectively implement certain practices to improve public relations performance?
3. Which of the total quality management practices implemented are deemed most effective by corporate public relations practitioners in helping them meet their quality goals and objectives?

4. How satisfied are public relations professionals in implementing TQM in their public relations practice?
5. Is there a correlation between the age of the quality system in place and practitioners' satisfaction with their quality progress?
6. Is there a link between the number of quality practices being implemented and the degree of satisfaction expressed by practitioners?

The Research Hypotheses

Based on quality theories postulating the extensive use of quality management techniques, the following hypotheses are advanced:

1. Corporate organizations which implement TQM in the workplace extend that implementation to their public relations departments.
2. Public relations departments of corporate organizations operating under a quality system implement the entire constellation of quality management practices (the so-called universally beneficial practices).
3. Among the number of quality management practices being implemented, senior management leadership, identifying customers, having a process

perspective, teams and team building and quality training are most effective in helping public relations practitioners of corporate organizations achieve their public relations quality goals and objectives.

4. The majority of public relations practitioners are only moderately satisfied with the results of their quality improvement efforts.
5. By dint of experience, public relations practitioners among corporate organizations with the oldest TQM processes exhibit greater satisfaction with their quality programs.
6. Public relations practitioners which implement all twelve of the prescribed quality practices exhibit greater satisfaction with TQM.

Limitation and Scope

This study is limited to analyzing the "best practices" (recalled as those quality practices that lead to best results) of public relations practitioners in corporate organizations. The focus of this thesis is on the quality practices of manufacturing rather than service firms (defined as corporations that primarily provide services rather than products such as financial institutions, health care, legal or public relations counseling firms). Three

reasons, supported by research, exist for circumscribing these limits:

1. Corporate organizations, particularly those in the manufacturing sector, have generally instituted a TQM process well ahead of service firms (Troy, 1991).
2. Because of the length and duration of their TQM program, many corporate organizations received greater support and leadership from management for the quality improvement process (Troy, 1991).
3. Corporate organizations reported higher levels of employee buy-in (i.e., commitment) to TQM than service firms (Troy, 1991).

Moreover, the scope of this thesis is further limited to studying the quality practices of large firms ("large" defined as those corporations in the 1993 Fortune 500 listing). TQM research results showed that larger firms, particularly those in the Fortune 250, were more likely to have a formal system for managing quality than smaller firms and have had more experience in managing the quality process (Hiam, 1992; Troy, 1991; GAO, 1991, 1989; BIC, 1990; Schein, 1990; Walsh, 1989). Therefore, gathering information from this targeted group of companies provides more relevant data for this study. Reasons for selecting this particular

population and sample will be examined in greater detail in the Methodology section of this thesis.

Results data will reflect central tendencies among large U.S. corporate organizations that have a system for managing the quality process in public relations departments. TQM application in public relations among many of these firms is still in the initial stages and many of the responses are based on the practitioners' assessment of what is currently applied in their departments. Nevertheless, the results represent the views of public relations managers in organizations that have made a serious commitment to quality improvement. Their achievements and experiences can supply valuable insights for others and provide a baseline from which future research can be derived, expanded and refined.

CHAPTER III: METHODOLOGY

Subjects

Population

The population is composed of the 500 largest U.S. industrial corporations as ranked by Fortune magazine in its 1993 listing of the largest U.S. industrial corporations. Justifications for selecting this particular population are:

1. According to Tetzeli (1992), most Fortune 500 companies are pursuing some form of total quality management.
2. In 1991, the Conference Board (a New York management think tank) found that manufacturing firms instituted TQM well ahead of service firms. The study found that 50% of the manufacturing firms have had TQM in place for five years or more compared to 30% of service firms that had similar years of TQM implementation (Troy, 1991).
3. The same Conference Board study found that manufacturing firms tend to rate themselves closer to Baldrige Awards readiness than do service firms. The study found that 33% of the manufacturers rated themselves closer to Baldrige Awards readiness compared to 25% of the service

firms who rated themselves similar assessments (Troy, 1991).

4. The same study found that corporate organizations closest to awards-ready status (i.e., manufacturing firms) reported that they received strong support from top management towards their quality effort (Troy, 1991).
5. Although quality concerns are as important in the service sector as in manufacturing, manufacturing firms have had greater experience with TQM (Troy, 1991) and, therefore, will provide more relevant data for this study.

Sample

Questionnaires for this study were mailed during the Fall of 1993 to the top 250 firms as listed in the Fortune 500 rankings. This purposive sample was selected based on the following criteria:

1. The subject of past and current TQM research focus primarily on large corporations that are associated with high quality, the majority are Fortune 250 companies (Troy, 1991; GAO, 1991, 1988; BIC, 1990; Schein 1990; Walsh, 1989).
2. Members of the Conference Board's Quality Councils (both I and II) are primarily Fortune 250

companies (Hiam, 1992; Allster & Gallo, 1992; Schein, 1990; Walsh, 1989).

3. As evidenced by the above, larger firms are more likely to have a quality management system in place than smaller firms. Further, they are more likely to implement TQM top-down to include public relations.
4. This research is deemed as a pilot study to obtain (a) preliminary information about the extent of TQM implementation in public relations and (b) to gain an understanding of how public relations practitioners feel about the quality improvement process.

Two-hundred and fifty (250) corporate organizations, or half the population, was deemed a sufficiently large sample from which to draw generalizable conclusions. Since we were unable to determine with acceptable precision which of the Fortune 500 companies had a TQM system in place, we decided to set broad parameters and sample the first 250 firms in the Fortune 500.

Since the goal of this thesis is to obtain ideas, insights and critical appraisal of TQM practices in public relations, it was more practical to focus on corporate organizations that were more likely to have implemented TQM in public relations (i.e., the largest of the large firms).

Targeting this particular sample would generate greater responses and yield more statistically significant results.

To ensure a statistically significant response rate, the survey questionnaire was targeted to the person in charge of the public relations function of the corporate organization. Initially, the person to whom the questionnaire was to be sent was to be identified using the Public Relations Society of America (PRSA) Directory, the International Association of Business Communicators (IABC) Directory and O'Dwyer's Directory. In those instances where no name could be identified, the company's annual report was to be used to identify the person to whom the survey was to be sent.

This method, however, proved unsatisfactory. Names identified using the directories were involved in such functions as Media Relations, Investor Relations, Corporate Communication, Public Affairs and other public relations specialties. It could not be ascertained if the person identified through a review of the directories was the individual who reviews and evaluates the public relations function. Moreover, a reviewer also noted that not all public relations practitioners are members of PRSA or IABC, nor do they necessarily subscribe to O'Dwyer's. Therefore, the person who may be in charge of the public relations function of a particular company may not be listed in any of the directories.

Consequently, it was decided that the best way to identify the person in charge of the public relations function was to contact the organization directly via the telephone. This method was used to solicit the name, title and mailing address of the person to whom the survey would be mailed. The company's corporate telephone number was obtained using the 1992 edition of the Million Dollar Directory published by Dunn & Bradstreet.

Out of the 250 corporations contacted in the sample, seven (Hewlett Packard, Quaker Oats, Tyco Labs, Dover Industries, Berskhire-Hathaway, Louisiana Pacific and Shaw Industries) stated that, as a policy, they do not respond to surveys. Two corporations (Black & Decker and National Steel) could not be reached due to an inefficient voice mail system. Three corporations (IBM, WITCO and Ultramar) did not return phone calls. One corporation (Quantum Chemicals) was sold to another Fortune 250 firm (Hanson Industries) during the study. These corporations were removed from the sample and replaced with firms from the subsequent layer of the Fortune 500.

Two corporations (Coca Cola and Masco) were ranked twice in the Fortune 250. Coca Cola was ranked #34 and Coca Cola Enterprises was ranked #106; while Masco was ranked #140 and Masco Industries was rated #250 respectively. It was noted that the public relations function at Coca Cola and Coca Cola Enterprises are handled by the same person.

The same applied to Masco and Masco Industries. Therefore, Coca Cola Enterprises and Masco Industries were replaced by companies from the subsequent layer of the Fortune 500.

Subsequent to the initial mailing, three letters came back undelivered. One letter was mis-addressed and two were undeliverable because the addressees were no longer affiliated with the targeted organization. A second telephone call was placed to the three corporations that did not receive the initial mailing to ascertain the name, title and mailing address of the person to whom the survey should be sent. Where applicable, names, titles and addresses were corrected and the surveys were remailed.

In total, 250 names were obtained and 250 surveys were sent. See Appendix VI on page 243 for the listing of the 1993 Fortune 250.

Apparatus

Data was collected using a, forced-answer, self-administered, mail-in survey questionnaire. The three-paged survey questionnaire consisted of 16 questions grouped under three sections. Section I (Background Information) solicited data regarding the existence of TQM systems among respondent organizations. Section II (TQM Practices) measured the extent to which TQM was applied in the organization. And in accordance with the stated

research problem, this section asked whether public relations practitioners found TQM practices effective in meeting public relations quality goals and objectives. Section III (Corporate Profile) sought information about respondent organization's corporate profile.

Of the 16 survey questions, 15 were closed-ended. One question was open-ended to provide respondents with the opportunity to elaborate on their existing quality system or provide additional information not directly solicited by the questionnaire. See Appendix IV on page 238 for a copy of the survey questionnaire.

Section I tapped whether the organization surveyed had a TQM system in place and whether it was extended corporate-wide to include public relations. Some committee members expressed doubts that just because the parent corporation adopted TQM does not necessarily mean that TQM implementation was extended to public relations. Therefore, this section was included so responses can be used to investigate the following assumptions: (a) TQM systems are implemented top-down in the organization; (b) TQM is applied to all business functions including public relations and (c) TQM is the responsibility of all employees rather than a particular department or function (see Assumptions on pp. 26-27).

Section II measured the level and extent of TQM implementation in corporate public relations departments

among respondent organizations. Further, this section solicited information on whether corporate public relations practitioners found particular TQM practices effective in meeting public relations quality goals and objectives.

Responses were solicited using a seven-point Likert-type scale as shown below:

7	6	5	4	3	2	1	N/A
Very Effective						Not Effective	Not Applied

A seven-point scale was used at the suggestion of committee members to avoid the clustering of responses around the median numbers 4-3-2 which the literature on research methodologies (Broom & Dozier, 1990; Hsia, 1988) consider an inherent weakness of a five-point scale.

Committee members further suggested the use of the seven-point scale to provide a wider dispersion of responses. They argued that few respondents will choose absolutes (1 or 7) but will more likely pick numbers in the middle. Therefore, the seven-point scale provides a greater spread among responses. The N/A (Not Applied) category was added to accommodate those respondents where the TQM practice inquired about was not implemented in their department.

Section III inquired about respondents' profile. Other corporate information (such as number of employees and financial size) was not solicited because such information

was obtainable elsewhere. The rank of the person responding to the survey was solicited to determine if the respondent was sufficiently high up in the organization to be able to make and implement decisions regarding quality in public relations.

Procedure

Data Collection

The mail survey was sent to the sample population accompanied by a letter addressed to the person to whom the survey was targeted. See Appendix II on page 234 for a copy of the initial survey request letter. Confidentiality was promised to encourage accurate and frank assessments of the effectiveness of TQM practices in public relations. As an incentive to participate, respondents were promised a summary of the study upon completion. This was accomplished by including a Summary Request Form with the survey questionnaire. See Appendix V on page 242 for a copy of the Summary Request Form. Respondents were assured that the form would be separated from the survey responses upon receipt to further ensure the confidentiality of the data. A self-addressed, stamped return envelope was included to facilitate the return of responses.

Rate of Return

The survey was mailed on October 27, 1993. The anticipated rate of return was approximately 20% based on similar studies conducted by Walsh (1989) and Troy (1991) for the Conference Board. Respondents were asked to reply by November 17, 1993. This timeframe provided for two weeks transition for respondents to receive the questionnaire and one week for respondents to reply.

Out of the population of 250, 90 responses were received from the initial mailing, translating to an initial response rate of 36%. Out of the 90 responses, seven firms declined to participate. Sixty-one firms stated that they had a TQM system in place whereas 21 firms stated that they did not implement TQM. Of the 61 firms with a TQM system in place, 45 said they extended TQM implementation to public relations. Of the 21 without TQM, five firms said they planned to implement TQM by 1995. One completed survey response was unusable because the respondent stated that his corporate organization did not implement TQM yet proceeded to assess the effectiveness of TQM practices as solicited in Section II of the questionnaire. The initial mailing, therefore, resulted in 82 usable responses.

In seeking a higher return rate, a follow-up letter was planned to thank respondents for their participation and to urge those who had not responded to do so. Consistent with

the operational plan, a second mailing was attempted on November 22, 1993. The follow-up letter was mailed to those in the target population who had not responded to the survey. See Appendix III on page 236 for a copy of second survey request letter. A copy of the initial survey questionnaire was enclosed with each follow-up letter. Respondents were asked to respond by December 17, 1993.

To reduce bias, precautionary measures were undertaken whenever possible. Respondents who returned completed questionnaires and filled out the Summary Request Form did not receive the second mailing. In those instances where a completed survey was returned but the Summary Request Form was not completed, the postmark was cross-referenced to the address list to determine who responded to eliminate them from the pool from which the second mailing was made. Those in the target population who did not return a completed survey questionnaire and those who could not be ascertained as having returned a completed survey questionnaire received the second mailing. As an added precaution, the second request letter asked respondents to disregard the survey if they had already submitted a completed questionnaire.

The second set of request letters brought an additional 26 responses. Five firms declined to participate. Three firms did not have a TQM system in place but of those, two firms said that they planned to implement TQM by 1995. Eighteen firms said they had some form of TQM system in

place. And of those 18 firms, 11 said they extended TQM implementation to public relations. One letter was returned undelivered.

In total, responses were received from 116 firms resulting in a 46.4% return rate. Of this total, 103 survey responses or 41.2% were usable. Twelve corporate organizations chose not to participate. One completed survey response received was deemed unusable as noted.

Of the 103 usable responses received, 79 firms reported having a some form of quality system in place. Of the 79 firms responding who stated that they implemented some form of TQM, 57 firms said that they have extended, or are in the process of extending, TQM to public relations. Table 1 below and Figure 1 on page 45 summarize the results of this data.

TABLE 1

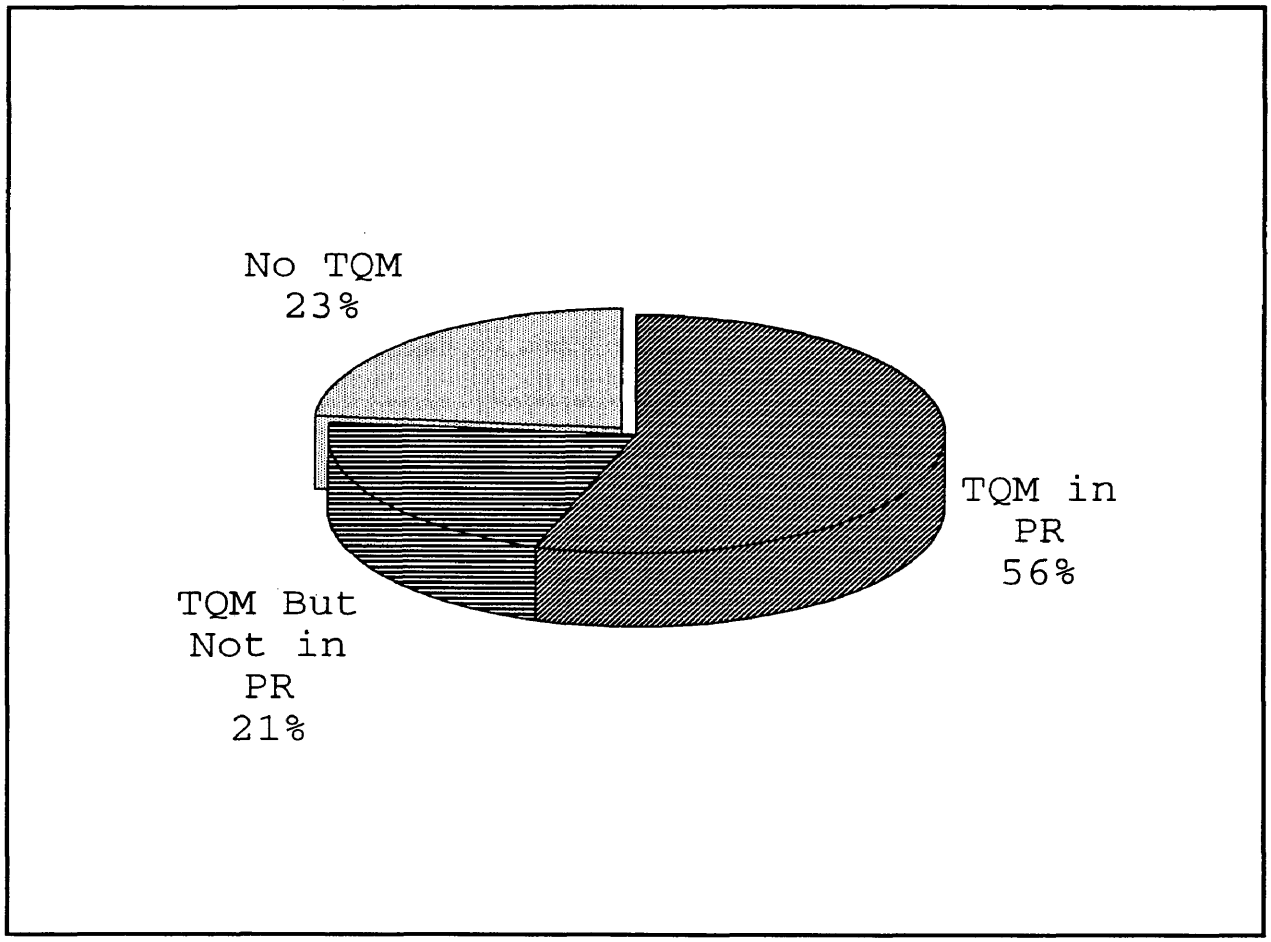
Number and Percent of Respondents with TQM

	All Survey Respondents	%
Respondents with No TQM	24	24.3%
Respondents with TQM Not in PR	22	21.4
Respondents with TQM in PR	57	55.3
Total	103	100.0%

Valid cases: 103 Missing cases: 0

FIGURE 1

Number and Percent of Respondents with TQM



Of the 103 usable responses received, 24 respondents stated that they have not implemented TQM. Twenty-two (22) respondents stated that, while they implemented some form of TQM, they have not extended TQM implementation to public relations. Responses from these 46 corporate organizations that have not implemented TQM or have not extended TQM implementation to public relations are treated and analyzed in the qualitative sections of this report (see Chapter V). The quantitative portion of this report focuses on analyzing the 57 responses received from those corporate organizations that reported TQM implementation in public relations (see Chapters VI and VII).

Treatment of Data

Data was organized and coded using the Lotus 1.2.3. spreadsheet program. Statistical analysis of the results of the TQM questionnaire was performed using the SPSS/PC+ (Statistical Package for the Social Sciences) computer program. Tables, charts, and graphs were created using Excel for Windows spreadsheet package.

Data analysis consisted of organizing respondents' profile and other corporate information obtained from outside sources, compiling the appropriate descriptive statistics and performing crosstab analysis to determine

causal relationships. Certain analytical tests were also performed on the data to test hypotheses.

Schematic Arrangement of Remainder of Thesis

The remaining portions of this thesis concerns itself with analyzing the results of data obtained from the survey questionnaire.

Chapter IV provides background information regarding respondents' corporate affiliations, respondents' public relations department profile and the age of their respective TQM processes. Information used to generate data in Chapter IV was gleaned from section III questions 1 and 2 of the survey questionnaire (see Survey Questionnaire on p. 238).

Chapter V concerns itself with analyzing the responses of firms who stated that they implemented some form of TQM but did not extend TQM implementation to the public relations department. Data obtained from survey section I question 3 is the source of this chapter.

Chapter VI focuses on analyzing the extent of TQM processes and the level of management satisfaction with TQM implementation among those respondents who said they extended TQM implementation to public relations. Questions from section II of the survey questionnaire are the sources of data for this chapter.

Chapter VII is, in essence, the "best practices report" portion of this thesis. Survey section II questions 4-12 were the sources of this information. In this chapter, respondents' assessment of the individual quality practices is compiled and analyzed. In this chapter, moreover, we attempt to explain why certain phenomenon occur and provide a framework from which to explain and interpret data.

CHAPTER IV: RESPONDENT PROFILES

Industry Profile

Information concerning industry classification was solicited in the questionnaire. The survey questionnaire inquired as to the type of industry in which respondent was employed. Additional information about respondents' corporate organizations was compiled using data obtained from Dunn & Bradstreet (hereinafter Dunn) business publications particularly Dunn's Million Dollar Directory (1992), Dunn's Business Rankings (1993) and Dunn's Standard Industrial Classification Manual SIC 2+2 (1993).

From the sample of 250, responses were received from 116 corporate organizations. Of the 116 responses received, 103 were usable. Twelve organizations chose not to participate. One completed questionnaire was unusable (as explained in the previous chapter) and was thus excluded from data compilation and analysis.

Industry classification was grouped into three categories. These three categories included durable goods, non-durable goods and "other." Durable goods were defined as consumer goods or products whose usefulness continues over a number of years and are not consumed or destroyed in a single use (e.g., appliances, machinery and automobiles). Non-durable goods were defined as consumer goods or products

that are usable for a short period of time or are consumed or destroyed in a single use (e.g., clothing, paper products, foods and chemicals including oil and gas). The "other" category was included to accommodate respondents not involved in the manufacturing sector but nevertheless appear in the 1993 Fortune 500 listing. Industries in the category included a biological research firm, a dairy products cooperative, a meat packing/processing firm and an engineering/process industries firm.

Where no answer was provided, or when both the durable and non-durable goods categories were selected (particularly problematic with those conglomerate industries involved in producing both durable and non-durable goods), the company's primary Standard Industrial Classification (SIC) code as listed in Dunn's Business Rankings was used to determine classification. For a detailed explanation of SIC codes and their components, see Dunn's Standard Classification Manual.

Of the 103 usable responses received, 79 firms or 77% implemented some form of TQM system (see Table 2 below and Figure 2 on p. 52). Of the 24 companies that did not have a TQM system, 17 respondents expressed no current plans to implement TQM while seven respondents said that they planned to implement a corporate-wide TQM system by 1995.

TABLE 2

Number and Percent of Respondents with TQM
(Grouped By Industry)

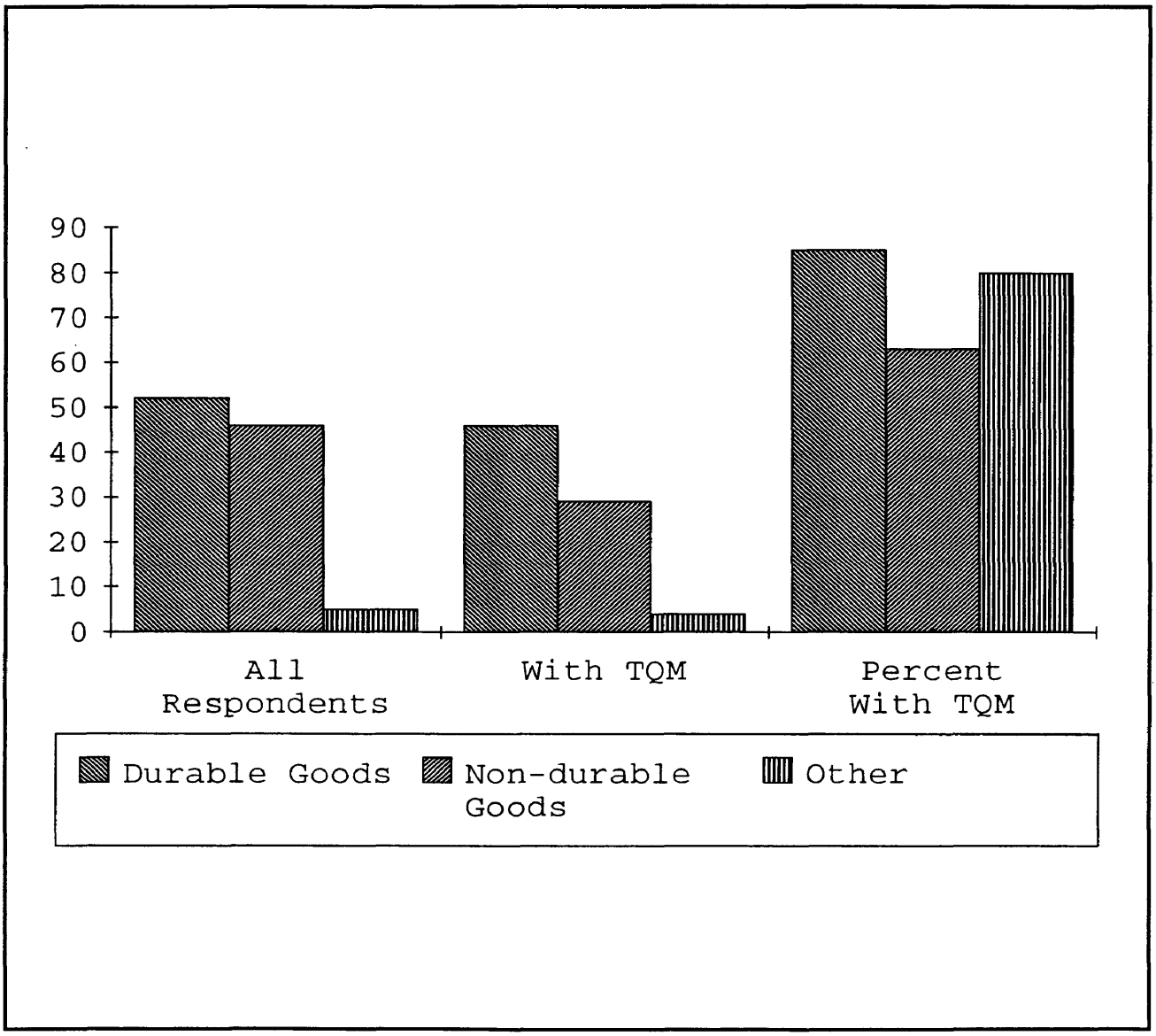
	All Survey Respondents	No. with TQM Process	% with TQM Process
Manufacturing:			
Durable Goods	52	46	85%
Non-durable Goods	46	29	63
Other (Non-manufacturing)	5	4	80
Total (All Cos.)	103	79	77%

Valid cases: 103 Missing cases: 0

The majority of the respondents to this survey came from manufacturing industries. This is consistent with the literature on TQM which indicates that manufacturing firms are more closely attuned to quality considerations and thus would have implemented quality systems earlier and in greater numbers than non-manufacturing firms such as service or financial related industries (Troy, 1991; Collier, 1992). A small number of respondents in the "other," non-manufacturing category, however, have implemented TQM. This may mean that non-manufacturing industries are slowly becoming aware of quality considerations and are beginning (albeit in small numbers) to implement TQM. The small number of responses from this category, however, make inferences about them necessarily tentative.

FIGURE 2

Number and Percent of Respondents with TQM (Grouped By Industry)



Of the 79 firms that implement TQM, 57 firms or 72% extend TQM implementation to the public relations function. Table 3 below and Figure 3 on page 54 summarize the number of firms which extend TQM implementation to the public relations function. Four respondents (all non-durables) indicated that they planned to extend TQM implementation to public relations by 1995.

TABLE 3

Number and Percent of Respondents with TQM in Public Relations
(Grouped By Industry)

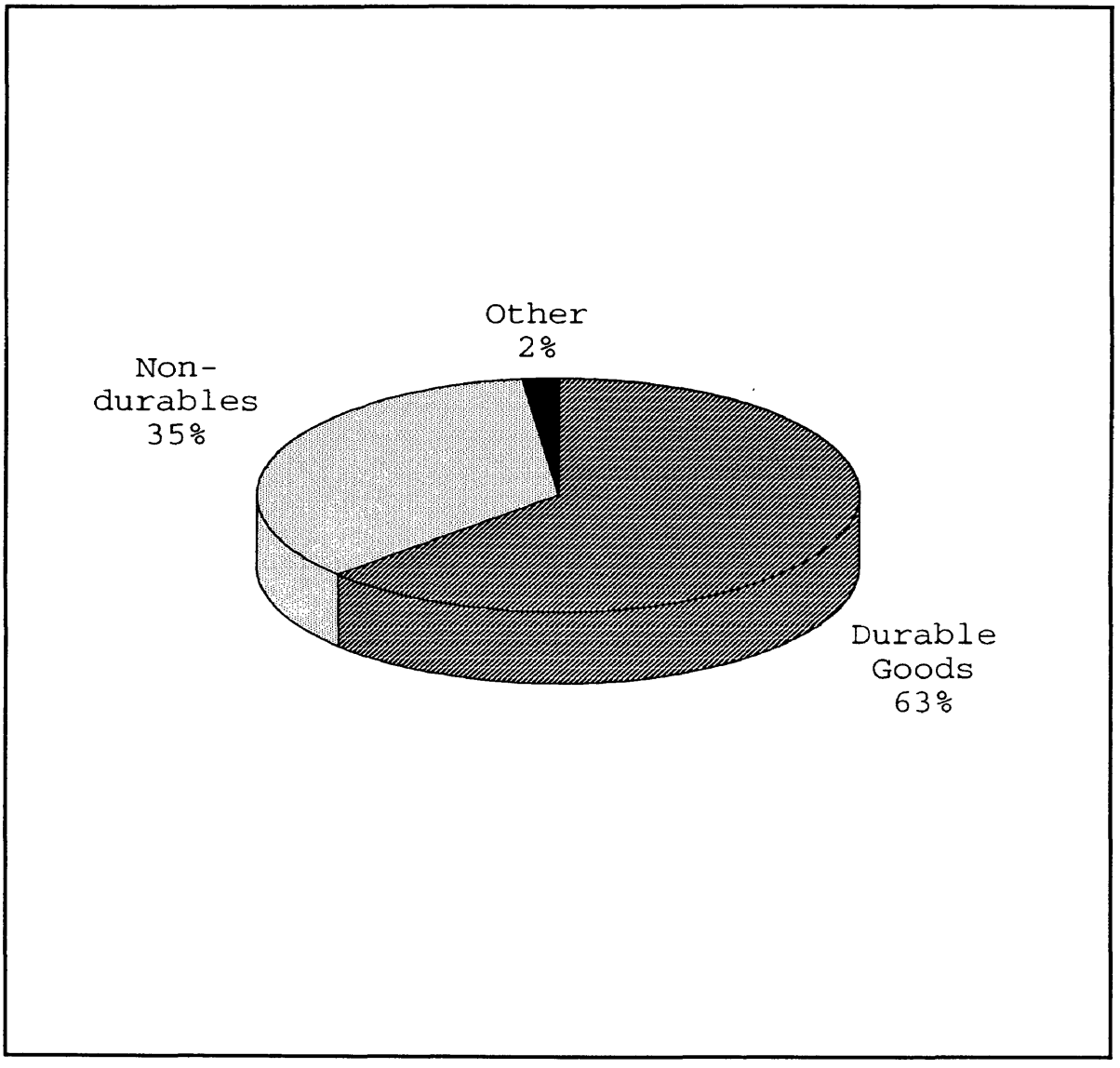
	No. with TQM in Public Relations	% with TQM in Public Relations
Manufacturing:		
Durable Goods	36	63%
Non-durable Goods	20	35
Other (Non-manufacturing)	1	2
Total	57	100%

Valid cases: 57 Missing cases: 0

Qualitative data provided by respondents who did not extend TQM to public relations indicated that quality process are not necessarily applied corporate-wide so as to include all departments and functions of the organization. Rather, TQM implementation has been limited to certain units or parts of the organization and not necessarily applied

FIGURE 3

Number and Percent of Respondents with TQM in Public Relations (Grouped By Industry)



throughout the organization. This development posses a dilemma particularly problematic to public relations practitioners who are charged with promulgating the organizations' quality message. In this respect, one respondent from an electronic components manufacturing firm characterized public relations departments of corporate organizations as victims of the "cobblers' children syndrome" in that they have promoted TQM throughout the organization but have not systematically applied TQM to public relations.

Corporate Profile

The target population used in this survey was composed of large corporate organizations. They are large both in terms of financial and human resources. The majority of survey respondents reported 1993 sales figures between $1 billion to $3.9 billion and reported employing between 21,000 to 40,000 U.S. employees. The information compiled for this report does not consider the size of respondents' international workforce. Table 4 summarizes the financial size of participating companies that implemented TQM in public relations while Table 5 summarizes the size of U.S. employee workforce distribution of participating companies with TQM in public relations.

TABLE 4

Financial Size of Participating Corporations with TQM in Public Relations (Grouped By Industry)

	Sales in Billions					
	1-3.9	4-6.9	7-10	10+	Total	%
Durables	15	7	2	8	32	62.7%
Non-durables	7	6	--	6	19	37.3
Other	--	--	--	--	--	---
Total	22	13	2	14	51	100%
Percent	43.1%	25.5	3.9	27.5	100.0%	

Valid cases: 51 Missing cases: 6

TABLE 5

Number of U.S. Employees in Participating Corporations with TQM in Public Relations (Grouped By Industry)

	In Thousands					
	1-20	21-40	41-80	80+	Total	%
Durables	8	12	4	8	32	62.7%
Non-durables	9	7	2	1	19	37.3
Other	--	--	--	--	--	----
Total	17	19	6	9	51	100.0%
Percent	33.3%	37.3	11.8	17.6	100.0%	

Valid cases: 51 Missing cases: 6

Throughout this thesis, the "missing variable" category operates as a "plug" variable. In Tables 4 and 5, the missing category included respondents who provided information as to whether their companies produced durable goods or non-durable goods but whose identities could not be ascertained in order to obtain additional information. The "missing category" included four durable goods respondents, one non-durable goods respondent and one "other."

Public Relations Departments Profile

Distribution of Respondents' Positions:

Analysis of data received from the questionnaire revealed that corporations tend to organize their public relations departments centrally under one executive who is responsible for dealing with many of the firm's key publics. Table 6 below and Figure 4 on page 59 summarize the distribution of respondents' corporate position grouped according to their corporate titles.

TABLE 6

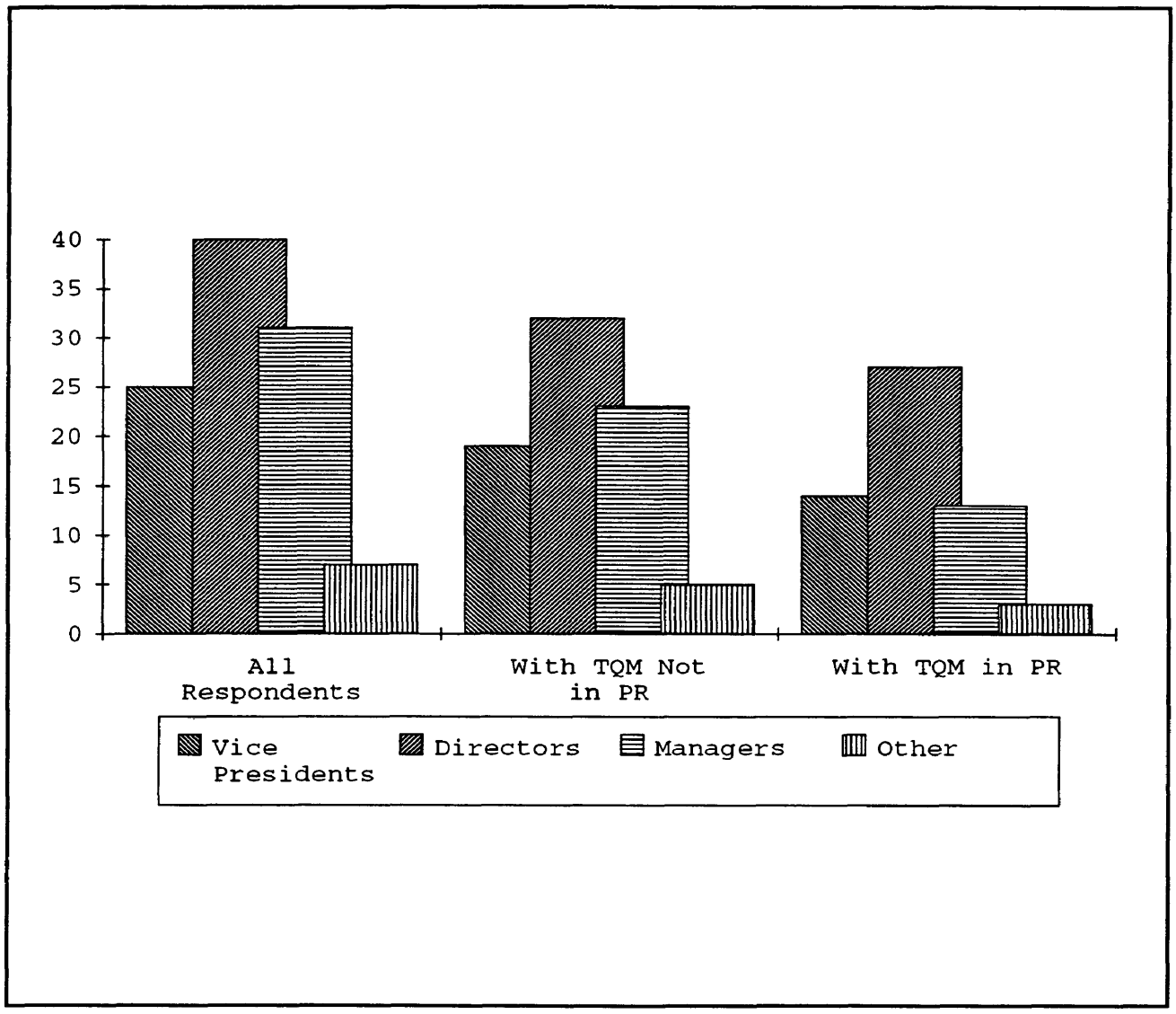
Distribution of Respondent Positions
(Grouped By Titles)

	All Respondents	Percent	Cos. with TQM	Percent	Cos with TQM in PR	Percent
Vice Presidents	25	24.3%	19	18.4%	14	13.6%
Directors	40	38.8	32	31.1	27	26.2
Managers	31	30.1	23	22.3	13	12.6
Other	7	6.8	5	4.9	3	2.9
Total	103	100%	79	76.7%	57	55.3%

Missing cases: 0

FIGURE 4

Distribution of Respondent Positions (Grouped By Titles)



The organizational schema used in this section is consistent with how modern corporations structure their organizations. Senior managers consist of vice presidents whether they are executive vice presidents, senior vice presidents or otherwise. Middle managers are equated with public relations directors. First-line supervisors are analogous to public relations managers.

Among all respondents, senior managers (vice presidents and above) comprised 24% while middle managers and first-line supervisors comprise approximately 69%. The relatively small percentage of public relations practitioners in senior level management positions was previously noted by Orlowski (1989) who found, while analyzing the distribution of public relations positions among sports organizations, that vice presidents account for a small percentage of all public relations positions. It is also interesting to note that no response was received from a managerial position above that of vice president.

Seven responses or approximately 7% came from other sources including two from the corporation's Director of Quality. One respondent (non-managerial and included in the Other category) stated that she was the public relations quality coordinator of her department and included that designation in her title.

Distribution of Departmental Organization:

Two studies conducted for the Conference Board on the staffing and organization of public affairs departments (McGrath, 1976; Lusterman, 1987) found there is no one best way to organize for public or external relations. In another comprehensive analysis of the public relations function, O'Dwyer (1985) observed that, in deciding where to house the public relations function in the organizational chart, firms use a variety of euphemisms for the public relations function. Data collected for this study are consistent with these observations in that respondents listed their positions as being headquartered under a variety of public relations names.

Data obtained from the survey indicated that corporate public relations practitioners can be classified under four distinct public relations departments, namely corporate public relations, public affairs, corporate communication and media relations. For purposes of this study, respondents were coded according to the organizational department administered by respondent (i.e., Director, Corporate Communication) or they are coded according to the departmental unit with which respondent is affiliated (i.e., Assistant to the Vice President, Public Relations). Respondents who could not be classified as falling into one of the four specialties were placed in the "other" category.

Table 7 below and Figure 5 on page 63 summarize the distribution of respondents according to their corporate department to which they are affiliated.

TABLE 7

Distribution of Public Relations Specialties of Respondents in Corporations with TQM in Public Relations (Grouped By Specialties)

Value Label	Value	Frequency	%	Valid %	Cum %
Corp. Public Relations	1	15	26.3%	30.0%	30.0%
Public Affairs*	2	7	12.3	14.0	44.0
Corp. Communication**	3	18	31.6	36.0	80.0
Media Relations***	4	8	14.0	16.0	96.0
Other	5	2	3.5	4.0	100.0
Missing	9	7	12.3	Missing	
Total		57	100.0%		

Valid cases: 50 Missing cases: 7

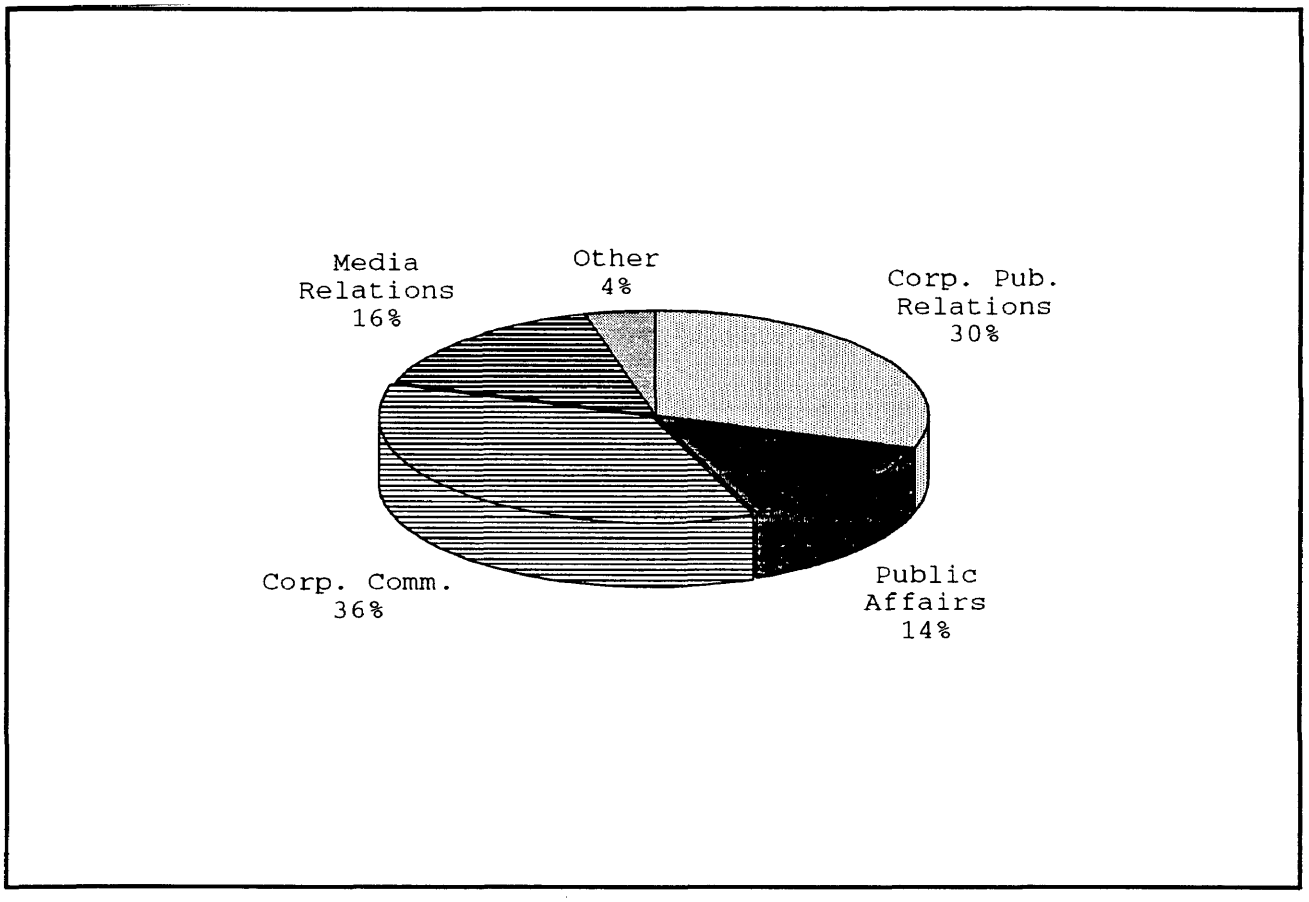
* Included respondents who classify themselves as practicing public or corporate affairs.

** Included respondents who practice under the corporate communication umbrella including marketing communication, issues management and internal communication.

*** Included respondents who classify themselves as practicing media relations including external relations, product publicity, investor relations and public information.

FIGURE 5

Distribution of Public Relations Specialties of Respondents in Companies with TQM in Public Relations (Grouped By Specialties)



Seitel (1992) claims that the trend in the 1990s seems to be away from the use of the traditional term "public relations" and towards "corporate communications." Results data are consistent with Seitel's assertions in that 36% of all respondents among corporations with TQM in public relations claimed to be practicing corporate communication. On the other hand, 30% of respondents retained the name "public relations" in their title. Those who practice public affairs and media relations seem to be evenly split at 12% and 14% respectively. It is clear, however, that the wide diversity of corporate public relations practitioners participating in the survey would indicate that TQM can be applied to the public relations function whether one practices corporate communication, public affairs, media relations or other public relations specialty.

Age of TQM Processes

Quality implementation among respondent organizations spanned the decades from the earliest manifestations of quality systems to recently deployed efforts in quality management. Troy (1991) found that although most quality systems implementation began in the late 1970s, the pace quickened during the 1980s. Analysis of data was consistent with Troy's findings. Forty firms or 62.5% of respondents

instituted a quality system between 1982 and 1990 (see Table 8 below and Figure 6 on p. 66).

TABLE 8

Frequency Distribution of Age of TQM Processes
Among Corporations with a Quality System in Place

Value Label	Value	Frequency	%	Valid %	Cum %
1979 - 1981	1	8	10.1	12.5	12.5
1982 - 1984	2	4	5.1	6.3	18.8
1985 - 1987	3	8	10.1	12.5	31.3
1988 - 1990	4	28	35.4	43.7	75.0
1991 - 1993	5	16	20.3	25.0	100.0
Missing Var*	9	15	19.0	Missing*	
Total		79	100.0	100.0	

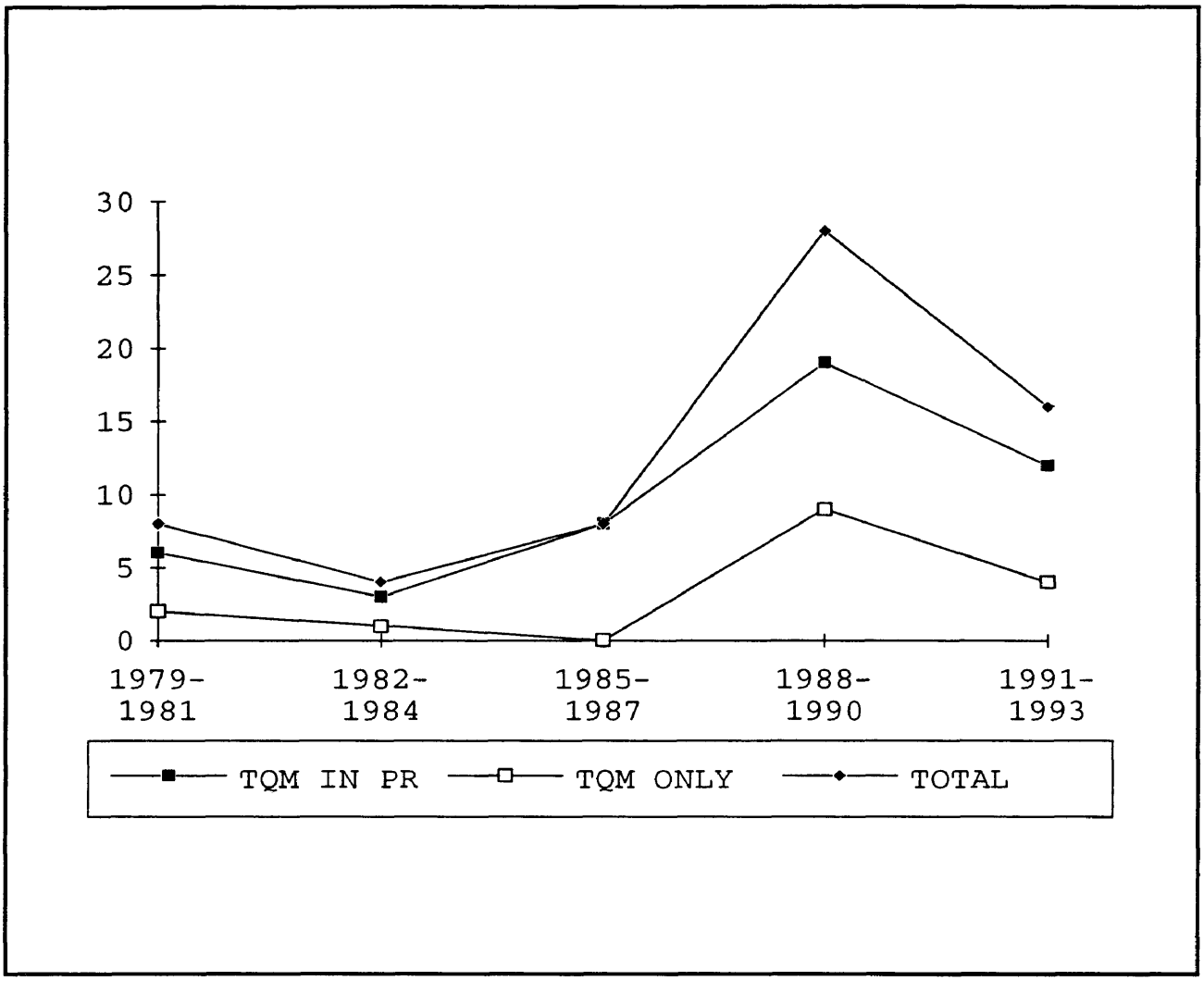
Valid cases: 64 Missing cases: 15

* The Missing Variable category included those respondents who did not or could not provide the date when their corporate organization adopted a quality system.

Among survey respondents, 87.5% dated their TQM implementation between 1982 to the present. While eight firms or 12.5% of respondents instituted TQM prior to 1982, 81.2% of respondents have done so since 1985. The most active date of TQM implementation seems to be that period between 1988 to 1990 in which 28 respondents or 43.7% said their corporation adopted TQM.

FIGURE 6

Time Series Plot of Age of TQM Processes



Analysis of data also showed that, contrary to many analysts' prediction of the impending demise of TQM, many firms are still jumping on the quality bandwagon. Sixteen (16) companies instituted a quality system within the last four years and seven respondents stated that they planned to implement TQM by 1995.

Analysis of data grouped according to industry provided interesting insights. During the earliest years of implementation, durable goods and non-durables good manufacturers seemed to have implemented TQM at an equal rate. During the period between 1982 and 1990, however, the pace of TQM implementation among durable goods manufacturers is seen to quicken to almost twice the rate of TQM implementation among non-durable goods manufacturers. As we enter the nineties, the rates of TQM implementation between durable goods and non-durable goods manufacturers seem to once again converge. Table 9 below and Figure 7 on page 69 summarize the results of this data.

TABLE 9

Age of TQM Processes
(Grouped By Industry)

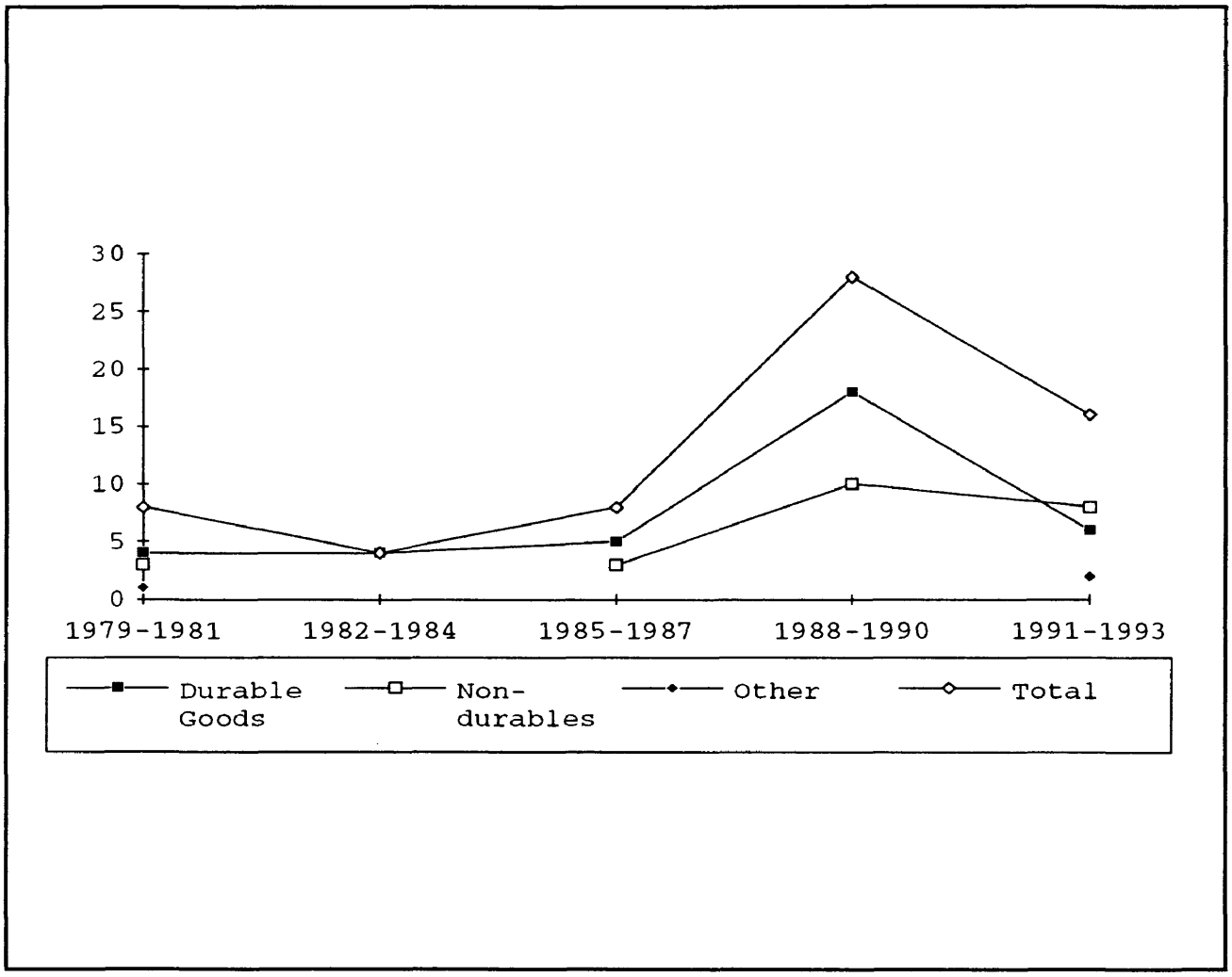
	TQM in Place for						
	3 years or less	4-6 years	7-9 years	10-12 years	12+ years	Total	%
Durables	4	4	5	18	6	37	57.8%
Non-durables	3	--	3	10	8	24	37.5
Other	1	--	--	--	2	3	4.7
Total	8	4	8	28	16	64	100.0%
Percent	12.5%	6.3	12.5	43.7	25.0	100.0%	

Valid cases: 64 Missing cases: 15

* As above, Missing cases included those respondents who did not or could not provide date of their corporate TQM implementation.

FIGURE 7

Time Series Plot of Age of TQM Processes (Grouped By Industry)



CHAPTER V: SURVEY RESULTS OF FIRMS WITHOUT TQM IN PUBLIC RELATIONS

Introduction

One assumption underlying this research is that TQM is a corporate-wide approach to managing quality that is applied top-down to all business functions, products and services of the organization including public relations (see Assumptions on pp. 26-27). Results data, however, indicated that TQM application among large business organizations is not necessarily corporate-wide. As one respondent from a news information and processing industry said, "TQM application is not mandated by the [parent] corporation. It is purely a subsidiary [and departmental] choice."

Schein (1990) defines the diffusion of TQM as "the extent to which the [quality] process spreads throughout the organization" (p. 6). The degree of diffusion (or the extent TQM permeates throughout the organization) differs by organization and covers the spectrum from corporate organizations that concentrate TQM implementation in the manufacturing process to corporations that involve all organizational units and departments in their quest for quality improvement. This chapter focuses on analyzing the responses of corporate organizations that have not extended TQM implementation to public relations.

Presentation of Data

Of 103 usable responses received, 22 firms or 21.3% of all respondents implemented some form of TQM without extending it to the public relations function. Twenty-four (24) firms did not currently implement TQM; but 7 respondents stated that they planned to implement TQM by 1995. Table 10 below and Figure 8 on page 72 summarize the results of this finding.

TABLE 10

Number and Percent of Firms with No Corporate-wide TQM System (Grouped By Industry)

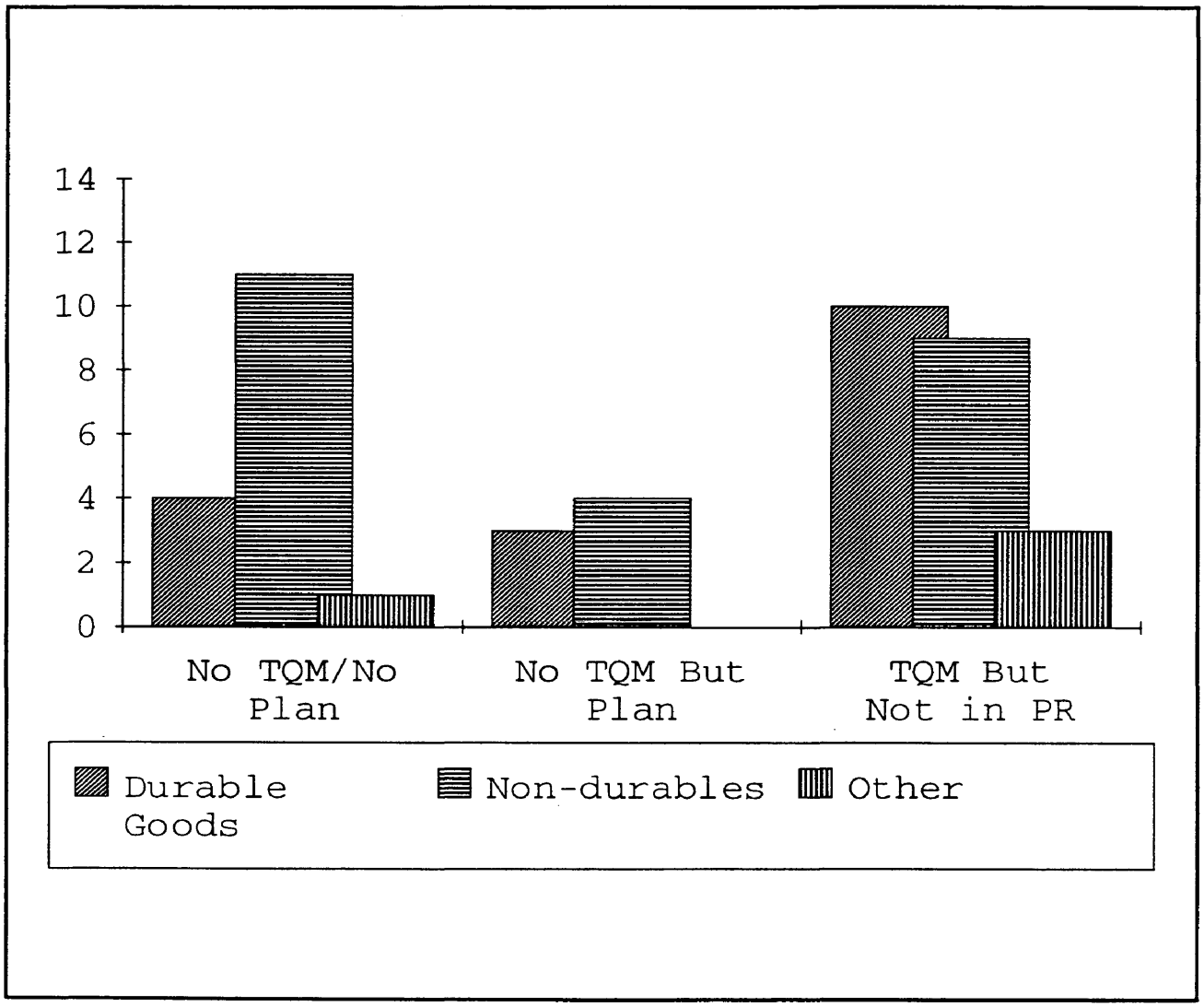
	Durable Goods	Non-Durable Goods	Other	Total	%
No TQM/No Plan	4	12	1	17	37.0%
No TQM But Plan	3	4	--	7	15.2
TQM But Not in PR	10	9	3	22	47.8
Total	17	24	4	46	100.0%

Valid cases: 46 Missing cases: 0

Of the 22 companies implementing some form of TQM, responses were solicited as to why TQM has not been extended to public relations. Respondents were given five choices from which to select the most appropriate response for their situation (see Survey Questionnaire in Appendix IV on p. 238). These selections were culled from the literature on quality and reflect the most common reasons given for not

FIGURE 8

Number and Percent of Firms with No Corporate-wide TQM System (Grouped By Industry)



implementing TQM. An "other" category was included to allow respondents to provide additional information. Table 11 below and Figure 9 on page 74 summarize the results of this data.

TABLE 11

Frequency Distribution of Reasons for Not implementing TQM in Public Relations

Reasons for Not Implementing TQM in PR	# of times Cited*	%
TQM Not Supported By Senior Management	3	10.7%
TQM too Cumbersome	5	17.8
TQM Does Not Apply To Public Relations	11	39.2
Had TQM But Discontinued	2	7.1
Other	7	25.0
Total	28	100.0%

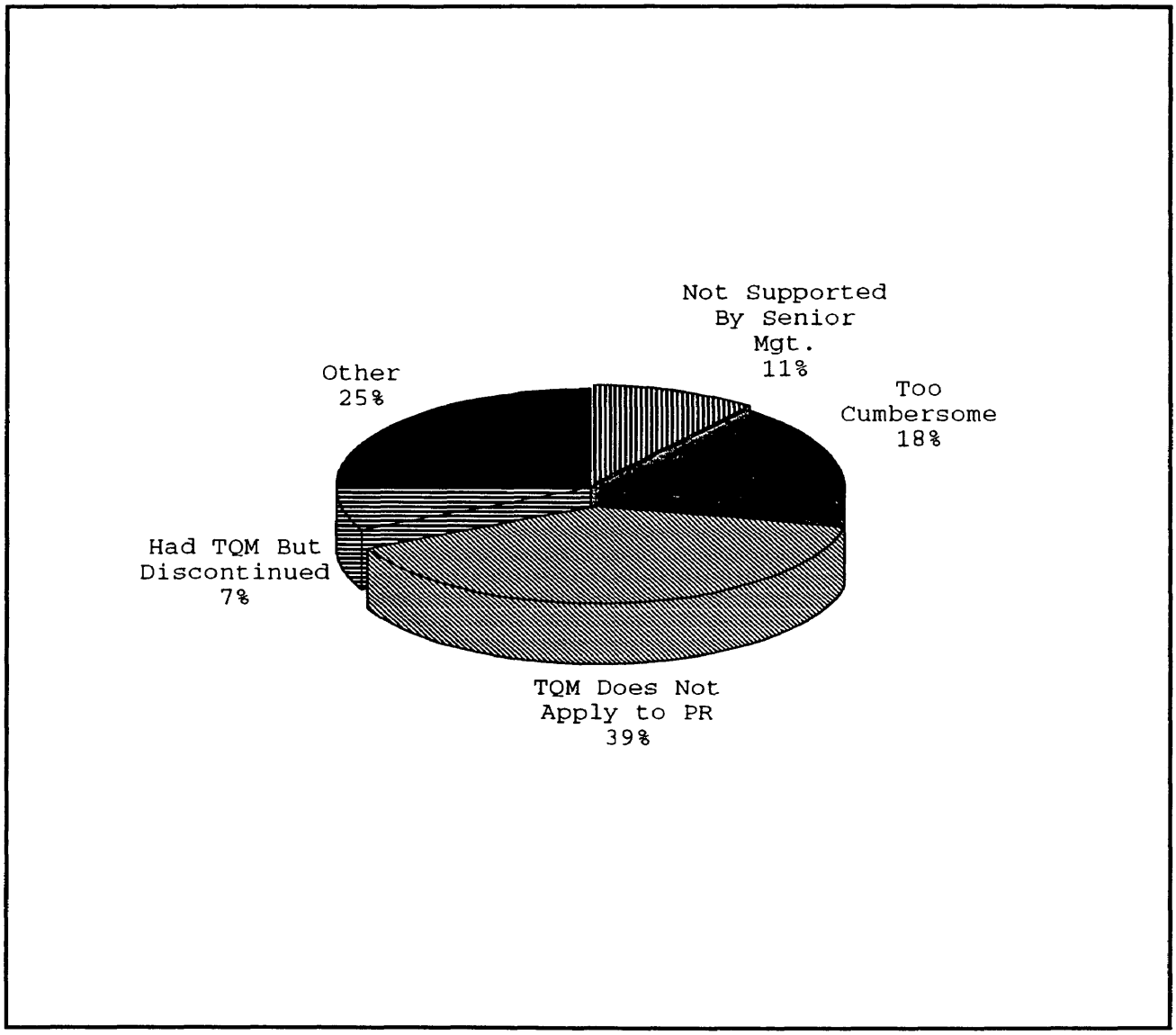
* Reflects multiple answers provided by respondents.

Analysis of Data

Of the firms not implementing TQM in public relations, 29 firms or 63% of respondents said they implemented or planned to implement TQM in their organization compared to the 17 or 37% which have no plans to implement TQM (see Table 10 above). This data supports Schein's (1990) findings that organizations with a quality system in place differ more in their implementation efforts than in their dedication to total quality. According to Schein, these differences can be traced to industry types or attributable to

FIGURE 9

Frequency Distribution of Reasons for Not implementing TQM in Public Relations



the amount of resources (including money, time and manpower) invested in the quality effort.

Forty percent (40%) of the respondents from corporations not extending TQM to public relations said they believed that TQM does not apply to public relations. Although this statement was not explored, it would seem to support the entrenched belief among practitioners that public relations is primarily concerned with providing services (counsel, strategy and judgement) rather than with products (news releases, videotapes and placements) and therefore is not subject to results measurement and evaluation (Reisman, 1989; Sengstock, 1991). This mindset is best expressed by one respondent from an oil and gas company who said, "[Q]uality is seen by many as a 'manufacturing' thing. Very little effort [has been made] to implement [TQM] to clerical/administrative functions."

Collier (1992) characterizes this approach to TQM as the "product mentality." According to Collier, "service is performance" and that managing performance is very different from managing production (p. 91). Managers with a product mentality, therefore, face difficulty in shifting away from a product to a service paradigm. This shift, however difficult, is one that managers must make. As Quinn and Gagnon (cited in Collier, 1992) found, three-fourths of all manufacturing costs represent support services. Therefore among service departments of corporate organizations, the

stakes are too high for them not to make the change. Collier goes on to state that the change from a product mentality to a service mindset should not be necessarily difficult. For as Collier found, "[t]he technology and know-how necessary to integrate service processes with the rest of the organization [] is available. The only thing missing is the management action to make it happen" (p. 93).

Another reason which may explain why practitioners find it difficult to apply TQM to public relations is that it is tougher to design and manage a service process than a goods-producing process (Collier, 1992). Production can be standardized whereas service oriented tasks--with its human component--cannot. As Collier stated "...when a product is replaced with a human being--each with unique needs--job, process, facility, and service encounter design become much more complicated and challenging" (p. 92).

Another impediment to TQM application to public relations lies in the myriad of details necessary for TQM implementation. These details would include endless documentation of processes (Collier, 1992; Crosby & Reimann, 1991), continuous training (Steeples, 1992), certification (Henkof, 1993; Siegfried, 1993; Miller, 1993) and countless other tasks which are embodied in the criteria for the Malcolm Baldrige National Quality Awards (see Appendix I on p. 232). Many practitioners feel that superimposing TQM requirements on their on-going public relations activities

would detract from their effectiveness and distract them from doing their job.

Results of this study support the proposition, as advanced by the literature on quality management, that TQM requirements have deterred many respondents from implementing a quality system. Eighteen percent (18%) of respondents stated that TQM is too cumbersome to be effective in their organization and, consequently, the myriad of perceived requirements for TQM implementation have inhibited them from implementing TQM to public relations. As one respondent from an aeronautic and nautical systems manufacturer succinctly stated, "We set project priorities and check and re-check to assure accuracy of all communications. Establishing and following specific formalized [TQM] procedures [are] too time consuming and non-productive. We'd never get the work done."

Twenty-five percent (25%) of respondents cited other reasons for not implementing TQM to public relations. Among the most cited reasons for not implementing TQM to public relations include lack of time (for TQM implementation), lack of funding (for TQM implementation, training and support) and lack of knowledge. As one respondent from a cans and containers manufacturer stated, "We believe that TQM could be beneficial to our public relations efforts. Unfortunately, we are just too busy, understaffed and underfunded to do anything about it." This data supports

Schein's (1990) assertions that the amount of resources invested in the quality effort impacts the rate of TQM diffusion within the organization.

Three respondents in senior-level managerial positions stated they had not received training in quality management and thus did not know how to apply TQM in their departments. This is profoundly disturbing in view of the fact that public relations departments are responsible for promoting the organization's image as a company concerned with quality. This statistic, albeit small, begs the question of the role of communication in the company's quality effort. Further, it lends credence to the complaint voiced by the one respondent who claimed that public relations departments are victims of the "cobblers' children" syndrome (see p. 55).

Two respondents stated that they had previously implemented TQM to public relations but it was discontinued. One respondent did not provide a reason for discontinuing TQM. The other respondent, however, cited changes in top communication management as the reason for discontinuing TQM. That same respondent also stated that although the department's quality effort was placed on hold, all public relations staff members were trained in what the company called "Continuous Improvement" and "Customer Satisfaction" techniques. Moreover, that same respondent gave strong indication that TQM implementation in public relations will

resume once internal managerial lines of responsibility have been reestablished in the public relations department.

Summary of Chapter Findings

Because processes tend to be more easily measured among line activities such as production rather than among staff functions such as public relations, it came as no surprise that a disproportionately large percentage of respondents deemed quality principles and practices as not applicable to public relations. This phenomenon is directly attributable to two factors. One, the predominant mindset among practitioners that viewed quality considerations as a line function rather than a staff concern. Two, the long standing belief held by many practitioners that viewed public relations as a craft or an art which is not subject to quality control measures.

But if public relations is to be viewed as a management function, the principles and practices of the total quality movement can become a set of standards by which to measure excellence in communication management. As J. Grunig (1992) noted, TQM can be applied to public relations. And as McElreath and Blamphin (1994) observed, efforts are being by public relations practitioners to arrive at a criteria for judging public relations effectiveness in the framework of total quality management.

Therefore, strategic public relations practitioners who wish to position their organization at the peak of performance in the nineties must effectively communicate their organization's quality message. To do this, they must learn to speak the language of quality and must understand how to apply the basic quality tools and techniques to their practice.

CHAPTER VI: ANALYZING EXTENT OF IMPLEMENTATION AND SATISFACTION OF TQM PROGRAMS IN PUBLIC RELATIONS

Introduction

Preston Townley, President and CEO of the Conference Board, stated that the willingness of managers and workers to adopt new ways of thinking and doing is pivotal to the success of any TQM program (cited in Troy, 1991). This chapter examines how major corporate organizations involve their public relations departments in the quality process. Moreover, it investigates how satisfied public relations managers have been with TQM's current level of implementation. In essence, this chapter is a snapshot of the progress of the 57 companies in the sample that have implemented and sustained TQM in their public relations departments.

Level of Involvement

Corporate-wide TQM Programs

The literature on quality is in agreement that, in the broadest sense, TQM embraces management systems and performance indicators covering all functions and results. For purposes of this study, a corporate-wide quality system is defined as one where TQM extends to all business

functions, products and services of the organization including public relations. Not all business organizations surveyed in this research, however, reported corporate-wide TQM implementation.

Of the 103 firms who returned completed and usable survey questionnaires, 79 responding organizations reported some form of quality management system in place. See Table 12 below and Table 1 on page 44. The remainder either did not implement TQM or limited TQM implementation to certain units or parts of the organization.

TABLE 12

Implement A Quality System

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	79	76.7	76.7	76.7
No*	3	24	23.3	23.3	100.0
Total		103	100.0	100.0	

Valid cases: 103 Missing cases: 0

* This category includes 7 respondents who stated that they currently did not have TQM in place but planned to implement it by 1995.

Of the 79 firms who reported some form of TQM implementation, 56 firms or 72% of respondents extended, or are currently in the process of extending, TQM implementation corporate-wide to include public relations. Four respondents said they planned to extend TQM

implementation to public relations by 1995. One respondent stated that, while her organization has not implemented a corporate-wide TQM system, she currently implements TQM in her public relations department.

Results data did not support the hypothesis that TQM implementation is necessarily corporate-wide. Results data, however, indicated that a growing number of corporate organizations are moving towards what Walsh (1989) described as a more sophisticated quality program that includes both line and staff functions in the quest for quality improvement. Bhote (1991) subsequently coined the term "world class quality" to describe this phase in the evolution of quality progress. The section on "Quality Communication System" in Chapter VII (see pp. 125-129) discusses in greater detail TQM implementation in public relations.

Age of TQM Processes

TQM implementation among respondent organizations spanned the decades from the earliest manifestations of quality systems to recently deployed efforts in quality management. Most respondents dated their TQM implementation as beginning at or about 1988 to the present. Seventeen or 35.4% of respondents, however, dated their quality efforts to an even earlier date of inception. Table 13 below

provides a frequency distribution of the age of TQM processes and Figure 10 on page 85 presents a pictorial breakdown of the data.

TABLE 13

Age of TQM Processes Among Corporations
With TQM in Public Relations
(Grouped by Year of Implementation)

Value Label	Value	Frequency	%	Valid %	Cum %
1979 - 1981	1	6	10.5	12.5	12.5
1982 - 1984	2	3	5.3	6.3	18.8
1985 - 1987	3	8	14.0	16.7	35.4
1988 - 1990	4	19	33.3	39.6	75.0
1991 - 1993	5	12	21.1	25.0	100.0
Missing Var*	9	9	15.8	Missing	
Total		57	100.0	100.0	

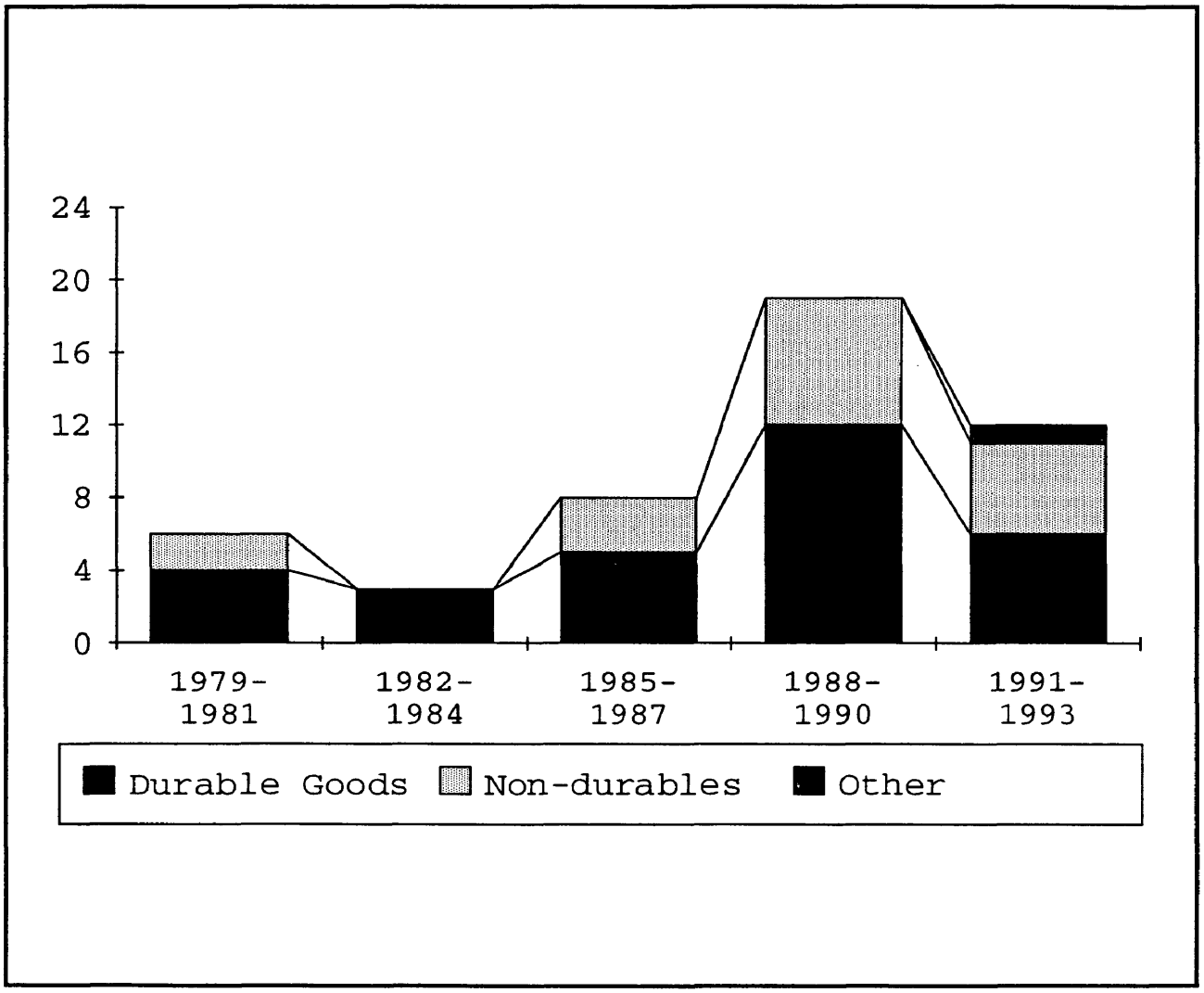
Valid cases: 48 Missing cases: 9

* The Missing Variables category included those respondents who did not or could not provide the date when their organization adopted a corporate-wide TQM system.

The majority of corporate organizations with TQM in public relations, or 64.6% of respondents, dated their quality processes as having been in place since 1988. While only 18.8% of survey respondents with TQM in public relations instituted TQM prior to 1984, 81.3% had done so since 1985. And whereas six firms or 12.5% of respondents dated their quality systems to the earliest years of implementation, 12 companies or 25% of respondents stated that their TQM processes were began between 1990 and 1993.

FIGURE 10

Age of TQM Processes Among Firms with TQM in Public Relations (Grouped By Industry)



Grouping the data according to industry types yielded interesting results. See Table 14 on page 87 and Figure 10 above. A greater percentage of durable goods manufacturers, or 62.5% of respondents, reported corporate-wide TQM involvement compared to 35.4% of non-durable goods manufacturers who involved public relations in their TQM effort. However, four non-durable goods manufacturer who did not have a corporate-wide TQM system stated they planned to extend TQM implementation to public relations by 1995.

Results data also indicated that among respondents, durable goods manufacturers with TQM systems implemented 12 years or more outnumbered non-durable goods manufacturers by almost two to one. While manufacturers of durable goods reported the oldest TQM systems, the distribution of TQM processes aged three years and less between durable and non-durable goods manufacturers were evenly divided at six and five firms respectively. Although the majority of both durable and non-durable goods manufacturers reported TQM systems aged 6-years or more, the number of durable goods manufacturers who reported TQM processes aged 10-years or more was three times that of non-durable goods manufacturers. Table 14 below and Figure 7 on page 69 summarize the results of this data.

TABLE 14

Age of TQM Processes Among Corporations
With TQM in Public Relations
(Grouped by Industry)

	IN YEAR					
Count Row Pct Col Pct Pct Tot	79-81	82-84	85-87	88-90	91-93	Row Tot
INDUSTRY						
	4	3	5	12	6	30
	13.3	10.0	16.7	40.0	20.0	62.5
Durable	66.7	100.0	62.5	63.2	50.0	
Goods	8.3	6.3	10.4	25.0	12.5	
	2		3	7	5	17
	11.8		17.6	41.2	29.4	35.4
Non	33.3		37.5	36.8	41.7	
Durable	4.2		6.3	14.6	10.4	
Goods						
					1	1
					100.0	2.1
					8.3	
Other					2.1	
Column	6	3	8	19	12	48
Total	12.5	6.3	16.7	39.6	25.0	100

Number of Missing Observations: 9

Extent of TQM Implementation

As stated in the opening chapter of this thesis, prevailing wisdom prescribed a set of twelve "universally beneficial" practices (hereinafter "prescribed practices") that organizations wishing to implement a quality system must adopt. Chapter I in pages 13-14 details the 12 management practices that make up this set of prescribed

practices. Current wisdom also held that the greater the number of practices adopted, the better (Ernst & Young, 1992). This section measures the extent organizations extending TQM implementation to public relations have adopted these practices.

One of the hypothesis underlying this thesis is that organizations implementing TQM adopt all 12 of the prescribed practices or none at all. Analysis of results data did not support this hypothesis. While the majority or 64.9% of respondents implemented all 12 prescribed practices in their public relations quality program, the remaining 35.1% of respondents implemented 11 or fewer of the prescribed quality practices. Results data, however, supported the prevailing view that adopting all twelve prescribed practices is a common and widespread response to TQM implementation. See Table 15 and Figure 11 below.

TABLE 15

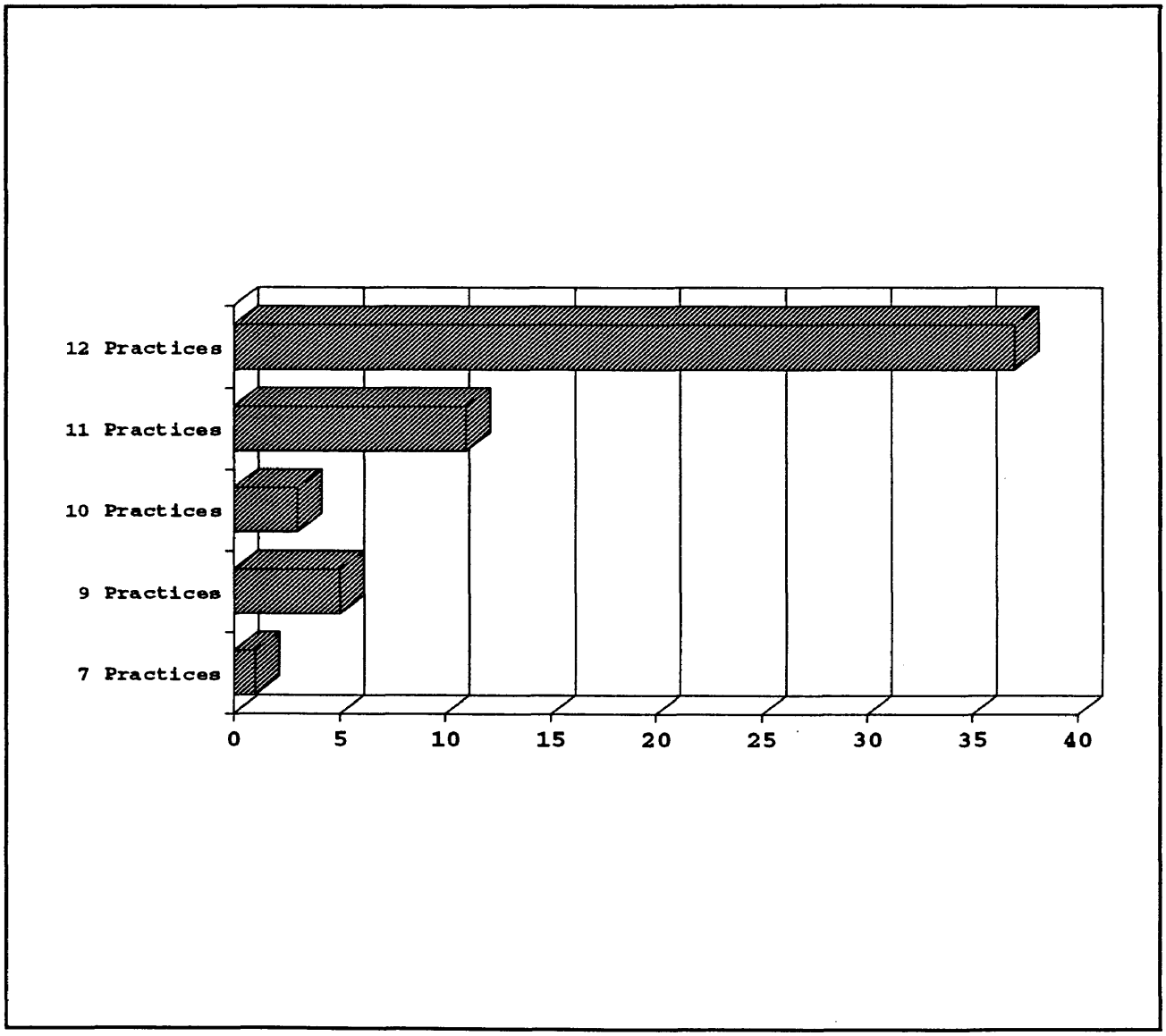
Extent of Implementation of TQM Processes
Among Corporations with TQM in Public Relations

Value Label	Value	Frequency	%	Valid %	Cum %
12 Practices	12	37	64.9	64.9	64.9
11 Practices	11	11	19.3	19.3	84.2
10 Practices	10	3	5.3	5.3	89.5
9 Practices	9	5	8.8	8.8	98.3
7 Practices	7	1	1.7	1.8	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0
Mean = 11.351 Median = 12.000 Mode = 12.000

FIGURE 11

Extent of Implementation of TQM Processes Among Companies with TQM in Public Relations



Among respondents in this sample, manufacturers of durable goods have adopted all 12 prescribed practices at a slightly greater rate than manufacturers of non-durable goods. While almost 70% of all durable goods respondent have adopted all 12 prescribed practices, 55% of non-durable goods manufacturers have done so. See Table 16 below and Figure 12 on page 92.

TABLE 16

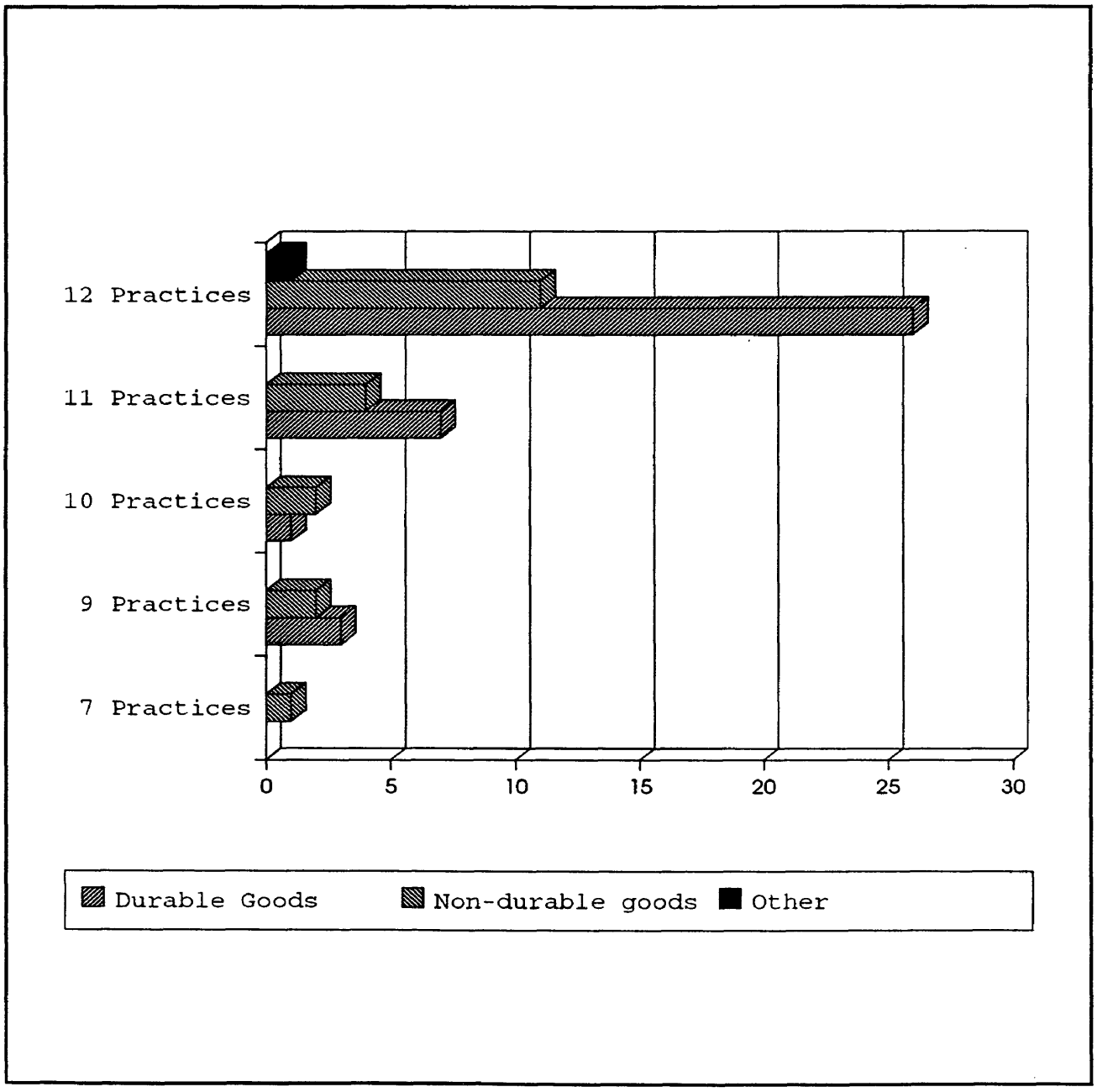
Extent of Implementation of TQM Processes
Among Corporations with TQM in Public Relations
(Grouped By Industry)

	INDUSTRY			
Count Row Pct Col Pct Tot Pct	Durable Goods	Non-durable Goods	Other	Row Total
NUMBER OF PRACTICES				
12 Practices	25 67.6 69.4 43.9	11 29.7 55.0 19.3	1 2.7 100.0 1.8	37 64.9
11 Practices	7 63.6 19.4 12.3	4 36.4 20.0 7.0		11 19.3
10 Practices	1 33.3 2.8 1.8	2 66.7 10.0 3.5		3 5.3
9 Practices	3 60.0 8.3 5.3	2 40.0 10.0 3.5		5 8.8
7 Practices		1 100.0 5.0 1.8		1 1.9
Column Total	36 63.2	20 35.1	1 1.8	57 100.0

Number of Missing Observations: 0

FIGURE 12

Extent of Implementation of TQM Processes Among Companies with TQM in Public Relations (Grouped By Industry)



Analysis of practices implemented revealed that benchmarking (defined as the practice of comparing one's products, services or practices against superior or other quality role models) is the least often implemented practice followed by employee training (see p. 12 for listing of all 12 prescribed quality practices). Other quality practices not widely adopted by respondent organizations included formulating a quality vision statement, employee recognition and senior management quality leadership. Chapter VII provides a more through analysis of quality practices among public relations departments of respondent organizations.

Buying In Or Holding Out--How Satisfied is Public Relations Management With TQM

Given the long term commitment and the multistage timetable for fully realizing TQM, it is not surprising that 68.5% of respondents were only "moderately satisfied" with their TQM progress. While only two respondents reported dissatisfaction with TQM implementation, 15 public relations practitioners implementing TQM in their department, or 27.8% of respondents, reported being "very satisfied" with their quality process. Table 17 below and Figure 13 on page 95 summarize the results of this data.

TABLE 17

How Satisfied with TQM Implementation

Value Label	Value	Frequency	%	Valid %	Cum %
Not Satisfied	1-2	2	3.5	3.7	3.5
Moderately Satisfied	3-4-5	37	64.9	68.5	72.2
Very Satisfied	6-7	15	26.3	27.8	100.0
Missing*	9	3	5.3	Missing	
Total		57	100.0	100.0	

Valid cases: 54 Missing cases: 3
Mean = 4.722 Median = 4.500 Mode = 4.000

* The missing category included those respondents who felt they were not qualified to respond because they have partial TQM implementation or are currently in the process of implementing TQM in their department.

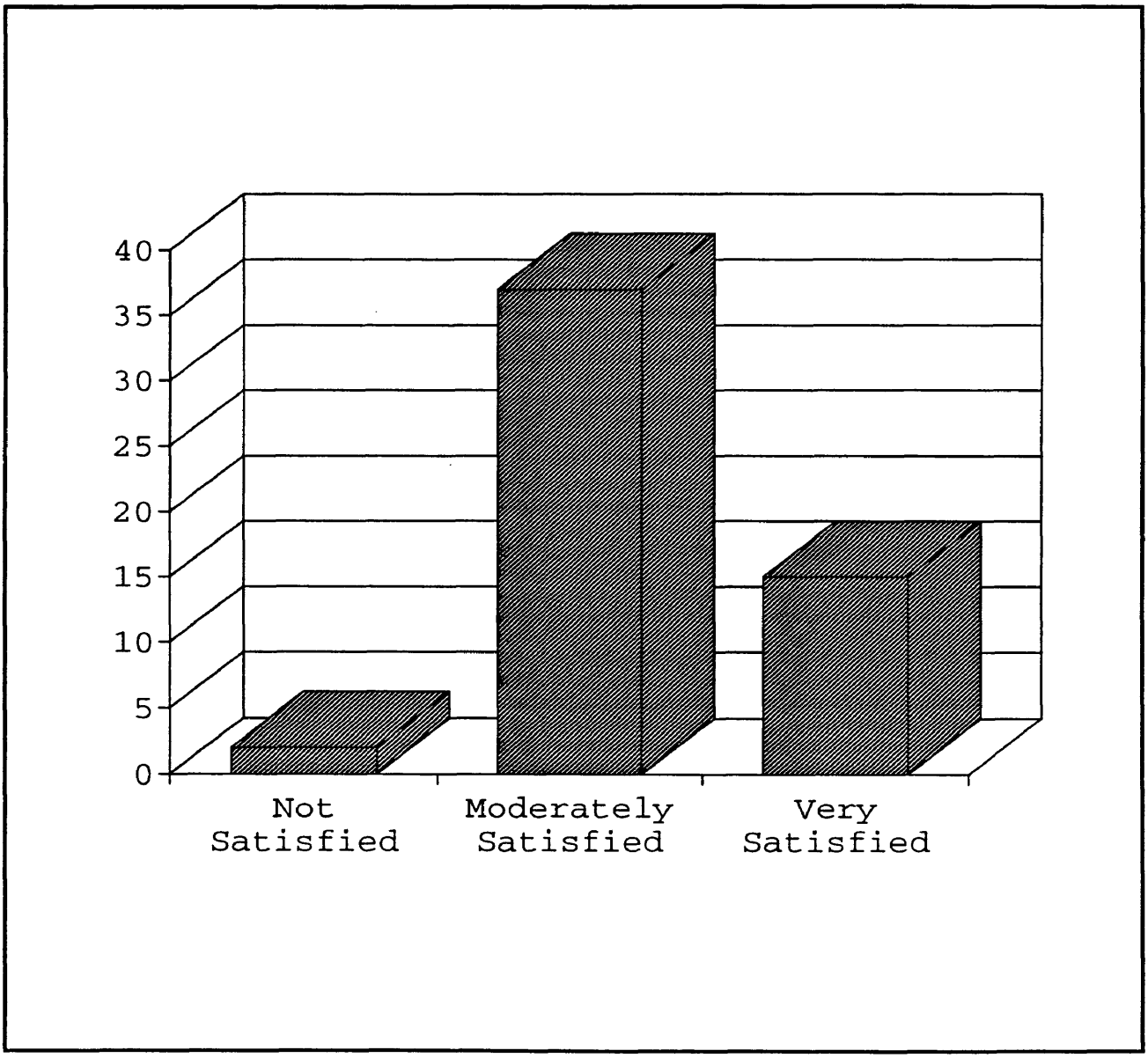
Level of Satisfaction by Industry

Analyzing how satisfied respondents have been with TQM implementation revealed that both manufacturer of durable and non-durable goods shared similar assessments of TQM. See Table 18 on page 97 and Figure 14 on page 98. Regardless of industry type, the majority of both durable and non-durable goods manufacturers reported moderate satisfaction with TQM.

Manufacturers of non-durable goods, however, would seem to have experienced greater satisfaction with TQM than manufacturers of durable goods. Analysis of data revealed that a greater percentage of non-durable goods

FIGURE 13

How Satisfied with TQM Implementation



manufacturers, or 42.1% of non-durable goods respondents, reported strong satisfaction with TQM implementation compared to 20.6% of the durable goods manufacturers who reported similar assessment of TQM. The difference between percentages is not significant, however, given the number of durable goods respondents who rated strong satisfaction with TQM (seven) compared to the number of non-durable goods respondents who gave similar assessment (eight). The differences may be explainable by sample size. It is interesting to note that one respondent from both the durable and non-durable goods category expressed dissatisfaction with TQM.

TABLE 18

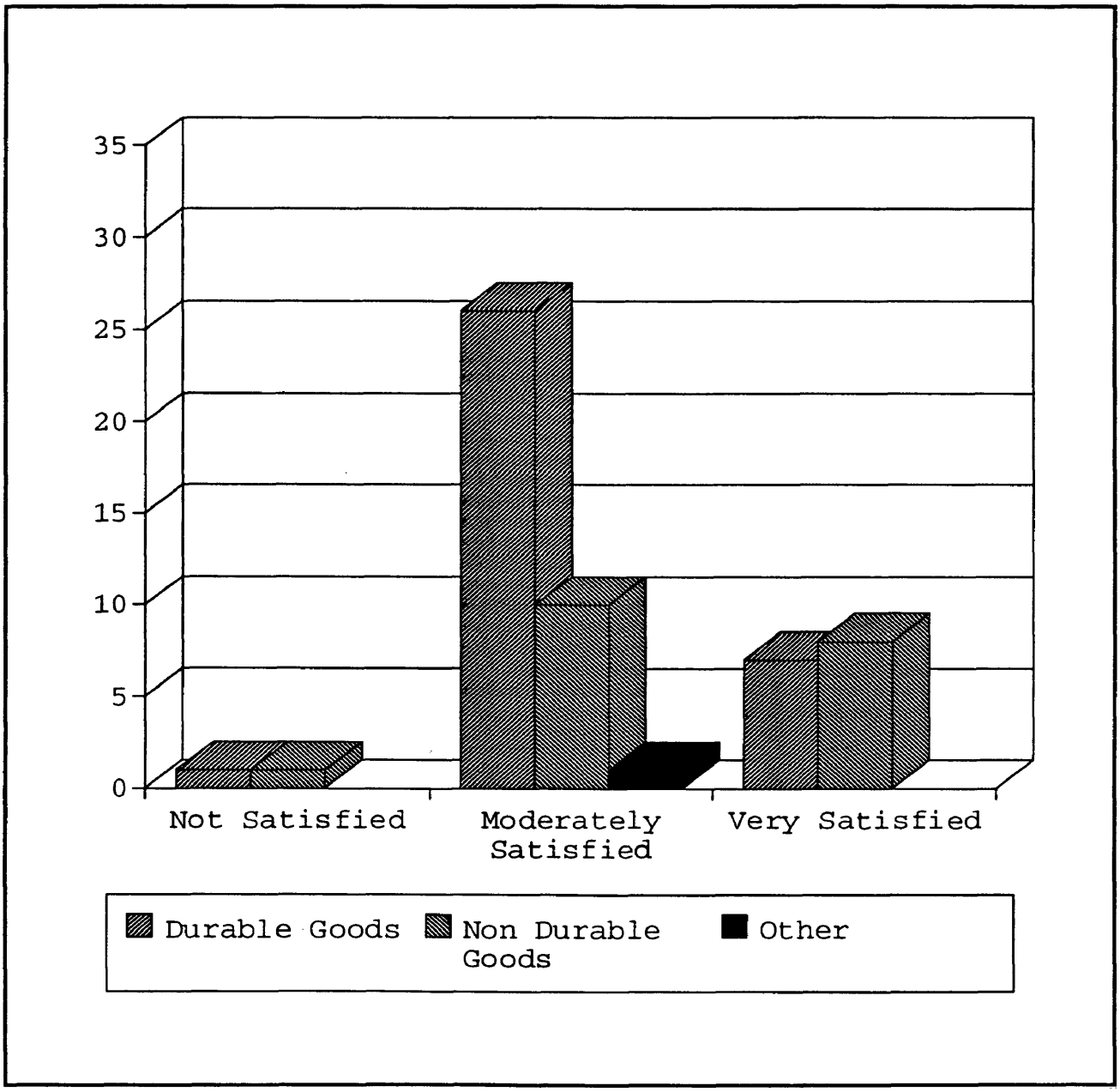
Level of Satisfaction of TQM Process
Among Corporations with TQM in Public Relations
(Grouped by Industry)

	LEVEL OF SATISFACTION			
Count Row Pct Col Pct Tot Pct	Very Satisfied	Moderately Satisfied	Not Satisfied	Row Total
INDUSTRY				
	7	26	1	34
	20.6	76.5	2.9	63.0
Durable	46.7	70.3	50.0	
Goods	13.0	48.1	1.9	
	8	10	1	19
Non	42.1	52.6	5.3	35.2
Durable	53.3	27.0	50.0	
Goods	14.8	18.5	1.9	
		1		1
		100.0		1.9
		2.7		
Other		1.9		
Column	15	37	2	54
Total	27.8	68.5	3.7	100.0

Number of Missing Observations: 3

FIGURE 14

Level of Satisfaction of TQM Process Among Companies with TQM in Public Relations (Grouped By Industry)



Level of Satisfaction by Age of TQM Process

In this sample, corporate organizations with TQM processes aged 10-12 years reported the greatest satisfaction with TQM processes. Respondents from this category who reported that they were very satisfied with TQM outnumbered those who reported moderate satisfaction by a ratio of 2 to 1. Further, among corporate organizations with TQM processes aged 12-years or less, the longer TQM has been in place, the greater their satisfaction with the process. The group of corporations with the oldest TQM processes (those with 12 years or more), however, deviated from this pattern. In this sample, corporate organizations with the oldest TQM processes reported greater disenchantment with TQM. Table 19 below summarizes the results of this data.

TABLE 19

Management Satisfaction of TQM Process
(Grouped By Age of TQM Process)

Years TQM in Place	Number of Cos.	Level of Satisfaction		
		Very Satisfied	Moderately Satisfied	Not Satisfied
12+ years	6	33.3%	50.0%	16.7%
10 - 12 years	3	66.7	33.3	---
7 - 9 years	8	37.5	62.5	---
4 - 6 years	19	21.1	78.9	---
3 years or less	11	18.2	72.7	9.1
Total	47			

Valid cases: 47 Missing cases: 10

It is important to note that while respondent corporations from the middle range of TQM implementation did not report dissatisfaction with TQM, respondent corporations from the extremes did. From among respondents in the sample, only those corporate organizations with the oldest and youngest TQM processes reported dissatisfaction with the process.

Although this study did not solicit information as to why respondent corporations were or were not satisfied with TQM, it may be worthwhile to study why firms differed in their assessments. It may be possible that, as Troy (1991) suggested, certain problems persist. These problems may be subsumed, or even eliminated, during the intervening process of implementation but may resurface in later years.

Level of Satisfaction by Extent of TQM Implementation

The number of TQM practices being implemented in public relations departments does not seem to have any relationship with management's level of satisfaction with TQM. Regardless of how many practices they implemented, the majority, or 68.5% or respondents, reported being only moderately satisfied with TQM implementation to public relations.

Analysis of data, however, revealed that those corporations implementing all twelve practices reported

being satisfied with TQM implementation in greater percentages than those respondents who implemented 11 practices or less. Of the 15 corporate organizations in this sample who reported being very satisfied with TQM, 12 respondents or 80.0% implemented all twelve prescribed practices. However, data analysis also revealed that companies who implemented all twelve prescribed practices were more likely to express dissatisfaction with the process. Of the 37 corporate organizations in this sample who implemented all twelve prescribed practices, two respondents or 5.4% stated that they were not satisfied with TQM implementation. The small number of respondents in this category who reported negative assessment of TQM, however, may be explainable by sample size. See Table 20 below and Figure 15 on page 103.

TABLE 20

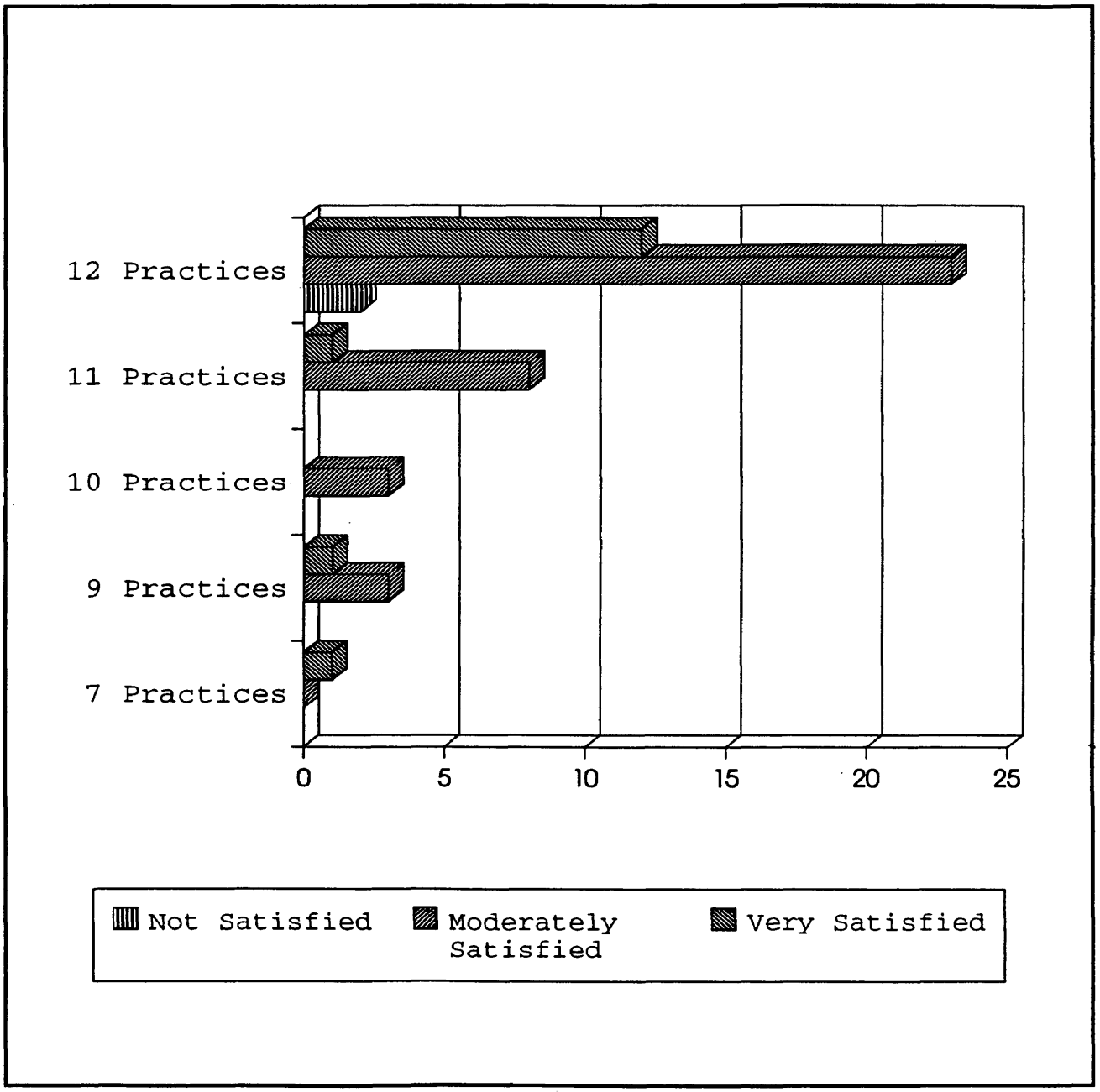
Level of Satisfaction of TQM Process
Among Corporations with TQM in Public Relations
(Grouped by Number of Practices)

Count / Row Pct / Col Pct / Tot Pct	LEVEL OF SATISFACTION: Very Satisfied	Moderately Satisfied	Not Satisfied	Row Total
NUMBER OF PRACTICES				
12 Practices	12 32.4 80.0 22.2	23 62.2 62.2 42.6	2 5.4 100.0 3.7	37 68.5
11 Practices	1 11.1 6.7 1.9	8 88.9 21.6 14.8		9 16.7
10 Practices		3 100.0 8.1 5.6		3 5.6
9 Practices	1 25.0 6.7 1.9	3 75.0 8.1 5.6		4 7.4
7 Practices	1 100.0 6.7 1.9			1 1.9
Column Total	15 27.8	37 68.5	2 3.7	54 100.0

Number of Missing Observations: 3

FIGURE 15

Level of Satisfaction of TQM Process Among Companies with TQM in Public Relations (Grouped by Number of Practices)



Management Satisfaction of TQM Process

To determine if satisfaction with TQM differed between levels of public relations management, respondents were asked to provide their public relations managerial position in the organization. Respondents were asked to select their corporate title from a list that ranged from Executive Vice President to Manager (See Survey Questionnaire on p. 238). An "other" category was included to accommodate respondents who are in non-management positions (i.e., Senior Writer). Table 21 below and Figure 16 on page 105 summarize the distribution of respondents grouped according to their corporate titles.

TABLE 21

Distribution of Respondents' Positions Among Corporations with TQM in Public Relations (Grouped by Title)

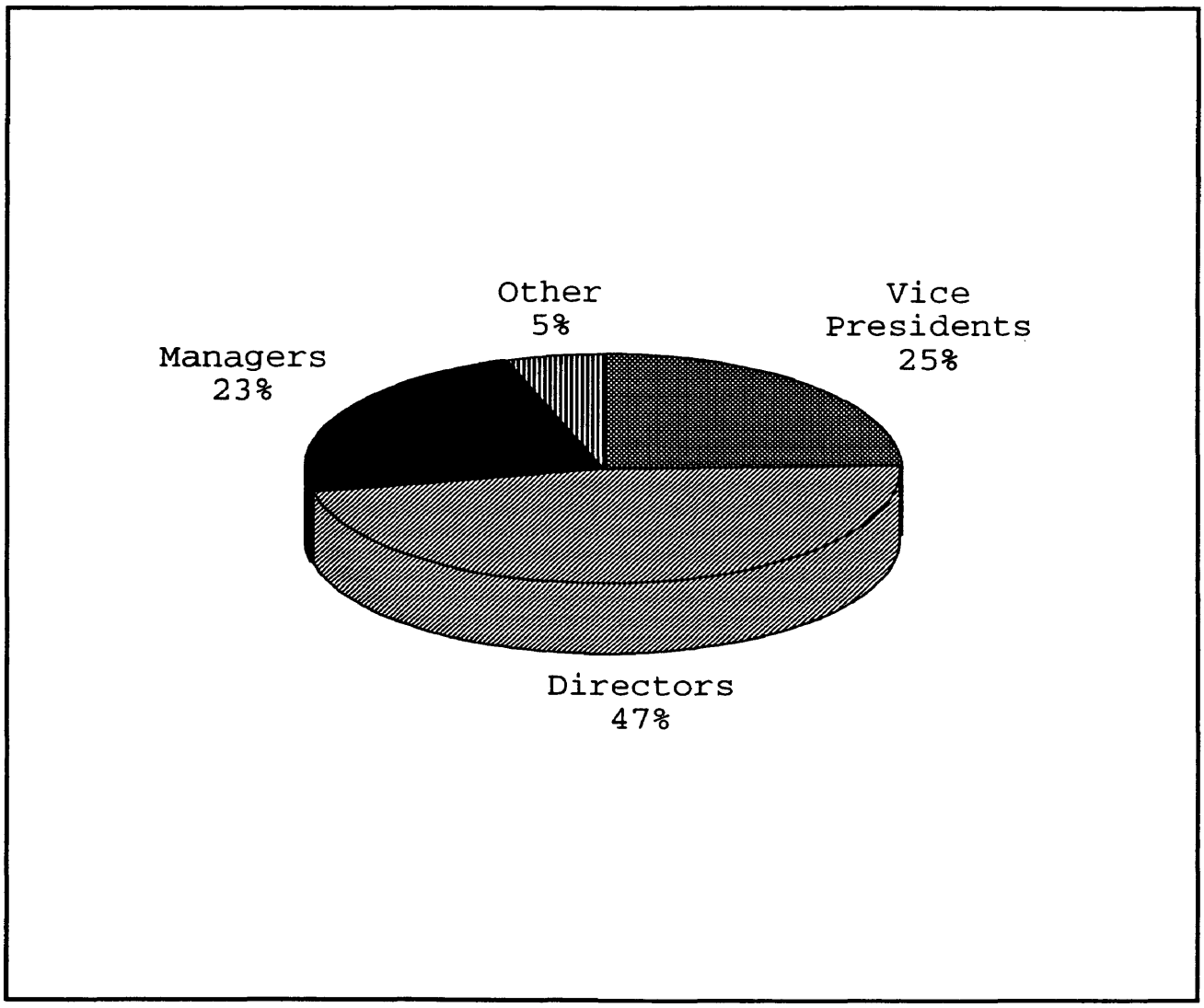
Value Label	Value	Frequency	%	Valid %	Cum %
Vice President	1	14	24.6	24.6	24.6
Director*	3	27	47.4	47.4	71.9
Manager	5	13	22.8	22.8	94.7
Other	7	3	5.3	5.3	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

* Category includes one Executive Director and one Associate Director.

FIGURE 16

Distribution of Respondents' Positions Among Companies with TQM in Public Relations (Grouped by Title)



As previously defined, respondents will hereinafter be referred to in descending order of managerial responsibility as inferred by the writer (see p. 60) . Managers at the top of the organizational chain of command (Vice Presidents) will be referred to as "senior managers." Managers at the middle (Directors) will be referred to as "middle managers." Managers at the bottom of the organizations chain of command (Managers) will be referred to as "first-line supervisors."

Analysis of results data revealed that groups at the top and bottom of the public relations departmental chain of command were most satisfied with TQM implementation. Thirty six percent (36%) of senior managers and 30% of first-line supervisors said they were very satisfied with TQM implementation in their departments compared to 26% of middle managers who gave similar assessment of TQM. See Table 22 below and Figure 17 on page 108.

TABLE 22

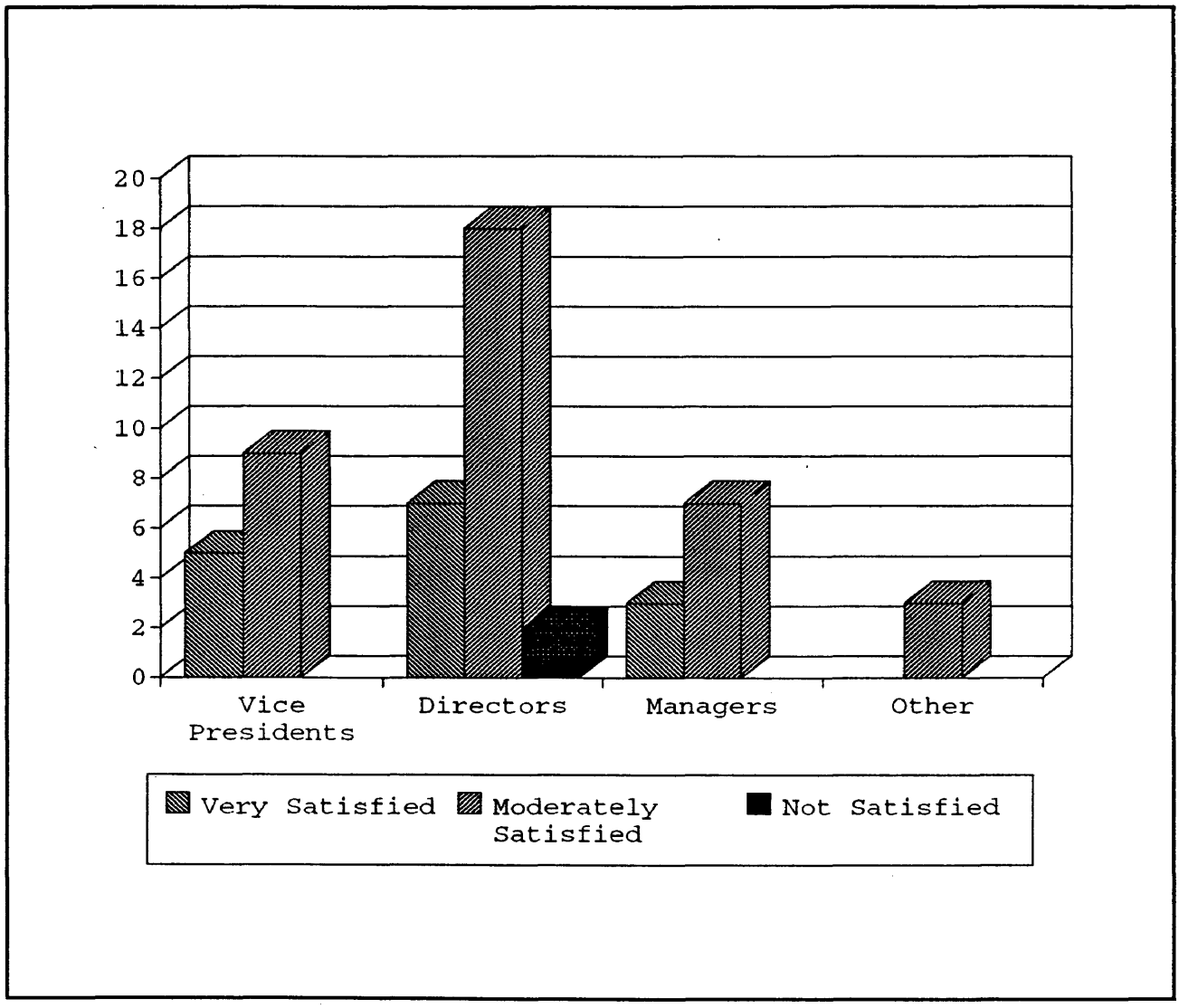
Level of Satisfaction of TQM Process
Among Corporations with TQM in Public Relations
(Grouped by Title)

	LEVEL OF SATISFACTION			
Count Row Pct Col Pct Tot Pct	Very Satisfied	Moderately Satisfied	Not Satisfied	Row Total
TITLE				
Vice President	5 35.7 33.3 9.3	9 64.3 24.3 16.7		14 25.9
Director	7 25.9 46.7 13.0	18 66.7 48.6 33.3	2 7.4 100.0 3.7	27 50.0
Manager	3 30.0 20.0 5.6	7 70.7 18.9 13.0		10 18.5
Other		3 100.0 8.1 5.6		3 5.6
Column Total	2 3.7	37 68.5	15 27.8	54 100.0

Number of Missing Observations: 3

FIGURE 17

Level of Satisfaction of TQM Process Among Companies with TQM in Public Relations (Grouped by Title)



Results data also revealed that only middle managers, as defined in this study, were dissatisfied with TQM implementation. In her 1991 study of employee buy-in to TQM, Troy (1991) intimated that dissatisfaction with TQM may translate into resistance towards implementation. Results of her study showed that only 20.0% of manufacturers could count on strong support for TQM implementation from the middle layer of the organization.

According to Troy (1991), dissatisfaction at the middle may be attributable to various on the job factors, including territorial control, office politics, time management and resource utilization. In particular, TQM's use of teams to solve departmental and organizational problems may be perceived by middle managers as a threat to their ability to exercise power over their respective departments. Middle managers may also feel powerless as quality communications flow from senior management directly to employees (and vice versa) thus leaving them out of the communication loop. For an excellent discussion on power, see L. Grunig's "Power in Public Relations Department" in Excellence in Public Relations and Communication Management, J. Grunig (Ed.).

Troy (1991) found that middle managers' lukewarm support for TQM implementation stems from their general skepticism about top management's motives and long-term resolve. Indeed, many middle managers feel that TQM is but one of a long line of fashionable but fleeting management

trends; and that in time it, too, shall pass (what Troy characterizes as the "program of the year" syndrome). Moreover, many middle managers feel that TQM is top management's knee-jerk reaction to competition. Consequently, there is reluctance to change "old ways of doing business" for unproven methods and techniques.

To further enhance and refine the analysis, the satisfaction variable was cross-tabulated with respondents corporate titles and date of TQM implementation to determine if the passage of time has had an effect on management's attitudes towards TQM. See Table 23 on page 111.

Among survey respondents with TQM processes aged 8-years or older, senior and middle managers tended to become more satisfied with TQM implementation over time. Among survey respondents with TQM processes aged 6-years or less, there is a tendency for senior and middle managers to be more satisfied at the early years of implementation than at later stages. This may be explainable in part by hype (exhortations, banners, logos and slogans) and by experiencing initial small improvements due to TQM implementation. And as Troy (1991) found, dissatisfaction with the process begin to be more pronounced as corporate organizations gained more experience with TQM. Territorial conflicts may begin to emerge and quality considerations may begin to adversely affect productivity.

TABLE 23

Level of Satisfaction of TQM Process
Among Corporations with TQM in Public Relations
(Grouped by Title According to Age of TQM Processes)

	Level of Satisfaction		
	Very Satisfied	Moderately Satisfied	Not Satisfied
A. 1979 - 1981 (N=6)			
Vice President	16.7%	16.7%	----
Director	16.7	33.3	16.7
Manager	----	----	----
Other	----	----	----
B. 1982 - 1984 (N=3)			
Vice President	----	----	----
Director	33.3	33.3	----
Manager	33.3	----	----
Other	----	----	----
C. 1985 - 1987 (N=8)			
Vice President	12.5%	25.0%	----
Director	12.5	37.5	----
Manager	12.5	----	----
Other	----	----	----
D. 1988 - 1990 (N=19)			
Vice President	5.3%	15.8%	----
Director	10.5	26.3	----
Manager	5.3	21.1	----
Other	----	15.8	----
E. 1991 - 1193 (N=11)			
Vice President	9.1%	18.2%	----
Director	9.1	45.5	9.1
Manager	----	9.1	----
Other	----	----	----

Number of Missing Observations: 10

Consistent with Troy's (1991) findings, data analysis revealed that the passage of time did not guarantee acceptance of TQM at every managerial level. Results data indicated there was a tendency among survey respondents for all levels of managers to be less satisfied with TQM at the early years of implementation and remained moderately satisfied through the years. Data also reveal that among survey participants, dissatisfaction with TQM existed at the youngest and oldest TQM systems. Again, this may indicate that certain problems exist through the life of the process. These problems may be partially solved or suppressed over time but may emerge again at later stages of development.

Management Satisfaction of TQM by Industry

Manufacturers of non-durable goods reported greater satisfaction with TQM among managerial lines than do manufacturers of durable goods. Senior managers of non-durable goods industries reported the greatest percentage of being very satisfied with TQM at 21.1% compared to 2.9% of senior managers of durable goods industries. A greater percentage of middle managers among non-durable goods manufacturers, or 15.8%, also reported being very satisfied with TQM compared to the 11.8% of middle managers of durable goods industries who reported similar assessment.

However, the percentage difference between first-line supervisors of durable goods manufacturers who reported being very satisfied with TQM compared to first-line supervisors of non-durable goods manufacturers who reported similar assessments is not significant. Among first-line supervisors of durable goods, 5.9% reported being very satisfied with TQM compared to 5.3% of first-line supervisors among non-durable goods manufacturers who reported similar assessments. Table 24 below summarizes the results of this data.

TABLE 24

Level of Satisfaction of TQM Process
Among Corporations with TQM in Public Relations
(Grouped by Title According to Industry)

	Level of Satisfaction		
	Very Satisfied	Moderately Satisfied	Not Satisfied
A. Durable Goods (N=34)			
Vice President	2.9%	17.6%	----
Director	11.8	44.1	2.9
Manager	5.9	11.8	----
Other	----	2.9	----
B. Non-durable Goods (N=19)			
Vice President	21.1%	15.8%	----
Director	15.8	10.5	5.3
Manager	5.3	15.8	----
Other	----	10.5	----
C. Other (N=1)			
Vice President	----	-----	----
Director	----	100.0	----
Manager	----	-----	----
Other	----	-----	----

Number of Missing Observations: 3

Middle managers of durable goods industries reported being only moderately satisfied in greater numbers than did managers of non-durable goods industries. Forty-four percent (44%) of public relations directors in durable goods industries reported being moderately satisfied with TQM compared to 10.5% of public relations directors in non-durable goods industries. Further, among durable and

non-durable goods respondents, only middle managers reported dissatisfaction with TQM implementation in public relations.

The responses of first-line supervisors, however, varied from this pattern. Among survey respondents, more first-line supervisors from non-durable goods industries reported being moderately satisfied with TQM compared to first-line supervisors from durable goods industries. Sixteen percent (16%) of first-line supervisors from non-durable goods industries reported being moderately satisfied with TQM compared to 12% from durable goods industries who reported similar assessments of TQM implementation to public relations.

It is important to note that, regardless of industry types, first-line supervisors did not express any dissatisfaction with TQM. It is possible, as Troy (1991) observed, that first-line supervisors may lack enthusiasm for TQM. However, first-line supervisors are not as resistant to TQM implementation as middle managers. This is particularly noticeable among respondents from durable goods industries where 44% of middle managers reported being only moderately satisfied with TQM implementation compared to 12% of first-line supervisors who gave similar ratings.

Management Satisfaction by Extent of Implementation

Analysis of management satisfaction by extent and level of TQM implementation did not yield significant results. The majority of respondents, regardless of level of managerial responsibility or extent of TQM implementation, were moderately satisfied with TQM.

The only exception to this pattern is the senior public relations manager from a consumer beverage company who implemented only seven practices in his department but reported that he was very satisfied with TQM. This senior public relations manager also reported one of the oldest TQM process stating that his corporate organization implemented a quality system in 1980. It is impossible to determine from data, however, if this respondent was very satisfied with TQM because of the fewer number of practices being implemented or because of the age of the quality system in place. Table 25 below summarizes the results of this analysis.

TABLE 25

Level of Satisfaction of TQM Process
Among Corporations with TQM in Public Relations
(Grouped by Title According Extent of Implementation)

	Level of Satisfaction		
	Very Satisfied	Moderately Satisfied	Not Satisfied
A. 12 Practices (N=37)			
Vice President	5.4%	13.5%	----
Director	16.2	35.1	5.4
Manager	8.1	13.5	----
Other	----	2.7	----
B. 11 Practices (N=10)			
Vice President	11.1%	33.3%	----
Director	----	33.3	----
Manager	----	22.2	----
Other	----	----	----
C. 10 Practices (N=3)			
Vice President	----	----	----
Director	----	33.3%	----
Manager	----	----	----
Other	----	66.7	----
D. 9 Practices (N=4)			
Vice President	25.0%	25.0%	----
Director	----	50.9	----
Manager	----	----	----
Other	----	----	----
E. 7 Practices (N=1)			
Vice President	100.0%	----	----
Director	-----	----	----
Manager	-----	----	----
Other	-----	----	----

Number of Missing Observations: 2

Summary of Chapter Findings

This chapter provided answers to four questions initially posited in Chapter I of this thesis. In particular, this chapter provides insights into the level and extent of TQM implementation among respondent corporations, the age of TQM processes and the level of management satisfaction with TQM implementation to public relations.

Analysis of data revealed that not all survey participants extended TQM implementation corporate-wide to all departments and functions of the organization so as to include public relations. Of the 103 respondents to this survey, 79 firms said they implemented some form of quality system without extending that implementation to public relations. Of that total, 57 respondents said they extended TQM implementation to public relations.

Among survey respondents, TQM implementation spanned the decades from the earliest manifestations of quality systems in 1979 to the present. While few respondent organizations implemented a quality system prior to 1987, the majority implemented TQM between 1988 and 1990. Data, however, suggested that TQM implementation is on-going among respondent organizations. Twenty percent (20%) of respondents stated that their quality efforts started in

1993 while several firms said they planned to extend TQM implementation to public relations by 1995.

The extent of TQM implementation among respondent organizations supported the prevailing view that companies implementing TQM adopt all 12 prescribed quality practices. The majority of survey participants, or 65% of respondents, reported that they implemented all 12 of the prescribed quality practices. Results data also supported Ernst & Young's (1992) assertions that the more widespread the adoption of these practices the better. Data showed that more than 85% of respondents said they implemented 11 or more of the prescribed quality practices.

Analysis of the level of satisfaction with TQM implementation among survey participants revealed that the majority of respondents were only moderately satisfied with TQM application to public relations. This assessment was consistent even when data was analyzed for relationship with respondent's level of managerial responsibility, the age of the TQM process in place or the level and extent of TQM implementation.

Regardless of the age of the TQM process, the majority of respondents were only moderately satisfied with TQM. Among survey respondents, corporate organizations with TQM processes aged 10- to 12-years reported the greatest satisfaction with TQM. Those with the oldest TQM processes (those aged 12-years or more), however, were more likely to

report dissatisfaction with the process. Regardless of this, data analysis revealed that among respondent companies with TQM processes aged 12-years or less, the longer TQM has been in place in the organization the greater their satisfaction with the process.

The level and extent of TQM implementation did not seem to have any effect on how satisfied respondent practitioners were with TQM implementation. Although respondents who said they implemented all 12 prescribed quality practices reported greater satisfaction with TQM, a large majority reported only moderate satisfied with TQM regardless of the number of quality practices implemented.

Analysis of management satisfaction with TQM among survey respondents revealed that senior managers and first-line supervisors (the top and bottom layers of public relations management as implied in this research) were more satisfied with TQM implementation. Middle managers were most resistant to TQM implementation, being the only layer of public relations management to report dissatisfaction with the process.

Among survey respondents, the age of TQM processes have little effect on management's satisfaction with TQM. As data revealed, there was a tendency among all levels of public relations management to be less satisfied with TQM during the early years and remain only moderately satisfied through the years. While dissatisfaction with TQM was

expressed by respondents from the youngest and oldest TQM systems, this is indicative that problems exist through the life of the process. These problems may be partially solved or even ignored in subsequent stages of TQM development, but may emerge to confront and confound management in later years.

CHAPTER VII: ANALYSIS OF PUBLIC RELATIONS BEST PRACTICES

Introduction

Within the constraints of their organizational culture, industry, employee size or financial position, each respondent has developed a strategy for implementing TQM to public relations. As previously noted, no quality agenda or strategy was identical but most embraced common elements. These common elements are what are known as the "universally beneficial" practices or the "prescribed" practices. Chapter I provides a listing of these commonly shared quality practices (see pp. 13-14).

In their Best Practices Report, Ernst & Young (1992) claimed that the current skepticism about the quality movement stems from the underlying premise that the same set of quality management practices can be effective for all organizations (p. 7). This chapter examines this question and chronicles the responses of those firms that have extended TQM implementation to public relations. The purpose of this chapter is to determine if public relations departments of corporate organizations actually employ these commonly shared quality practices. More importantly, this chapter assess whether or not individual practices are effective in helping them achieve their public relations quality goals and objectives.

Quality Planning, Implementation and Roll-Out

Planning for quality is a vital and necessary step in achieving quality improvement. In the broadest sense, planning can be defined as "deciding in advance what to do, how to do it, when to do it and whom to do it to" (Koontz, O'Donnel & Weihrich, 1980, p. 156). Anthony, Dearden and Bedford (1984), however, defined planning as "the explicit process of developing organization-wide statements of policy, strategies, and goals so communicated that various parts of the organization function as a unified whole to attain them" (p. 14). To Feigenbaum (1991), planning is the act of "thinking out in advance the sequence of actions to accomplish a proposed course of action in doing work to accomplish certain objectives" (p. 249). Therefore, if the objective is to improve quality, quality planning would entail specifying those policies, procedures and other operational details necessary to deliver quality goods and services to the customer at minimum cost and maximum value.

Merely having policies and procedures in place, however, is not enough. To Hiam (1992), quality planning goes beyond creating a plan of action. Rather, quality planning also involves the process whereby employees (both managers and workers) commit to and implement quality within their spans of control. And to Crosby (1979), quality

planning also includes "roll-out" or the process whereby quality is formally launched in the organization.

For purposes of this study, quality planning, quality implementation and roll-out are evidenced by having a quality system in place. This information was solicited by asking respondents whether or not they had a corporate-wide TQM system in place and when it was implemented. Underlying this question was the hypothesis that if an organization has implemented a corporate-wide TQM system, then it has planned for quality and launched a program for quality improvement.

Analysis of data revealed TQM applications among respondent corporations was not necessarily corporate-wide. Of the 103 corporations surveyed for this research, 79 respondents or 77% reported that they implemented some form of TQM without extending that implementation corporate-wide to every department or function of the organization (see Table 1 on p. 44 and Table 2 on p. 51). And of the 79 corporations that implemented some form of TQM, 52 respondents or 66% reported that TQM was implemented corporate-wide so as to include public relations. The remaining 27 corporations, or 34% of respondents, said they implemented TQM selectively. According to this group of respondents, TQM is applied only to certain units or departments of the organization. In certain industries, TQM is applied to certain subsidiaries of the parent

corporation. Table 26 below summarizes the results of this data.

TABLE 26

Implement Corporate-wide TQM System

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	52	65.8	65.8	65.8
No	3	27	34.2	34.2	100.0
Total		79	100.0	100.0	

Valid cases: 79 Missing cases: 0

Data analysis does not necessarily lead to the conclusion that a corporate-wide TQM system is necessary in order for corporate organizations to plan for and implement a quality system. It is evident from data, however, that failure on the part of respondent corporations to extend TQM implementation corporate-wide does not necessarily preclude them from planning for quality and executing a quality plan. The mere fact that 77% of respondents have some form of TQM indicated that quality considerations were part of strategic planning. This was also indicative that the majority of respondents have made an effort to implement TQM in the workplace albeit on a limited basis.

Quality Communication System

A quality communication system is an integral component of any quality effort because it provides the vital link between employees, suppliers, shareholders and other important constituencies (PRSA, 1993; Bahls, 1992). Scroggins (1992) defined a quality communication system as one where the organization's communications outputs (e.g., newsletters, brochures, news releases, annual reports, etc.) link customers to the organization's primary operating elements. They do this by conveying the message that they have identified their customers' (both internal and external) needs and desires; that their product characteristics and service features meet those needs; that their pricing structure provides maximum value; and that their delivery of products and services meet--or even exceed--customer expectations. Further, Scroggins characterizes a quality communication system by describing it as one that is credible; tells customers what is happening in the organization, what is going to happen and why; and one that shows a genuine concern for the customer.

The focus of the majority of literature on quality communication is internal (J. Grunig, 1992; A. Smith, 1990; Huberman, 1990; McKeand, 1990; Raymond, 1989; Strenski, 1989). Moreover, the literature on quality communication suggests that implementing a TQM system requires a shift in

the corporate culture away from the traditional view of one-way symmetric management (where managers tell workers what to do and how do it) to a two-way symmetric system where dialogue can move top-down, bottom-up as well as laterally throughout the organization (Theus, 1994; J. Grunig, 1992; Grunig & Hunt, 1984). As TQM rolls out from the top and cascades through intermediate layers of management to workers, communication can be used to enable each successive layer of the organization to take ownership of the quality process (Troy, 1991). In this way, TQM can truly become a part of the corporate culture. For as Troy found, communication is as crucial during the roll-out phase as it is in sustaining and improving the quality process over time.

For purposes of this study, a quality communication system is assumed to be demonstrated by implementing TQM in public relations. Because communication is a vital function of public relations, demonstrating the existence of a quality communication system is analogous to having quality in public relations. Quality implementation to public relations was measured by asking respondents if they implemented TQM in that department (see questions 1-3 in the Survey Questionnaire on p. 238).

It is apparent from data that the majority of corporations that implement TQM believed that a quality communication system is an important component of any

quality initiative. They have demonstrated this commitment to quality communication by the large percentage of corporate organizations extending TQM implementation to public relations. Of the 79 firms who reported some form of TQM implementation, 52 firms or 66% reported that they extended TQM implementation to public relations as part of a corporate-wide quality system. Of the 27 companies who do not have a corporate-wide quality system, four companies reported either partial TQM implementation in public relation or are currently in the process of implementing TQM in public relations. As the vice president of a consumer beverage company stated, "While we don't formally apply TQM to public relations, we do conduct many of the activities [emphasis respondent]." And the corporate communication manager of an electronic/computers manufacturing firm stated that although her organization had not adopted a corporate-wide TQM system, she implemented TQM in her public relations department.

In total, 57 firms or 72.2% of those respondents with some form of quality system in place, extended TQM implementation to public relations. Table 27 below summarizes the results of this data.

TABLE 27

Implement TQM in Public Relations

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	57	72.2	72.2	72.2
No	3	22	27.8	27.8	100.0
Total		79	100.0	100.0	

Valid cases: 79 Missing cases: 0

Data analysis revealed that TQM implementation to public relations can take place either one of two ways. On one hand, it can be adopted formally as part of a corporate-wide quality improvement effort. Or, it can be adopted informally. Informal adoption can take place when department heads elect to implement TQM principles and techniques to their particular department independent of whether or not the organization has adopted a corporate-wide quality system. Either way, adopting TQM principles and practices to public relations can pave the way in developing and maintaining an environment for quality and excellence.

Quality Vision Statement

Visualizing quality is an effective tool in defining the organizations' individual approach to quality improvement. A "quality vision statement" is defined by

Hiam (1992) as a "clear compelling statement of what quality means in the organization" (p. viii). A vision statement can be distinguished from a "mission statement" in that a mission statement sets forth the basic purpose and function of an enterprise (Koontz, O'Donnell & Weihrich, 1980). A vision statement, on the other hand, describes the company's quality values and how they are projected and reinforced throughout the company (National Institute of Standards and Technology [NIST], 1991, p. 12).

Successful quality programs tend to have clearly defined mission statements that have at their base a powerful vision conveying what quality means to the organization and its customers. Hiam (1992) states, "... when there is a compelling quality vision to shape the organization's mission, the strategies and plans have a great deal more strength to them" (p. 43). And as Peters (cited in J. Grunig, 1992) noted, excellent organizations "develop and live an enabling and empowering vision" (p. 398). It is this underlying quality vision that makes quality real at all levels of the organization and places quality squarely on the shoulders of the men and women charged with its implementation (Callo, 1992).

Respondents were asked whether formulating a quality vision statement was an effective tool in helping them achieve their public relations quality goals and objectives.

Table 28 below and Figure 18 on page 132 summarize the results of this data.

TABLE 28
Quality Vision Statement--How Effective

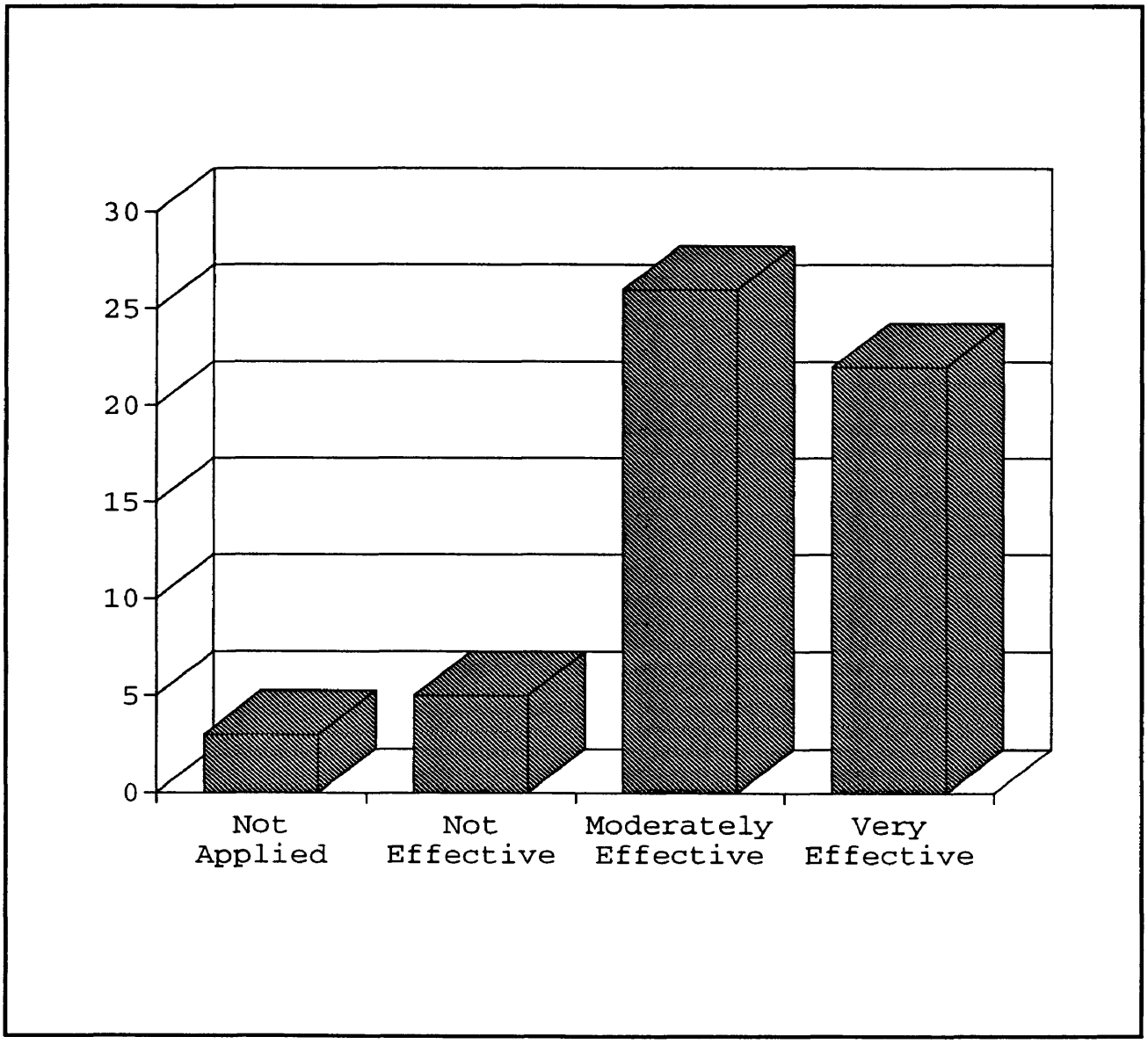
Value Label	Value	Frequency	%	Valid %	Cum %
Not Applied	0	3	5.3	5.4	5.4
Not Effective	1-2	5	8.8	8.9	14.3
Moderately Effective	3-4-5	26	45.6	46.4	60.7
Very Effective	6-7	22	38.6	39.3	100.0
Missing Var*	9	1	1.8	Missing	
Total		57	100.0	100.0	

Mean = 4.75 Median = 5.0 Mode = 5.0
Valid cases: 56 Missing cases: 1

* The missing variable category included one respondent who left this question unanswered.

FIGURE 18

Quality Vision Statement--How Effective



Overall, a large number of respondents or 46.4% deemed that having a quality vision statement was only moderately effective in helping them achieve their public relations quality goals and objectives. While 39.3% of respondents deemed it very effective, a small percentage or 8.9% did not find it effective at all. Three respondents reported that they have not even envisioned what would constitute quality in their public relations department.

Senior Management Leadership

Schein (1990) considers senior management leadership in quality improvement as the *sine qua non* of any successful TQM program. Senior management's leadership in and commitment to quality improvement set the tone for change in the organization and allow quality concepts and techniques to filter down to all levels of the organization so as to effect the transformation. As Denton (1991) theorizes, middle managers and first-line supervisors would not be likely to support any initiative unless they see that top management is serious about the concept (p. 83).

Therefore, senior management leadership in quality improvement must go beyond mere pronouncements. Senior managers must actively participate in crafting the vision, charting the strategy, and guiding all activities of the company towards achieving quality and excellence. Peters

and Waterman (cited in J. Grunig, 1992) found that excellent companies have a bias for action and that excellent companies have transforming, rather than transactional, leaders.

Senior management leadership also encompasses what Schein (1990) calls "concrete behaviors." This includes spearheading periodic quality reviews, sharing information with employees, recognizing and rewarding employees with superior quality performance and assuming the role of quality "spokesperson" for the company in and out of the organization. According to Denton (1991), senior managers who assume these roles add legitimacy to the organization's quality initiatives and encourage all levels of the organization to participate in and take control of the quality process. As Denton explained, "legitimizing the change both increases the satisfaction with the concept and improves performance of individuals affected by the concept" (p. 84).

Survey participants were asked to rate the effectiveness of senior management leadership in helping them achieve their public relations quality goals and objectives. Given the importance of leadership in quality improvement, it was not surprising to find that the majority, or 56.1%, of respondents found senior management leadership very effective. Table 29 below and Figure 19 on page 136 summarize the results of this data.

TABLE 29

Senior Management Quality Leadership--How Effective

Value Label	Value	Frequency	%	Valid %	Cum %
Not Applied	0	2	3.5	3.5	3.5
Not Effective	1-2	2	3.5	3.5	7.0
Moderately Effective	3-4-5	21	36.8	36.8	43.8
Very Effective	6-7	32	56.2	56.2	100.0
Total		57	100.0	100.0	

Mean = 5.31 Median = 6.00 Mode = 6.00
Valid cases: 57 Missing cases: 0

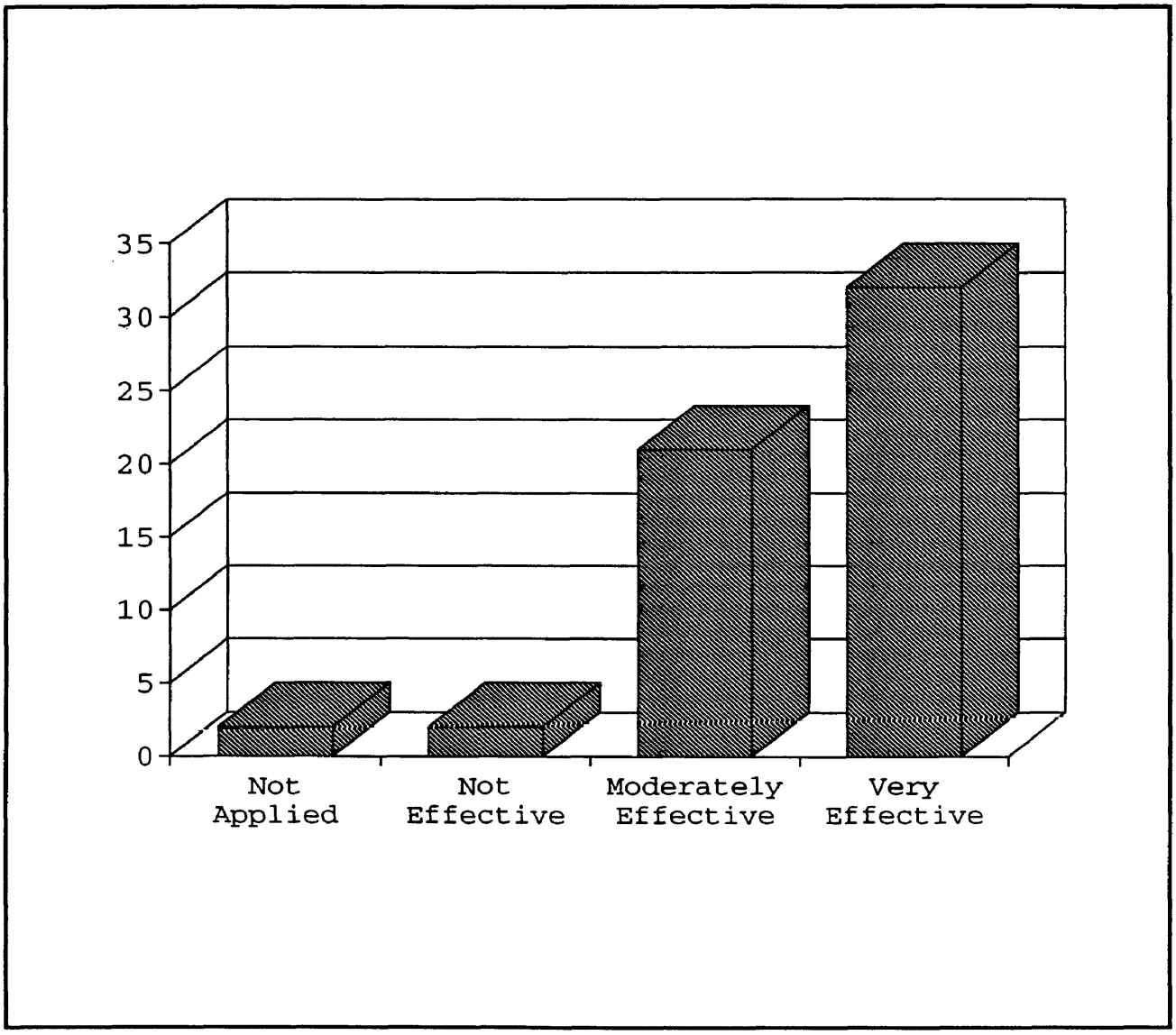
Identifying Customers--Both Internal and External And Maintaining Corporate-wide Customer Focus

Identifying Customers--Both Internal and External

The literature on quality is in agreement that identifying customers is a vital first step in embarking on the quality improvement effort. Traditionally, "customers" were viewed as being external to the organization and narrowly defined as any individual or group that receives output--usually through purchase--provided by another (BCI, 1990). According to Townsend and Gebhardt (1986), however, the customer is not just the ultimate person or firm who buys or uses the corporation's product or service. Rather, the customer is anyone to whom an individual provides information, product, or service and otherwise interacts with in multiple ways in the process of providing that information, product or service.

FIGURE 19

Senior Management Quality Leadership--How Effective



There are many kinds of public relations customers but they can generally be classified as being either "internal" or "external" customers.

Internal customers are defined as those within the corporation or within one's particular department that receive one's products, services, or information output or anyone with whom one interacts with in the process of providing that information, product, or service (BCI, 1990; Townsend & Gebhardt, 1986). Therefore among public relations departments, anyone internally affiliated with the organization, whether a senior manager, a technician or even the departmental secretary, is a potential internal customer.

Identifying internal customers is an important step because it moves employees to a status of equal footing with traditional definitions of "customers." As A. Smith (1990) stated "...employees must now be moved to center stage and given equal billing with external publics. To do otherwise is to accelerate down the road to economic mediocrity, ignoring the very people on whom [] companies must depend for improving quality, performance and overall competitiveness" (p. 20). Analysis of data revealed that all respondents have identified their internal customers. Table 30 below summarizes the results of this data.

TABLE 30

Have Identified Public Relations Internal Customers

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	57	100.0	100.0	100.0
No	3	--	---	---	---
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

External customers are defined as anyone outside the organization to whom one provides a product, service or information output (BCI, 1990; Townsend & Gebhardt, 1986). In the organizational sense, external customers include vendors, suppliers and buyers of the company's product or service (Callo, 1992). In the case of public relations departments, this key customer segment may include printers of public relations brochures (if not produced internally), secondary providers of public relations services (e.g., caterers, photographers, musicians, etc.), community and consumer advocates, media gatekeepers, providers of public relations research services and members of one's own field of enterprise (Callo, 1992).

Analysis of data revealed that all respondents have identified their external customers. Table 31 below summarizes the results of this data.

TABLE 31

Have Identified Public Relations External Customers

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	57	100.0	100.0	100.0
No	3	--	---	---	---
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

It is apparent from data that all respondents have identified their customers, whether those customers are defined as internal or external. Identifying customers is an important step because once defined, public relations departments can focus on determining ways to meet internal and external customer needs, wants and expectations. In the long run, identifying customers (whether internal or external) may not be correct or complete. However, it is the process of thinking in terms of customers that is important (E. Rose, personal communication, July 7, 1994).

Maintaining Corporate-wide Customer Focus

In their 1991 study of the highest scoring applicants of the 1988-1989 Malcolm Baldrige National Quality Awards, the Government Accounting Office (GAO) found that a critical feature in all quality improvement efforts was the adoption

of a strong customer focus (GAO, 1991). In their Top Line Findings Report (1991a), Ernst & Young claims that incorporating customer needs, wants and expectation into new products or services can give businesses a substantial competitive edge. The importance of customers and of having a customer-oriented focus is underscored by Category 7 of the Malcolm Baldrige National Quality Awards. This category, as Steeples (1993) emphasized, carries more points than any other award category. Category 7, *Customer Focus and Satisfaction*, has a point value of 300 out of a possible 1000 points (see Appendix I on p. 232).

For purposes of this study, a "customer-oriented focus" is defined as an approach to business, product and service design that puts customer requirements first (BCI, 1990). Therefore, companies following a customer driven approach make product and service decisions according to the wishes of the customer instead of foisting the results of internal decisions on them (BCI, 1990).

According to Leavit (1983), the purpose of any business enterprise is to create and keep a customer. To do that, corporate organizations must deliver goods and services that people want and value. Having a customer-oriented focus helps organizations become attuned to what customers say they want, need and even expect from products and services. Having a customer-oriented focus can help business

organizations become more responsive to customer requirements.

Survey respondents were asked whether having a customer-oriented focus was effective in helping them achieve their public relations quality goals and objectives. An overwhelming 72% of respondents said that having a customer-oriented focus was very effective whereas 28% said that it was only moderately effective. Table 31 below and Figure 20 on page 142 summarize the results of this data.

TABLE 32

Customer Oriented Focus--How Effective

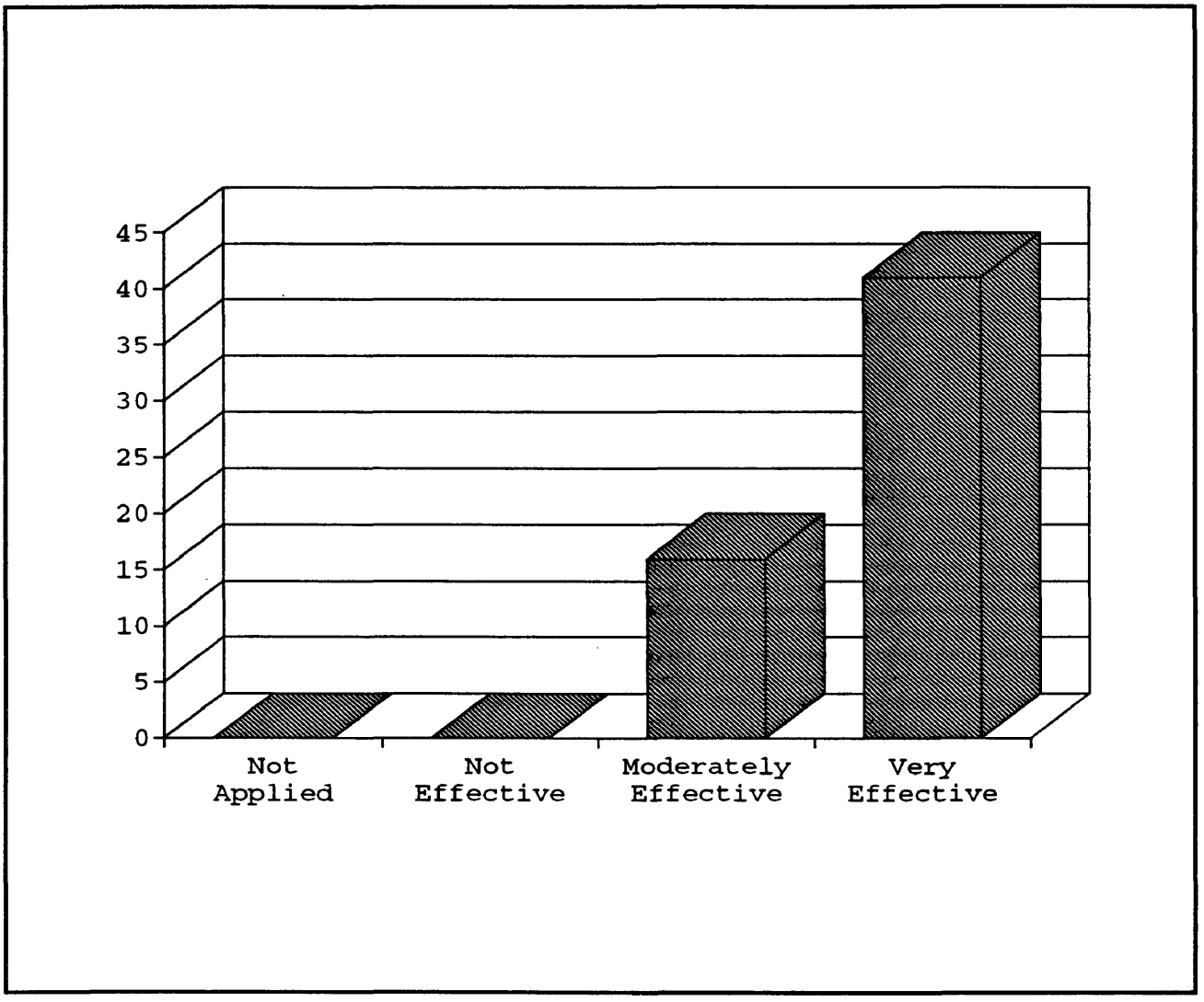
Value Label	Value	Frequency	%	Valid %	Cum %
Not Applied	0	0	---	---	---
Not Effective	1-2	0	---	---	---
Moderately Effective	3-4-5	16	28.1	28.1	28.1
Very Effective	6-7	41	71.9	71.9	100.0
Total		57	100.0	100.0	

Mean = 6.00 Median = 6.00 Mode = 7.00
Valid cases: 57 Missing cases: 0

There is, however, one inherent difficulty in having a customer-oriented focus. That difficulty lies in balancing the needs and requirements of one customer segment against the needs and requirements of another customer segment. As the product publicity manager of an aerospace/defense industry pointed out, "the needs of several customers often

FIGURE 20

Customer Oriented Focus--How Effective



conflict. For example, reporters' need for information versus management's concern for the corporate image or for what they deem is proprietary." There are no easy answers. It is up to the individual department heads to arrive at the appropriate balance in meeting the competing needs of both internal and external customers.

Benchmarking

According to McElreath and Blamphin (1994), public relations executives are sharing measurement criteria among themselves and others through industry-specific or consortium-specific activities called "benchmarking." Benchmarking refers to the process of measuring products, services and practices against one's toughest competitors or other companies renowned as industry leaders (Hiam, 1992) It is the practice of using superior standards (or "world class" standards in the language of quality) against which to compare and improve one's own practice (Tunks, 1992, p. 156). In Top Line Findings, Ernst & Young (1991a) reported "Knowing where [one's] business stands relative to others, as well as how fast others are moving, is critical to competitive positioning" (p. 25).

Benchmarking, however, is not limited to intra-company efforts. Departments can benchmark their effectiveness and performance against other departments in their organization,

against similar departments in similar organizations, even against other departments in other organizations. Weisendanger, writing in the November 1993 issue of the Public Relations Journal, detailed how Digital Equipment Corporation (DEC) implemented a benchmarking project to improve their corporate communications department. In that particular case study, DEC benchmarked five ares of their corporate communications function (media relations, message development, professionalism, organizations of public relations function and relations with company executives) against 20 similarly sized corporate organizations that reflected similar economic environment as DEC (Weisendanger, 1993).

Regardless of the level and extent of the benchmarking project undertaken, the object of competitive benchmarking is to measure one's quality effort against the quality efforts of others. And whether undertaken either corporate-wide or at the departmental level, the goal is to set one's sights on others who are "the best" at what they do. As Tunks (1992) challenges, "If they can be the best, why can't you? The target is to become world class in [one's] industry" (p. 157).

Survey respondents were asked how effective the practice of benchmarking was in helping their public relations department achieve their quality goals and objectives. While 25% of respondents reported that

benchmarking was very effective, the majority or 50.0% of respondents stated that benchmarking was only moderately effective. Three respondents or 5.6% said that benchmarking was not effective at all. This is consistent with the findings of Ernst & Young (1991a) who, in Top Line Findings, noted that only 29% or approximately one-third of U.S. companies place primary emphasis on competitor comparisons in the strategic planning process. Table 33 below and Figure 21 on page 146 summarize the results of this data.

TABLE 33

Benchmarking--How Effective

Value Label	Value	Frequency	%	Valid %	Cum %
Not Applied	0	11	19.3	19.6	19.6
Not Effective	1-2	3	5.3	5.6	25.0
Moderately Effective	3-4-5	28	49.1	50.0	75.0
Very Effective	6-7	14	24.6	25.0	100.0
Missing*	9	1	1.8	Missing	
Total		57	100.0	100.0	

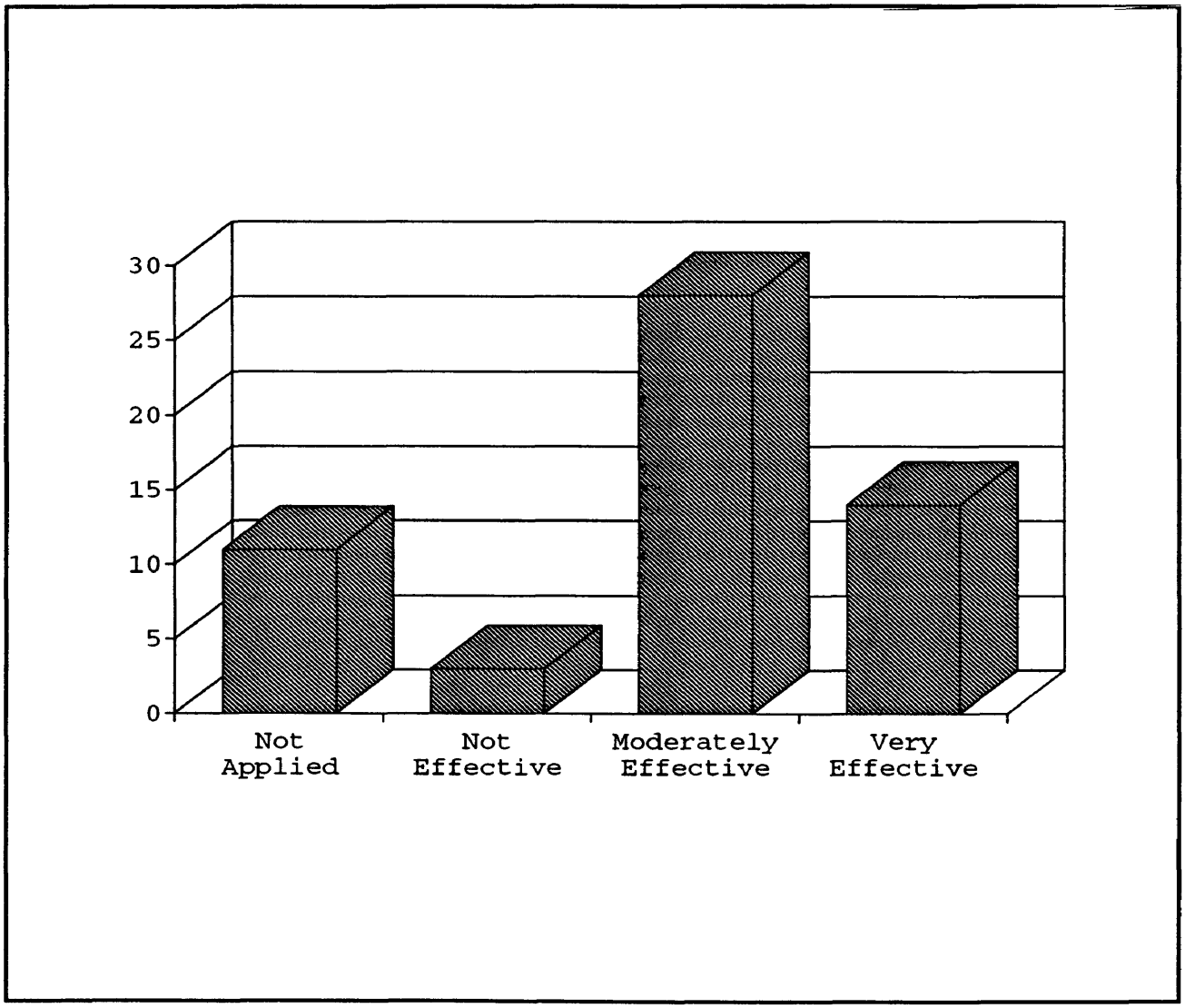
Mean = 3.768 Median = 4.50 Mode = 5.00
Valid cases: 56 Missing cases: 1

* The missing category included one respondent who left this question unanswered.

Benchmarking came into vogue in the mid-1980s. Analysis of data is consistent with this time frame. Results data revealed that, among respondent organizations that have implemented TQM to public relations, 79% of all

FIGURE 21

Benchmarking--How Effective



respondents with TQM processes implemented since 1985 used benchmarking as a quality tool. Survey respondents from corporate organizations with the oldest TQM systems (those aged 12 years or more), moreover, indicated that benchmarking was very effective in helping them achieve their public relations quality goals and objectives by a ratio of almost 2 to 1 as compared to respondent companies with the youngest TQM processes who gave similar assessments. This pattern can be attributed to the fact that benchmarking is difficult to implement effectively and there may be a steep learning curve (E. Rose, personal communication, July 7, 1994). Consequently, corporate organizations with younger quality systems may not yet be at the point where they can reap maximum benefits from a benchmarking project. Table 34 below summarizes the results of this data.

TABLE 34

Effectiveness of Benchmarking
Among Corporations with TQM in Public Relations
(Grouped by Age of TQM Processes)

Count / Row Pct / Col Pct / Tot Pct	IN YEAR 79-81	82-84	85-87	88-90	91-93	Row Tot
INDUSTRY						
Not Applied	1 11.1 16.7 2.1			6 66.6 33.3 12.8	2 22.2 18.2 4.3	9 19.5
Not Effective			2 25.0 20.0 4.3	4 50.0 22.2 8.5	2 25.0 18.9 4.3	8 17.0
Moderately Effective	1 5.6 16.7 2.1	1 5.6 50.0 2.1	5 27.8 50.0 10.6	6 33.3 33.3 12.8	5 27.8 45.4 10.6	18 38.3
Very Effective	4 33.3 66.7 8.5	1 8.3 50.0 2.1	3 25.0 30.0 6.4	2 16.7 11.1 4.3	2 16.7 18.2 4.3	12 25.5
Column Total	6 12.8	2 4.2	10 21.3	18 38.3	11 23.4	47 100

Number of Missing Observations: 10

Of the quality practices inquired about in this survey, approximately 20% of respondents stated that they did not implement benchmarking in their pubic relations departments. This is not surprising given the complexity of the process, the time and effort required as well as the cost involved in implementing a benchmarking program. As a survey of 80

companies conducted by the International Benchmarking Center graphically illustrated, a benchmarking project takes an average of 878 hours per project and could cost as much as $67,000 (cited in Weisendanger, 1993).

A benchmarking project, however, does not necessarily have to be a full blown endeavor that would incur vast sums of money, require enormous man hours, entail extensive research or involve far-away companies. Hiam (1992) suggested that benchmarking can also be implemented at an informal, scaled-back level. Public relations departments can learn much by benchmarking their practices against other departments within the same company or by simply collaborating with other departments in sharing improvement ideas. Informal benchmarking can also be a one-sided affair as when a public relations department pulls apart a competitor's successful public relations program to see what made it tick. Either way, the objective is to find out how one stacks up against the competition, improve upon what they do well and, if possible, come up with better ways of doing business.

Quality Training

According to a 1990 Business Corporation International (BCI) report, there is vigorous debate among corporate organizations as to the type of quality training employees

should receive. Further, debate also focuses on how and when employees should receive training in quality. Regardless of this debate, there is unanimous agreement among quality practitioners and in the literature on quality that employees must be trained in quality concepts and quality techniques in order for a quality culture to take hold.

Quality demands a great deal of effort from the workforce. As Hiam (1992) found, "As quality programs bring greater employee participation and responsibility, they [also] make greater demands on employee skills" (p. 238). Therefore, companies are finding that extensive training in quality is needed to bring their workforce up to the required levels of competence.

Survey respondents were asked whether employee TQM training was effective in meeting public relations quality goals and objectives. One-third or 30% of respondents stated that TQM training was very effective. In contrast, over one-half or 57% of respondents deemed it only moderately effective. Six companies or 10.5% of respondent claimed not to have had TQM training at all. Table 35 below and Figure 22 on page 152 summarize the results of this data.

TABLE 35

TQM Training--How Effective

Value Label	Value	Frequency	%	Valid %	Cum %
Not Applied	0	6	10.5	10.5	10.5
Not Effective	1-2	2	3.5	3.5	14.0
Moderately Effective	3-4-5	32	56.1	56.1	70.1
Very Effective	6-7	17	29.8	29.8	100.0
Total		57	100.0	100.0	

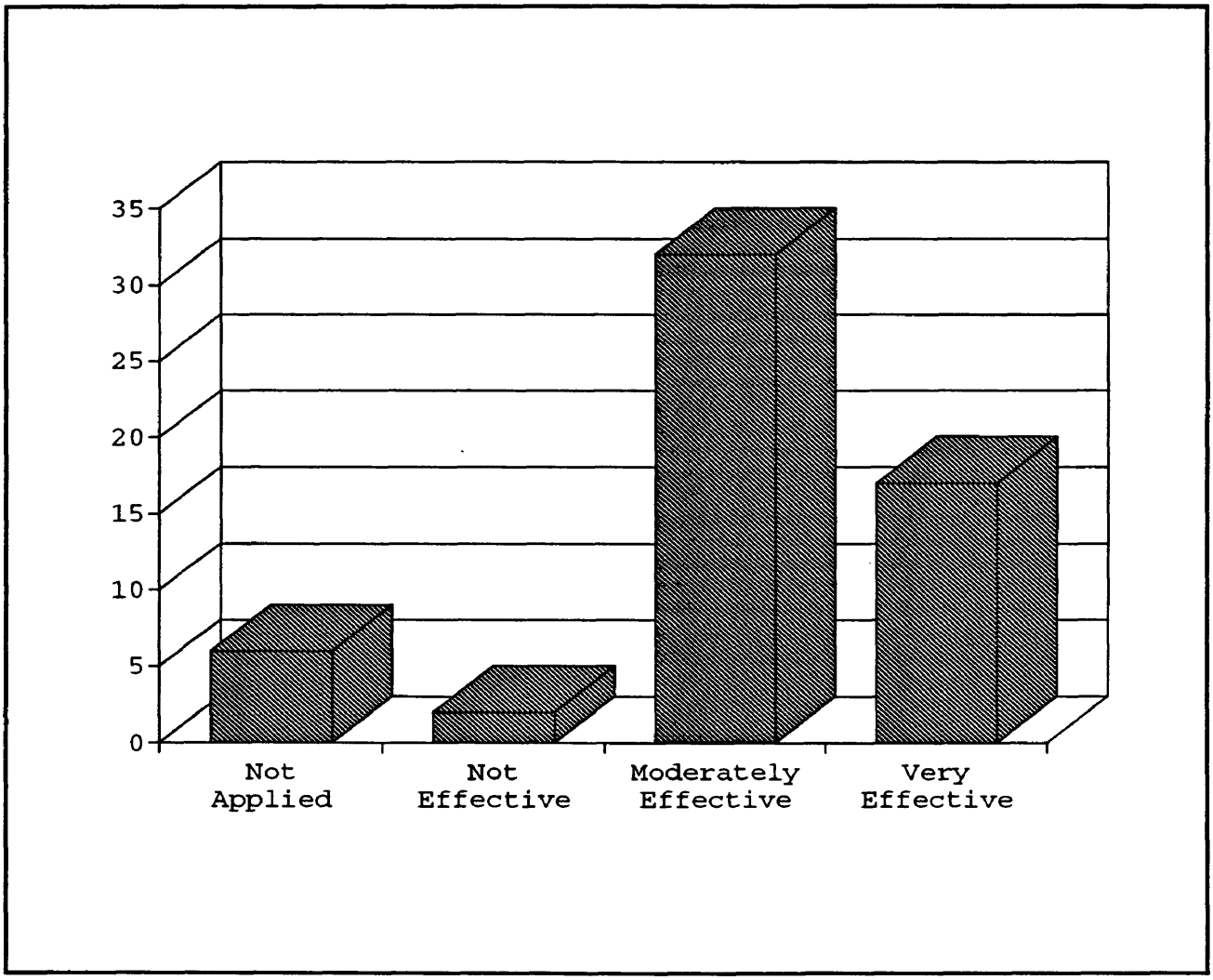
Mean = 4.474 Median = 5.00 Mode = 5.00
Valid cases: 57 Missing cases: 0

Among survey respondents, manufacturers of durable goods outpaced manufacturers of non-durable goods in offering TQM training by a ratio of almost 2 to 1. Among respondents who offered TQM training and thus able to evaluate the effectiveness of quality training for this survey, 34 from durable goods industries or 57% of respondents claimed to have had TQM training. In contrast, only 17 from non-durable goods industries or 31% of respondents said they received TQM training.

It is interesting to note, however, that although durable goods manufacturers offered TQM training at a higher rate than non-durable goods manufacturers, a slightly larger percentage of respondents from non-durable goods industries rated quality training as being moderate or highly effective. Seventeen respondents or 90% of non-durable goods respondents rated quality training as being moderate

FIGURE 22

TQM Training--How Effective



or highly effective as compared to 85% of respondents from durable goods industries who gave similar assessments. Among survey participants, moreover, respondents from durable goods industries were the only ones to find dissatisfaction with TQM training. Table 36 below summarizes the results of this data.

TABLE 36

Effectiveness of Quality Training
Among Corporations with TQM in Public Relations
(Grouped By Industry)

Count / Row Pct / Col Pct / Tot Pct	INDUSTRY: Durable Goods	Non-durable Goods	Other	Row Total
HOW EFFECTIVE				
Not Applied	3 60.0 8.8 5.6	2 40.00 10.5 3.7		5 9.3
Not Effective	2 100.0 5.9 3.7			2 3.7
Moderately Effective	19 61.3 55.9 35.2	11 35.5 57.9 20.4	1 3.2 100.0 1.9	31 57.4
Very Effective	10 62.5 29.4 18.5	6 37.5 31.6 11.1		16 29.6
Column Total	34 63.0	19 35.2	1 1.8	54 100.0

Number of Missing Observations: 3

Analyzing the training variable by age of the TQM process in place revealed that corporate organizations with the youngest TQM processes offered TQM training at a greater rate than corporate organizations with the oldest TQM processes. Among respondent corporations with TQM processes aged 3-years or less, 83% said their organizations offered TQM training. Whereas among respondent corporations with TQM processes aged 12-years or more, 67% said their organization offered TQM training. And among corporate organizations with TQM processes aged 6-years or less, 90% offered TQM training compared to 78% of corporate organizations with TQM processes aged 10-years or more.

Troy (1991), in her research on employee buy-in to total quality, found two reasons that may explain why respondents from organizations with the oldest TQM systems offered less training than those with younger quality systems. Those two reasons can be applied here. One, it is possible that quality has become so institutionalized among companies with the oldest TQM processes that less training was needed. Two, it is also possible that among companies with the oldest TQM processes, training in quality has become almost indistinguishable from on-going training efforts. Table 37 below summarizes the results of this data.

TABLE 37

Effectiveness of Quality Training
Among Companies with TQM in Public Relations
(Grouped by Age of TQM Processes)

INDUSTRY	IN YEAR 79-81	82-84	85-87	88-90	91-93	Row Tot
Not Applied	2 40.00 33.3 4.2			1 20.0 5.3 2.1	2 40.0 16.7 4.2	5 10.4
Not Effective	1 50.0 16.7 2.1			1 50.0 5.3 2.1		2 4.2
Moderately Effective	2 7.1 33.3 4.2	1 3.6 33.3 2.1	5 17.9 62.5 10.4	13 46.4 68.4 27.1	7 25.0 58.3 14.6	28 58.3
Very Effective	1 7.7 16.7 2.1	2 15.4 66.7 4.2	3 23.1 37.5 6.3	4 30.8 21.1 8.3	3 23.1 25.0 6.3	13 27.1
Column Total	6 12.5	3 6.3	8 16.7	19 39.6	12 25.0	48 100

Number of Missing Observations: 9

Many factors exist to explain why a large percentage of public relations practitioners in corporate organizations find TQM training only moderately effective or, for that matter, have not had any training at all. While one reason is a major obstacle, the others are remediable.

Hiam (1992) cited as a major obstacle the fact that the pursuit of quality requires a paradigm shift in the way employees think about their work. According to Hiam, it is not enough to merely exhort employees or provide them with half-day seminars on quality improvement hoping that quality will somehow rub-off or be absorbed. Further, Hiam argued that the longer employees have been working under the old management system, the harder it is for them to break old habits and old ways of doing business. As Hiam noted, "It is remarkably hard to change one's *modus operandi* [italics Hiam], and new ways of learning and managing are adopted gradually and with difficulty, even when a company and its managers make change a top priority" (p. 239).

The quality and content of TQM training itself may provide answers as to why public relations practitioners have not been entirely satisfied with TQM training. This problem, however, is remediable. Quality training usually involves a mix of internal classes led by consultants or company people, off-site sessions with consultants, university courses and seminars led by quality run professionals (BCI, 1990). It is highly probable that public relations employees have not been exposed to this intense level of quality training.

Because quality application in public relations is a relatively recent phenomenon, there have been few consultants or role models for public relations departments

to follow. In most situations, public relations managers (from senior managers to front line supervisors) have been trained in the basics (e.g., what is quality, how is quality achieved and what are the benefits it brings to the organization). However, there has been little else in the way of follow up or retraining. Therefore, many managers may feel that they have been thrown into a new arena without the proper tools and techniques to deal adequately with the problem. As the corporate communication vice president of an electrical components manufacturer stated, "There is no infrastructure in place to support [TQM application to public relations]. I am not sure how to apply TQM to PR."

Another factor that may inhibit the effectiveness of quality training is the fact that much of TQM deals with statistics and measurements. According to Hiam (1992), the ideal quality curriculum would include training in team building, process management, customer awareness, quality measurement and statistics (p. 247). Unfortunately, the public relations literature is rife with references to the profession's reluctance to measure public relations outcomes (Linderman, 1990, 1988, 1980; Bissland, 1990; Tortello & Dowgiallo, 1990; D. Smith, 1980). And many public relations practitioners, while students at humanistic or other creative disciplines, have learned to fear statistics (Hsia, 1988).

The last barrier to quality training effectiveness noted by Hiam (1992) lies in the question of voluntary or mandatory quality training. If one of the basic axioms of management is that employees need to be trained in order to be productive and do their jobs according to specifications, one would expect all companies to make quality training mandatory. This, however, is not the case. According to Hiam, training has historically been voluntary among U.S. corporations. Furthermore, corporate organizations have been known to market training aggressively (offering training at exotic locales, for example) in order to entice employees to join.

Moreover, training is offered to departments with large numbers of employees (cost justification) or to departments with monies allocated for training. Many public relations departments are understaffed and underfunded compared to other departments in the corporation. Therefore, many public relations departments cannot justify departmental quality training based on the number of employees or on the amount of dollars in their coffers. Nor can they justify reallocating funds earmarked for other public relations programs to quality training. As the public relations manager of a metal cans and food containers manufacturer stated, "We've been very busy and have no dollars to pay for training."

In the best of all possible worlds, some forced training in quality should be mandatory; and the cost for quality training should be assumed at the corporate level. One public relations director of a major communications industry astutely pointed out, "Monies for training are usually allocated to individual departments at the beginning of the year. But when budget cuts or funding crises occur, training is the first to get the axe." Therefore, when it comes to quality training, small business units or departments should not be given absolute control. Quality training imperatives should emanate from the top, and the cost of training for quality should be centralized and borne by the entire organization.

Quality Improvement Teams

Schein (1990), while interviewing the foremost quality executives from the Conference Board's Quality Council, found that team structure is the most visible form of employee involvement mechanism in the quality process. Troy's (1991) research in employee buy-in to total quality confirms Schein's findings by noting that her survey participants ranked team participation, together with training, as heading the list of most valuable quality involvement techniques. As Tjosvold (1991) and Hiam (1992) both noted, teams are increasingly being used by corporate

organizations to solve a variety of quality improvement problems.

As used in this study, "teams" are defined as a group of employees who meet regularly to discuss ways of improving productivity and to solve job-related problems (BCI, 1990; Tjosvold, 1991). On a macro level, teams can be organized cross-functionally to include employees from different disciplines (BCI, 1990; Tjosvold, 1991). On a micro level, teams can be organized in small departmental work groups to solve immediate work related needs (BCI, 1990; Tjosvold, 1991).

Regardless of how they are organized, teams are useful in empowering employees to take control of the quality process and to make meaningful contributions to improve existing processes and systems. As Tjosvold (1991) pointed out, teams are practical ways to foster communication and integrate effort. Working as members of teams, employees can combine their specialized knowledge to develop unified solutions that work from various perspectives. Troy (1991) and Schein (1989) both observed that teams can release the creative energies of those closest to the work process and generate new ideas to solve problems and improve processes. Ultimately, teams and team building can produce better products and services that can lead to greater customer satisfaction.

Survey respondents were asked to rate the effectiveness of quality teams. Respondents who considered teams as being very effective had a slight lead, at 45.6%, over respondents who considered teams merely moderately effective at 40.4% of respondents. The difference, however, is not significant. And while a small number of corporate organizations, or 3.5% of respondents, did not find the team approach effective, six firms or 10.5% of respondents said they did not participate in teams nor did they implement the team approach in their department. Table 38 below and Figure 23 on page 162 summarize the results of this data.

TABLE 38

Quality Improvement Teams--How Effective

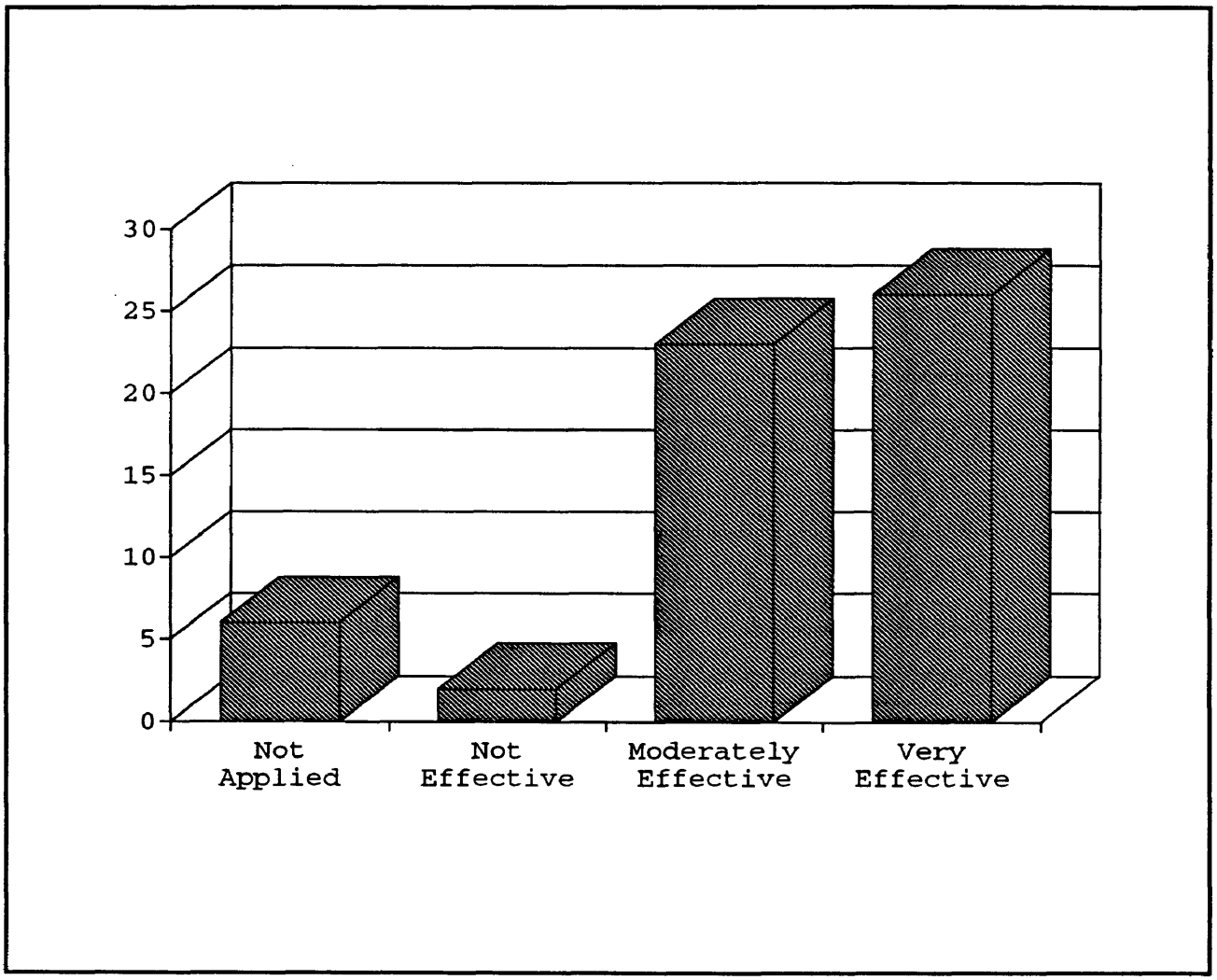
Value Label	Value	Frequency	%	Valid %	Cum %
Not Applied	0	6	10.5	10.5	10.5
Not Effective	1-2	2	3.5	3.5	14.0
Moderately Effective	3-4-5	23	40.4	40.4	54.4
Very Effective	6-7	26	45.6	45.6	100.0
Total		57	100.0	100.0	

Mean = 4.719 Median = 5.00 Mode = 6.00
Valid cases: 57 Missing cases: 0

Among survey respondents, durable goods industries seemed to implement quality teams at a rate of almost 2 to 1 as compared to non-durable goods. Among durable goods manufacturers, 63% said they participated in teams and were able to rate their effectiveness for this survey compared to

FIGURE 23

Quality Improvement Teams--How Effective



35% of respondents among non-durable goods who gave similar assessments. However, the percentage of respondents of both durable and non-durable goods manufacturers who rated the team approach as being very effective are about the same at 47% of respondents in each category. Among survey respondents who did not apply the team approach in their departments, manufacturers of non-durable goods out-numbered durable goods manufacturers by 4 to 1. Table 39 below summarizes the results of this data.

TABLE 39

Effectiveness of Teams
Among Corporations with TQM in Public Relations
(Grouped By Industry)

	INDUSTRY			
Count Row Pct Col Pct Tot Pct	Durable Goods	Non-durable Goods	Other	Row Total
HOW EFFECTIVE				
Not Applied	1 20.0 2.9 1.8	4 80.00 21.0 7.4		5 9.3
Not Effective	1 50.0 2.9 1.8	1 50.0 5.3 1.8		2 3.7
Moderately Effective	16 72.7 47.0 29.6	5 22.7 26.3 9.3	1 4.5 100.0 1.9	22 40.7
Very Effective	16 64.0 47.1 29.6	9 36.0 47.4 16.7		25 46.3
Column Total	34 63.0	19 35.2	1 1.8	54 100.0

Number of Missing Observations: 3

It was not surprising to find that a large number of respondents, or 54%, did not find teamwork very effective or did not apply teamwork to their department. Tjosvold (1991) found that many managers were ambivalent or uncertain about teamwork and thus were not fully committed to the concept. And Hiam (1992) noted that many barriers exist that may

inhibit the successful implementation of teams and teamwork in the workplace.

Power is an important barriers to teams and teamwork. Many managers view teamwork as an encroachment on their influence and thus resist any attempts to share that power with teams or team members (L. Grunig, 1992). Maples's study (cited in L. Grunig) found that managers value their organizational roles and demand autonomous decision making. Kanter (1979), however, stressed the advantages of shared decision making. And according to L. Grunig, citing Kanter, "organizational power can grow--rather than shrink--by being shared" (p. 492).

Another obstacle to implementing teams and team building is the innate hierarchial nature of organizations (Theus, 1994; Hiam, 1992; Robbins, 1983; Hage, 1980). Teams, by their nature, are two-way symmetrical systems. J. Grunig (1992) describes a symmetrical communication system as one where "communication takes place through dialogue, negotiation, listening, and conflict management rather than through persuasion, manipulation, or the giving of orders" (p. 231).

Unfortunately, what happens in hierarchial organizations is a hardening of the lines of communication where, as Hiam (1992) described, "line employees talk and complain to each other; supervisors talk with other supervisors; middle mangers stick together; and top

management can't seem to get anyone to listen to them" (p. 273).

Teams, if allowed to develop, can break down the barriers between lines of communication and allow information to flow freely between and within each layer of the organization (Tjosvold, 1991; Larson & LaFasto, 1989). It is not so much that the quality of communication is better or that communication is more frequent among teams and team members (although such may be the case). Rather, as Theus (1994) found, the inclusiveness and breath of employee involvement through teams and team building can lead to innovative solutions to perceived organizational problems (p. 4).

The final obstacle to creating teams and promoting team building is the environment of the organization itself. Teamwork, as Hiam (1992) indicated, is not natural to employees or to companies. Tension exists in most, if not all, organizations because employees have opposing ideas and interest (Tjosvold, 1991). Cohesion is denigrated because it promotes conformity and stifles creativity (Tjosvold, 1991). Moreover, the question of performance ratings--or how managers rate an individual's performance in a team setting--also contribute to organizational tension. Finally, participative managers are seen as weak and ineffective because their aggressiveness and competitiveness have been watered down by compromise (Tjosvold, 1991).

The ideal team environment is one that promotes cohesion, similarity and harmony. These are all characteristics which Tjosvold (1991) cites as being critical for teams and team members to cooperate and work together. To achieve such an environment, corporate organizations must empower their teams to carry out their responsibilities, make sufficient resources available to teams and team members and promote an open communication system with minimum conflicts at minimal personal risks (Hiam, 1992; Larson & LaFasto, 1989; Roth, 1992; Tjosvold, 1991).

Recognition and Reward

Tragash (cited in Troy, 1991) found that a company that recognized employee achievement and rewarded employee contribution created an atmosphere that was crucial to the success of quality improvement programs. Numerous studies have documented that management support and recognition are important ingredients to team, as well as individual, success (see, for example, Theus, 1994; Hollingsworth, Meglino & Shaner, 1979; Dyer, 1977; Likert, 1976). And as Gufreda, Meynard and Lytle (1990) observed, recognition and reward are the best means of connecting accomplishments with positive feedback.

According to Townsend and Gebhardt (1986), recognition and reward can vary from a handshake, to a material item, to publicity or other forms of public acknowledgement. To Troy (1991), the most effective form of recognition might well be a pat on the back at the instant the achievement takes place. The important thing to remember is that management's recognition of effort, gratitude for accomplishment and celebration for success must be speedy, sincere and fun. To use Townsend and Gebhardt's words, "[Recognition and reward] must happen as soon as possible, it must be reflective of the involvement and the gratitude of top management, and it must be enjoyable" (p. 178).

Survey respondents were asked to rate the effectiveness of using employee recognition and reward in helping them achieve their public relations quality goals and objectives. The majority, or 51% of respondents, rated employee recognition and reward as being only moderately effective whereas 40% of respondents rated employee recognition and reward as being very effective. Three firms said they did not apply this practice at all. Table 40 below and Figure 24 on page 170 summarize the results of this data.

TABLE 40

Employee Recognition--How Effective

Value Label	Value	Frequency	%	Valid %	Cum %
Not Applied	0	3	5.3	5.3	5.3
Not Effective	1-2	2	3.5	3.5	8.8
Moderately Effective	3-4-5	29	50.9	50.9	59.6
Very Effective	6-7	23	40.4	40.4	100.0
Total		57	100.0	100.0	

Mean = 4.947 Median = 5.000 Mode = 5.000
Valid cases: 57 Missing cases: 0

If the data is grouped by industry, it is apparent that survey respondents from non-durable goods industries found this practice more effective than respondents from durable goods manufacturers. A large number of non-durable goods respondents, or 53%, found the practice of recognizing and rewarding employees very effective in achieving their public relations quality goal and objectives compared to 35% of durable goods respondents who gave a similar assessment. From among survey participants, however, non-durable goods manufacturers who did not recognize or reward their employees' quality efforts outnumbered durable goods manufacturers who said they did not apply this practice. Table 41 on page 171 summarizes the results of this data.

FIGURE 24

Employee Recognition and Reward--How Effective

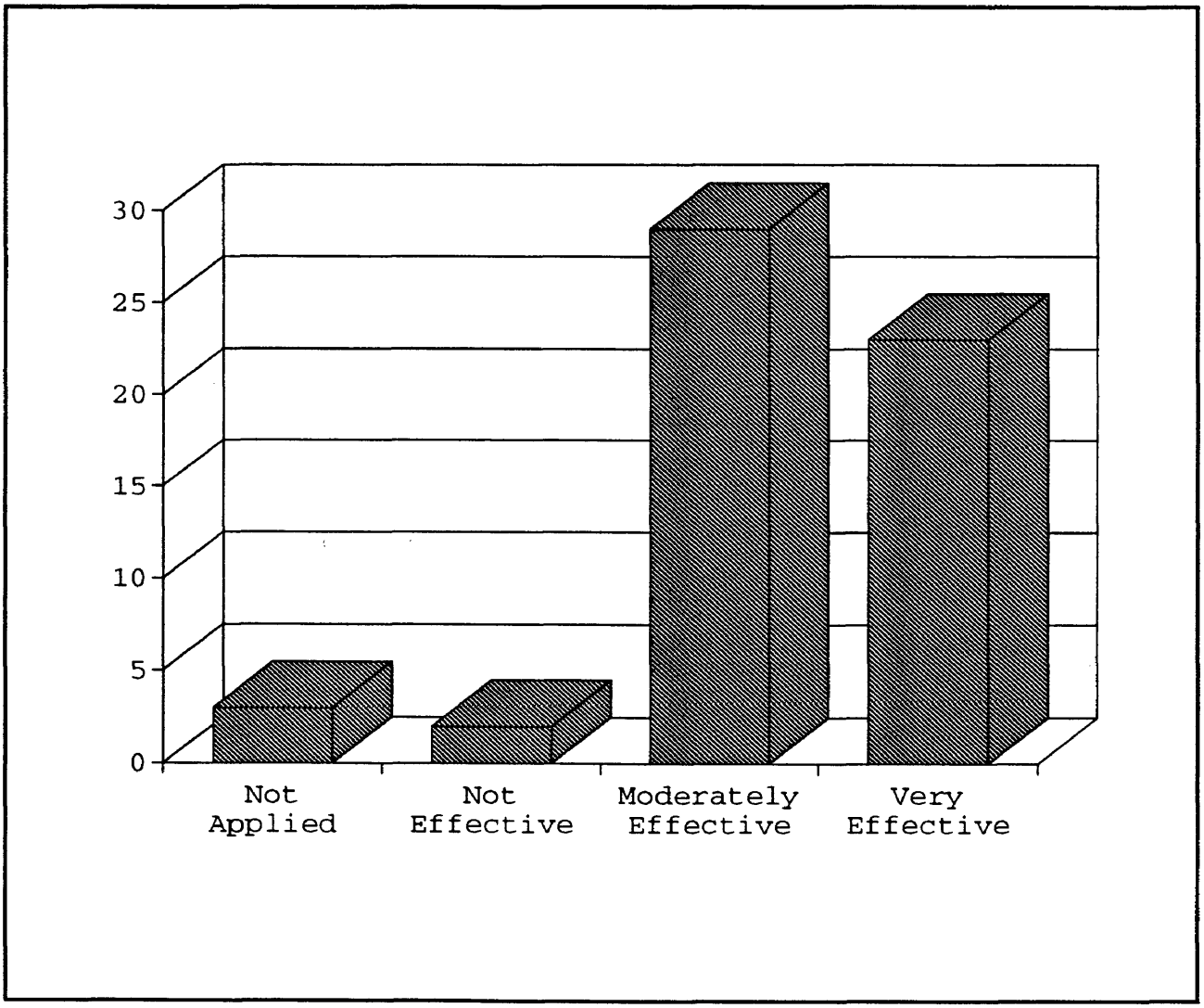


TABLE 41

Effectiveness of Recognition and Reward
Among Corporations with TQM in Public Relations
(Grouped By Industry)

Count / Row Pct / Col Pct / Tot Pct	INDUSTRY: Durable Goods	Non-durable Goods	Other	Row Total
HOW EFFECTIVE				
Not Applied	1 33.3 2.9 1.8	2 66.7 10.5 3.7		3 5.6
Not Effective	1 50.0 2.9 1.8	1 50.0 5.3 1.8		2 3.7
Moderately Effective	20 74.1 58.8 37.0	6 22.2 31.6 11.1	1 3.7 100.0 1.9	27 50.0
Very Effective	12 54.6 35.3 22.2	10 45.4 52.6 18.5		22 40.7
Column Total	34 63.0	19 35.2	1 1.8	54 100.0

Number of Missing Observations: 3

Troy (1991) found that the number of companies who recognize and reward employee quality achievements and contribution increased with the size of the workforce. Results data are consistent with these findings. Among survey respondents, all corporate organizations whose

workforce exceed 40,000 said they rewarded and recognized their employees. Whereas among all survey respondents whose workforce were under 40,000, 33 respondents or 92% said they rewarded and recognized their employees. Three respondents, all under 40,000, said they did not implement this practice. Table 42 below summarizes the results of this data.

TABLE 42

Corporations That Recognize and Reward
Employee Quality Accomplishment and Contribution
(Grouped By Number of Employees)

	NUMBER OF EMPLOYEES				
Count Row Pct Col Pct Tot Pct	1-20,000	21-40,000	41-80,000	80,000+	Row Tot
HOW EFFECTIVE					
Not Applied	2 66.7 11.8 3.9	1 33.3 5.3 1.9			3 5.9
Not Effective		2 100.0 10.5 3.9			2 3.9
Moderately Effective	9 36.0 52.9 17.6	7 28.0 36.8 13.7	3 12.0 50.0 5.9	6 24.0 66.7 11.8	25 49.0
Very Effective	6 30.0 35.3 11.8	9 45.0 47.4 17.6	3 15.0 50.0 5.9	3 15.0 33.3 5.9	21 41.2
Column Total	17 33.3	19 37.3	6 11.8	9 17.6	51 100.0

Number of Missing Observations: 6

Analysis of data grouped by the age of their TQM processes revealed that firms with a quality system aged 6-years or less implemented this practice in greater numbers than firms with older TQM systems. Among survey participants, all respondents with a TQM systems aged 6-years or less said they implemented this practice and were thus able to evaluate its effectiveness for this survey. Among survey respondents with older TQM systems (those aged 9-years or more), 15 firms or 31% said they implemented this practice while two firms said that they did not. Data also revealed that the greatest number of respondents who found this practice moderate to very effective clustered around the years 1988-1990. However this phenomenon is, more than likely, the result of sample size rather than other factors. Table 43 below summarizes the results of this data.

TABLE 43

Corporations That Recognize and Reward
Employee Quality Accomplishments and Contribution
(Grouped by Age of TQM Processes)

Count / Row Pct / Col Pct / Tot Pct	IN YEAR 79-81	82-84	85-87	88-90	91-93	Row Tot
INDUSTRY						
Very Effective	2 10.0 33.3 4.2	2 10.0 66.7 4.2	4 20.0 50.0 8.3	10 50.0 52.6 20.8	2 10.0 16.7 4.2	20 41.7
Moderately Effective	2 8.7 33.3 2.1	1 4.4 33.3 2.1	3 13.0 37.5 6.3	9 39.1 47.4 2.1	8 34.8 66.7 16.7	23 47.9
Not Effective	1 33.3 16.7 2.1				2 66.7 16.7 4.2	3 6.2
Not Applied	1 50.0 16.7 2.1		1 50.0 12.5 2.1			2 4.2
Column Total	6 12.5	3 6.3	8 16.7	19 39.6	12 25.0	48 100

Number of Missing Observations: 9

Process Improvement Focus

"Process improvement focus" refers to the practice of continuously examining and fine tuning the process by which goods and services are created, distributed and/or rendered. An emphasis on processes is a central theme among quality

improvement efforts because, as Lock and Smith (1990) noted, "There is a widely held belief that an organization would have few, if any, problems if only workers would do their jobs correctly. In fact, the potential to eliminate mistakes and errors lies mostly in improving the [process] through which work is done, not in changing the workers themselves" (p. 351). It is this process perspective that sets TQM apart from other standard management practices (Hiam, 1992).

To understand TQM's thrust for process improvement, one must understand what a process is and how it fits into the organizational schema. Robson (1991) defines a process "as a method of doing something, generally involving a number of steps or operations" (p. 2). To Imai (1986), the process perspective views every function in the organization as a process which can always be fine tuned and improved. And according to Hiam (1992), the process perspective views the entire organization as nothing but a collection of processes which can be continuously improved or improved continuously.

Therefore, the central core of the process perspective is to view every business process as a collection of smaller tasks within the context of larger tasks (Sengstock, 1991). The process improvement focus forces one to continually examine the organization's policies and procedures with the aim of improving the system to better meet customer wants, needs and expectations. As Ernst & Young (1991a) instructs,

"Having installed a manufacturing or service production process, one must continuously review, analyze, incorporate changing customer expectations, and refine the process so that products and services continuously improve" (p. 7).

Process improvement is a powerful new management tool that all businesses can implement. As the Johnson & Johnson Quality Institute, in describing business process, stated "Work, in reality, is accomplished through a series of horizontal, cross-functional processes" (cited in Hiam, 1992, p. 137). And as William Oliver (1992), TRW's vice president of corporate communication noted, "total quality is creating work processes capable of delivering quality offerings all the time."

The literature on quality focuses on the implementation of three particular management practices that have been shown to be effective in improving business processes (Ernst & Young, 1992, 1991a; Hiam, 1992; Fortuna, 1990; Robson, 1991). They are known by different names depending on the organization using them. For the purposes of this study, we have adopted the terminology used by Ernst & Young in their Best Practices Report (1992). These three process management tools include (a) process value analysis, (b) process simplification, and (c) cycle-time analysis.

Analysis of data from survey participants revealed that 95% of respondents used one or more of these process management tools and techniques. This is indicative that

companies at this level of quality implementation may be moving towards a higher level of quality management. Three respondents, or 5.3% of survey participants, said they did not use any of these management tools and techniques. It is possible that, as Ernst & Young (1991a) suggests, companies who do not implement process improvement tools and techniques have not yet realized their full potential and lasting benefits (p. 29). Table 44 below and Figure 25 on page 178 summarize the results of this data.

TABLE 44

Corporations Using Quality Tools and Techniques

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	54	94.7	94.7	94.7
No	3	3	5.3	5.3	100.0
Total		57	100.0	100.0	

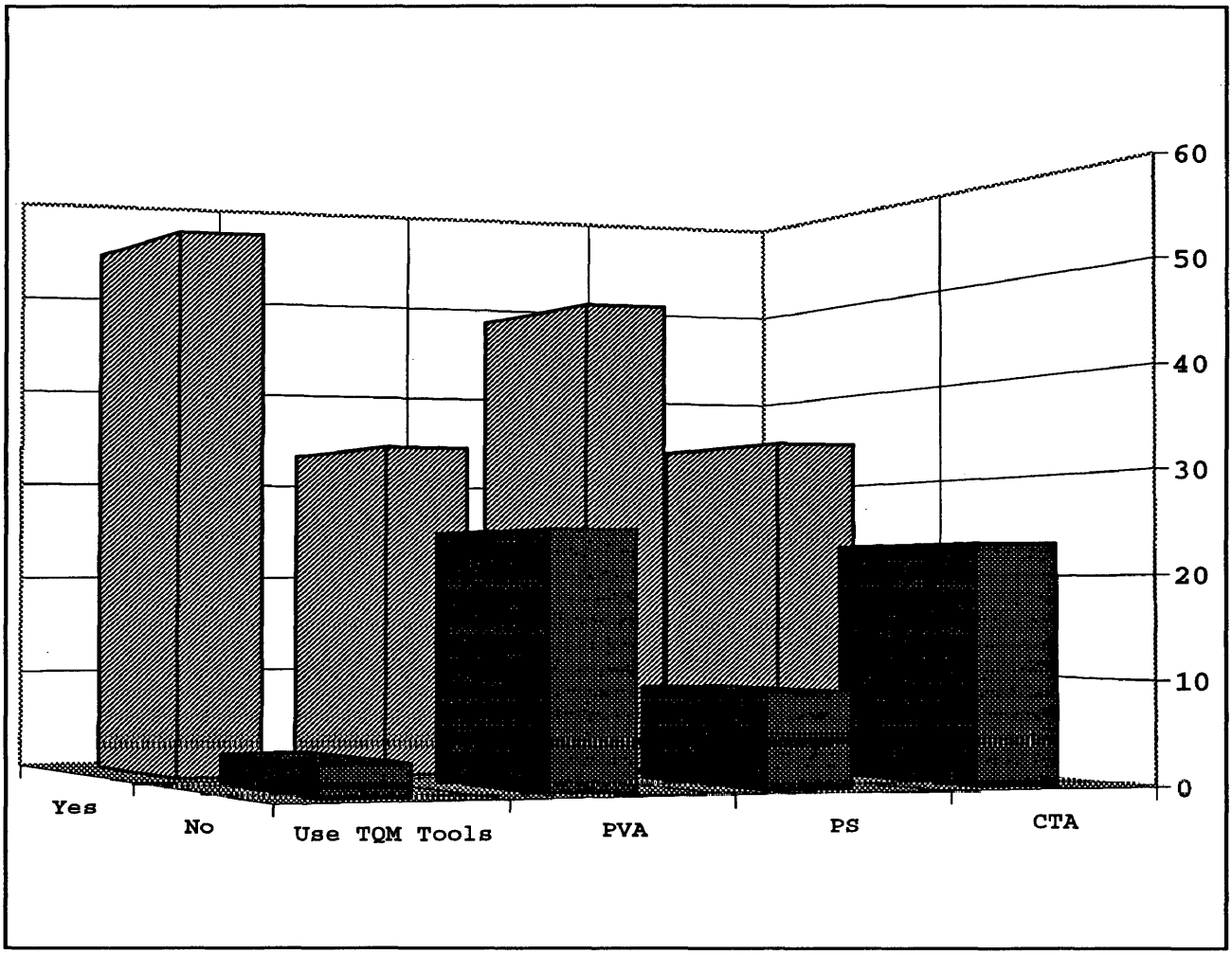
Valid cases: 57 Missing cases: 0

Process Value Analysis

Process value analysis (PVA) is defined as the technique of using the "voice of the customer" as the guiding force in redesigning business processes (Ernst & Young, 1992, p. 13). The objective of process value analysis is to let customers determine how employees should

FIGURE 25

Use Quality Tools and Techniques



PVA = Process Value Analysis

PS = Process Simplification

CTA = Cycle Time Analysis

produce goods and services (Fortuna, 1991); and to eliminate those activities that do not add value in the eyes of the customer (Ernst & Young, 1992).

Therefore, managers must (1) identify the critical path at which goods and services are produced; (2) determine the functional steps that impact time and cost of production; (3) optimize those steps that enhance value; and (4) eliminate those steps in the process that would cause customer dissatisfaction.

Survey respondents were asked if they used process value analysis as a management tool to improve their public relations processes. In 1992, Ernst & Young found that process value analysis is used only occasionally by most firms and that only one in three manufacturers and one in five service firms use process value analysis on a regular basis. By contrast, the majority or 58% of survey respondents said they used process value analysis. However, a large number or 42% of respondents still did not use process value analysis in their quality process. Table 45 below and Figure 25 on page 178 summarize the results of this data. Pareto analysis, the technique of analyzing which steps in the process contribute to the bulk of the effect, is the most frequently cited process value analysis tool used by respondents.

TABLE 45

Use of Process Value Analysis
Among Corporations with TQM in Public Relations

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	33	57.9	57.9	57.9
No	3	24	42.1	42.1	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

Analysis of respondents grouped by industry showed that durable goods manufacturers employed process value analysis at a higher rate than manufacturers of non-durable goods. Almost 70% durable goods manufacturers who responded to this survey said they use process value analysis; whereas only 37% or 1 in 3 of non-durable goods respondents said they used this technique. However, among respondents who said they did not use process value analysis, manufacturers of non-durable goods outnumbered durable goods manufacturers by almost 2 to 1. Table 46 below and Figure 25 on page 178 summarize the results of this data.

TABLE 46

Use of Process Management Methods and Tools
Among Corporations with TQM in Public Relations
(Grouped by Industry)

	Yes	%	No	%
A. Durable Goods (N=36)				
Process Value Analysis	25	69.4%	11	27.8%
Process Simplification	33	91.7	3	8.3
Cycle Time Analysis	22	61.1	14	38.9
B. Non-durable Goods (N=19)				
Process Value Analysis	7	36.8%	12	63.2%
Process Simplification	14	73.7	5	26.3
Cycle Time Analysis	9	47.4	10	52.6
C. Other (N=1)				
Process Value Analysis	1	100.0%	---	----
Process Simplification	1	100.0	---	----
Cycle Time Analysis	1	100.0	---	----

Valid cases: 56 Missing cases: 1

Process Simplification

Process simplification is defined as the technique of eliminating or minimizing non-value adding tasks or activities from existing business processes (H. Bailen, personal communication, September 1993). The goal of process simplification is to streamline operations so that tasks that are not necessary or activities that pile up cost and time are eliminated from the production process. To use

the words of Robson (1991), process simplification "...provides a systematic way of eliminating the unnecessary, non-essential, non-value adding parts of the process followed by a continuous improvement of the simplified, streamlined process" (p. 7). The net result of process simplification is the elimination of bottlenecks and redundant activities, thereby realizing significant cost and time savings.

Process simplification can be distinguished from process value analysis. In process value analysis, it is the voice of the customers that dictates what steps in the process add value to the product or service. In process simplification, it is the voice of the process that dictates change. Under process simplification, the organization takes the initiative to analyze and review internal processes to determine what steps or activities can be eliminated to streamline work flow. Therefore under process simplification, it is the process itself that drives the impetus for improvement.

To adequately assess and simplify work flow, organizations can use several quality techniques, or a combination thereof, to determine the critical path of production. Such techniques include flowcharting, process mapping, fishbone/Ishikawa diagrams or process reengineering. These techniques were mentioned at least

once as being used by respondents in their effort to simplify work processes.

In 1991, Ernst & Young reported that only 12% of U.S. companies use process simplification to improve business processes. Contrary to Ernst & Young's Top Line Findings (1991a), process simplification was the most popular process improvement technique reportedly used by survey respondents. A large majority, or 84% of respondents, reported that they used this technique to improve quality compared to 16% of respondents who said they did not use process simplification or any of the techniques associated with process simplification. Table 47 below, Table 46 on page 181 and Figure 25 on page 178 summarize the results of this data.

TABLE 47

Use of Process Simplification
Among Corporations with TQM in Public Relations

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	48	84.2	84.2	84.2
No	3	9	15.8	15.8	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

Cycle Time Analysis

Cycle time analysis is defined as the technique of measuring the time it takes to complete a task or project in order to determine the best way to get products and services to the marketplace faster (Ernst & Young, 1991a, p. 29). The logic of cycle time analysis is based on the premise that much of the time spent in producing goods and services is time that adds little or no value to the finished product (Sengstock, 1991). In fact, Oliver (1992) claims that as much as 25% to 40% of revenue is caught up in waste as a result of processes that are not as theoretically perfect as they could possibly be. Cycle time analysis, therefore, focuses on analyzing the timing of work flow and reducing the time it takes to produce goods and services.

Typically applied to manufacturing processes, cycle time analysis is increasingly being applied to all business processes and functions including public relations. Charles Sengstock, Director of Corporate Communication for Motorola, avers that cycle time reduction is applicable to all tasks and states that all administrative and staff functions at Motorola are working on cycle time reduction (1990, p. 1). News releases, employee newsletters, catalogs, annual reports and even media events are all subject to time constraints. All these public relations outputs can benefit

from an objective analysis of the timing it takes to produce them so as to meet customer demands on time all the time.

Survey respondents were asked if they used cycle time analysis as a tool to improve their public relations processes. Sixty percent (60%) of respondents said they used cycle time analysis. However, a large number or 40% of respondents said they did not use this practice. Table 48 below and Figure 25 on page 178 summarize the results of this finding. Cycle time reduction is closely linked to other management practices such as process mapping and cross-functional management which respondents said they used to improve their public relations processes.

TABLE 48

Use of Cycle Time Analysis
Among Corporations with TQM in Public Relations

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	34	59.6	59.6	59.6
No	3	23	40.4	40.4	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

Analysis of responses grouped by industry showed interesting results. Grouped as a whole, respondents' use of cycle time analysis was second only to process simplification. Table 46 on page 181 and Figure 25 on

page 178, however, show that cycle time analysis ranked third among durable goods manufacturers and second among non-durable goods manufacturers as the technique of choice in implementing process improvement. Although among durable goods manufacturers, firms who implemented cycle time analysis out numbered those who did not (22 durable goods firms implemented cycle time analysis compared to 14 firms who did not), among non-durable goods firms the rate of implementation is almost equal (nine firms implemented cycle time analysis while 10 firms said they did not implement cycle time analysis).

Although the rate of implementation of process improvement tools and techniques varied among respondent organizations, the literature on TQM is in agreement that failure to implement process improvement tools and techniques could become a detriment to competitive positioning in the near term. As the results of the joint Ernst & Young/AQF studies show (1992, 1991a, 1991b, 1991c, 1991d, 1991e), process management tools and techniques will increasingly be used in the near future. And as Ernst & Young (1992) cautions, "[process management tools and techniques are] increasing in use to such an extent that using them may soon become a defensive imperative" (p. 18).

Quality Measurement

A total quality approach requires a rigorous examination of how the public relations function impacts the bottom line. As the 1990 BIC study pointed out, "As organizations seek new ways to identify strengths and remedy weaknesses, they also develop more extensive measures to evaluate performance" (p. 81). Total quality application to public relations emphasizes results measurement as a means of evaluating the extent of quality improvement. Measurable goals and objectives move public relations beyond merely counting what Bissland (1990) terms measures of communication outputs (e.g., clippings, inquiries and media contacts) to a higher level of quality control and measures.

Survey respondents were asked if they measured or attempted to measure the effect of quality improvement on public relations outputs and outcomes. Given TQM's stringent requirements for measurement and evaluation, it came as no surprise that all survey respondents said they measured or attempted to measure the effects TQM implementation on public relations outcomes. Table 49 below summarizes the results of this data.

TABLE 49

Corporations That Attempt to Measure Quality Outcomes

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	57	100.0	100.0	100.0
No	3	--	---	---	---
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

Over the years, techniques for measuring the overall results of quality improvement programs have been developed. Hiam (1992) introduced the concept of "pulse point" or key quality barometers that measure the success of any quality initiative. There are five key quality pulse points and include:

- *Customer satisfaction* as measured by the number of customer complaints filed against the company.
- *Timeliness and productivity* as measured by cycle time reduction.
- *Reliability* as measured by the number of errors or defects detected during a job cycle.
- *Profitability* as measured by reduced cost and increased savings.
- *Dependability* as measured by the reduction of process variability.

This section demonstrates that many companies are making a valiant effort to measure the impact of their quality efforts on public relations outcomes in terms of customer satisfaction, profitability, productivity

and the reliability of work and work products. Tables 50-54 and Figure 26 on page 190 summarize how many of participating firms with quality programs in public relations measured or attempted to measure quality outcomes.

Customer Satisfaction Outcomes

Customer satisfaction is a key measure of how well the quality effort meet customers wants, needs and expectations. For purposes of this study, customer satisfaction is measured by the number of negative feedback, or customer complaints, received by the public relations department.

A large portion, or approximately 67% of survey respondents, measured or attempted to measure customer satisfaction by monitoring the number of customer complaints received. Table 50 below and Figure 26 on page 190 summarize the results of this data.

TABLE 50

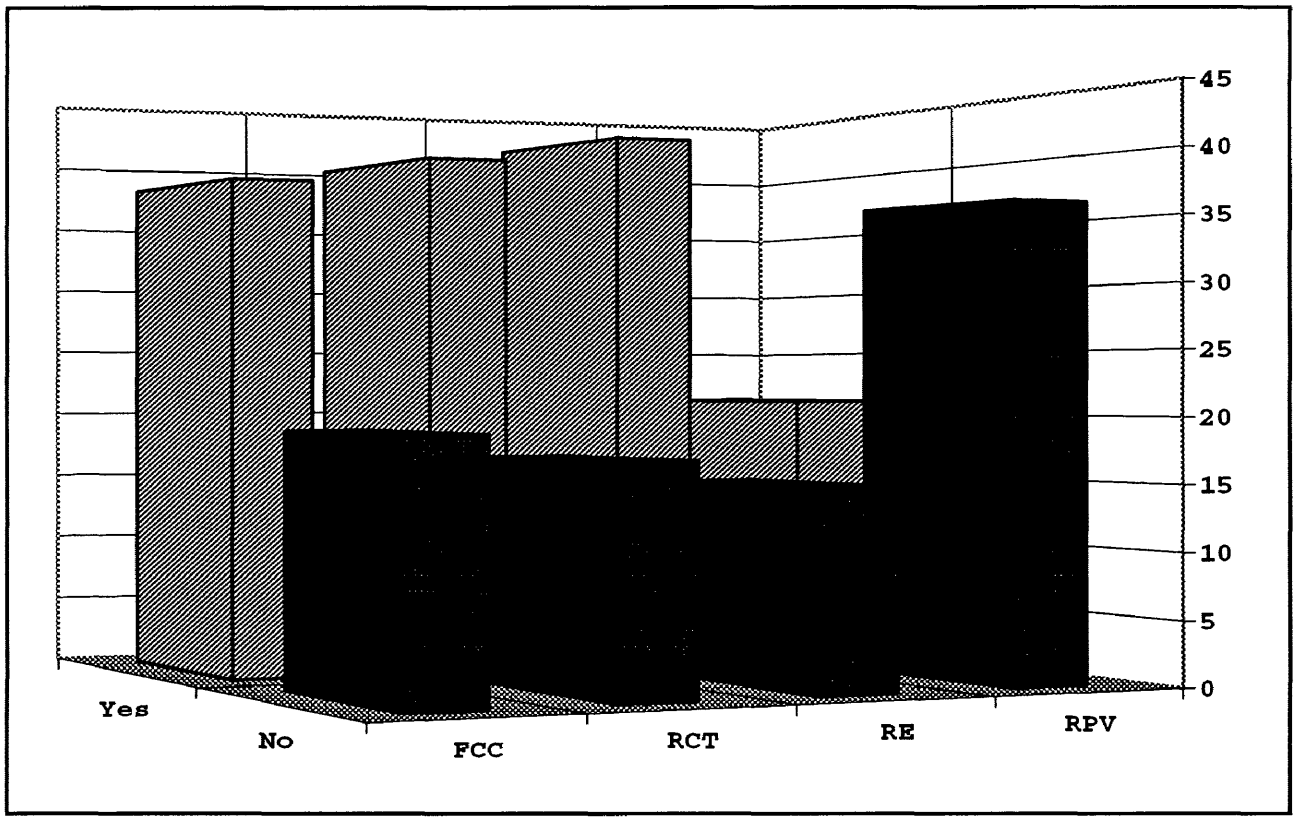
Corporations That Use Fewer Customer Complaints As a Measure of Quality Improvement

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	38	66.7	66.7	66.7
No	3	19	33.3	33.3	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

FIGURE 26

Quality Outcomes Measured



FCC = Fewer Customer Complaints

RCT = Reduced Cycle Time

RPV = Reduced Process Variability

RC = Reduced Cost

The large number of positive responses to this question is attributable to the fact that this measure is an easy figure to quantify and provides an instant barometer of how well the public relations department is doing its job. Moreover, the level of negative feedback received provides objective data for managers to measure customers' perception of the public relations department's quality progress.

One-third or 33.3% of survey respondents said they did not measure customer complaints. One reason expressed by several respondents is that tallying the number of complaints was not a valid and/or reliable measure of customer satisfaction. As one public relations manager of a petroleum refining company stated, "We count positive contacts. Complaints are few."

Process Improvement Outcomes

Process improvement outcomes are measured in three ways: reduced cycle time, reduced errors, and reduced process variability.

Reduced Cycle Time

As noted earlier, reduced cycle time refers to the reduction in the number of steps or operations it takes to complete a production cycle. In other words, cycle time

reduction means doing a task (whether creating a news release, an employee newsletter or any type of public relations activity) in less time. Reduced cycle time could result in increased yields, throughput, volume and efficiency. Reduced cycle time could also translate into reduced downtime and greater on-time delivery of goods and services.

Many of the 57 survey participants who implemented TQM in public relations reported that they measured or attempted to measure cycle time reduction in their public relations department. Table 51 below and Figure 26 on page 190 summarize the results of this data.

TABLE 51

Corporations that Use Reduced Cycle Time
As a Measure of Quality Improvement

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	40	70.2	70.2	70.2
No	3	17	29.8	29.8	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

Seventy percent (70%) of respondents measured cycle time reduction compared to 30% of respondents who did not measure cycle time. Many of the respondents who did not implement cycle time reduction, however, conceded that such measurement was difficult to implement and results may be

inconclusive. As one public relations manager in the aerospace/defense industry observed, "Quality in public relations is affected by many variables. An error free news release, for example, would take time and effort to create. It's a trade-off."

Reduced Errors

Another quantifiable measure of the effects of quality initiatives in public relations processes is to measure the number of errors (or defects, in the language of quality) created in a production cycle. Errors in public relations outputs can occur in many ways. Readability gaps, errors in spelling, errors in printing and/or typesetting, errors in diagrams or line art, even errors in distribution can all contribute to the existence of defects among public relations products.

Among survey respondents, 74% said they monitored the rate of errors detected in public relations outputs while 26% said they did not measure the rate at which errors are reduced. Table 52 below and Figure 26 on page 190 summarize the results of this data.

TABLE 52

Companies that Use Reduced Errors
As a Measure of Quality Improvement

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	42	73.7	73.7	73.7
No	3	15	26.3	26.3	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

Two reasons exist that may explain why such a large percentage of respondents do not measure error rate.

One, the statistic could prove meaningless because, as the respondent from the aerospace/defense industry pointed out, error-free work is accomplished only at the expense of other variables. For example, errors can be decreased but at the expense of another variable such as time or money. To paraphrase Juran (1988), planners usually have a range of choice among alternative outcomes (e.g., error free work but at higher cost or error free work but at a greater time to produce it). Therefore, the ability of the planner to choose the optimal outcome is largely dependent on what the organization is willing to tolerate.

Two, the industry standard--set at "six sigma" or 3.4 defects (or errors) per million--is prohibitively high. Six sigma means that the product or service is 99.999997% perfect (Sengstock, 1991). Many respondents may have been

daunted by this standard; and consequently, may not have even attempted to attain it. As a study conducted by the American Quality Foundation found, "Americans react poorly to programs geared to perfection" (cited in Hammonds & DeGeorge, 1991, p. 38).

Reduced Process Variability

The third quantifiable measure of the effects of a quality initiative on public relations processes is to reduce the number of variability in the process of producing public relations goods and services. Variability are differences in outputs (whether goods or services) that occurs as a result of the production process (Stevenson, 1990; Lock & Smith, 1990; Juran, 1988).

Before we go any further with the analysis, however, it behooves us first explain the concept of variability. According to Stevenson (1990), "All processes that provide a good or service exhibit a certain amount of variations that is inherent or 'natural' in their output" (p. 839). There are two types of variability. One is random or common cause variability and the other is assignable or special cause variability (Stevenson, 1990; Lock & Smith, 1990; Huge, 1990).

Random or common cause variability is natural and inherent in every work process (Stevenson, 1990; Lock &

Smith, 1990; Huge, 1990). It results from combined effects of many different factors (such as the age of existing equipment in which older machines may produce greater variations due to wear and tear or outdated technology). Although it is possible to measure common cause variability (i.e., measuring the variations among the length/width of screws produced in a single production run), it may not be cost effective to improve it. According to Stevenson, the combined effect of all these factors may be so minor that fine tuning the system may yield negligible improvements.

Assignable or special cause variability, on the other hand, may results from factors which can be traced or assigned to a specific cause (Stevenson, 1990; Lock & Smith, 1990; Huge, 1990). Examples of special cause variability include faulty equipment, human factors (e.g., lack of training, carelessness or fatigue), faulty operating procedures, faulty management policies, environmental changes and so on. And because it can be traced, it can be measured, reduced and/or eliminated (Stevenson, 1990; Lock & Smith, 1990; Huge, 1990).

Lock and Smith (1990) proposed two approaches to reducing common cause variability. One is standardization or "getting everyone to use the same procedures, materials, equipment and so forth" (p. 354). Two is to analyze the system or process for potential sources of variations and gather data. This approach may be difficult to implement

because it requires special data gathering skills and some familiarity with quantitative analysis.

Techniques for measuring variability include using control charts or calculating the standard deviation (the unit that expresses the spread of the distribution or the extent to which any frequency distribution is bunched or dispersed) for a given number of observations.

As previously noted by the aerospace/defense practitioner, many factors impact the way public relations outputs are produced. The objective is to reduce variation in the process so as to minimize cost, rework and delays in getting goods and services to the hands of customers. This can only be done by a vigilant monitoring of the process and by minimizing or controlling assignable or special cause variability that can contribute to process variations.

Analysis of data revealed that reduction of process variability was the least understood and, consequently, the least implemented process improvement technique. Among respondents who implemented TQM to public relations, more than 63% did not implement this process improvement practice compared to the 37% of respondents who did. Moreover, analysis of the individual survey responses showed that six respondents placed a question mark next to this category, indicating that they were not familiar with this particular process improvement practice and, therefore, did not implement it. Moreover, the large percentage of

respondents who did not implement this practice indicates that TQM among these respondent organizations is not very well entrenched. Table 53 below and Figure 26 on page 190 summarize the results of this data.

TABLE 53

Companies that Measure Reduced Process Variability As a Measure of Quality Improvement

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	21	36.8	36.8	36.8
No	3	36	63.2	63.2	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

Profitability Outcomes

Unquestionably the most powerful, and also the most frequently used, measure of the effects of quality initiatives in public relations is to measure its impact on profitability. In a 1990 survey of business CEOs, BIC noted that over 70% said that they encourage a profit orientation in quality performance measurement. As one public relations manager of a chemical processing company stated, "Attaching dollar signs to quality outcomes is a sure fire way to get [senior] management attention."

Quality enhances efficiency and productivity, which would reduce costs (costs that are associated with downtime and investments in work in process) and enhance profits. Improved quality also reduces the costs associated with rework, recall and product warranties. As Walsh (1989) notes, "Doing it right the first time equals lowest cost" (p. 8).

An overwhelming 81% of respondents said they measured or attempted to measure the effects of their quality programs based on the cost saving realized as a result of the quality initiative. While only 19% of respondents said they did not use cost reduction as a measure of quality improvement, many conceded that their quality efforts were still too new or too recent to be able to quantify the cost savings realized as a result of their quality program. Table 54 below and Figure 26 on page 190 summarize the results of this data.

TABLE 54

Companies that Use Reduced Cost
As a Measure of Quality Improvement

Value Label	Value	Frequency	%	Valid %	Cum %
Yes	1	46	80.7	80.7	80.7
No	3	11	19.3	19.3	100.0
Total		57	100.0	100.0	

Valid cases: 57 Missing cases: 0

Other Quality Outcomes

Although only five criteria for measuring the effects of quality initiative on public relations were inquired about in this survey, 15 respondents volunteered the information that they used other outcomes to measure the effect of quality initiative in their public relations departments. The other quality outcomes mentioned include: measuring billings, measuring the level of increased outputs (projects completed), measuring changes in customer behavior, measuring changes in community perception, measuring the number of projects completed on time and within budget and tallying the number of quality awards received.

An important finding in the survey indicated that there was a significant number of corporate organizations who directly measured customer satisfaction via customer satisfaction surveys or focus groups. A number of firms, or 16% of respondents, said they measured customer satisfaction via surveys or focus groups of customers, vendors and fellow employees. This is consistent with the findings of Hayslip (1994) who noted that during the 1990s, customer satisfaction surveys have become an essential component of quality management activities among U.S. companies.

This is a step in the right direction for as Fornell (1992) points out, measurement of quality improvement must

be taken at the level of consumption not production. As Fornell stated "It is the customers' subjective evaluation of quality that determines the rate of return on investments in quality.... Measures of quality, obtained from end users, complement productivity measures to provide for more accurate assessments of economic output" (p. 7).

Soliciting satisfaction information from customers, however, is not enough. Corporate organizations must attempt to link customer satisfaction to its own objectives whether those objectives are measured in terms of attracting more customers, generating increased purchases (or purchase orders), developing greater customer loyalty or decreasing employee turnover. It is this vital link between customer satisfaction and profitability that must guide the organization in determining what quality practices work best for them and their organization.

Summary of Chapter Findings

Results data supported the hypothesis that not all quality management techniques in this set of twelve prescribed quality practices are deemed effective by public relations practitioners in helping them achieve their quality goals and objectives. Although a majority of practices were deemed only moderately effective, some were deemed more effective than others. And while 65% of

respondents said they implemented all twelve practices, a large number of public relations respondents said they implemented 11 or less of the prescribed quality practices.

Results data indicated that three quality practices are uniformly adopted by all respondents. These three quality practices include: having a customer oriented focus, identifying internal and external customers and measuring the effects of quality initiatives on public relations. All respondents stated that they uniformly implemented all three practices regardless of the age of the TQM process in place or the level and extent of TQM implementation. The widespread adoption of these three practices among survey respondents was indicative of their effectiveness in helping public relations departments of corporate organization achieve their quality goals and objectives.

In descending order, the following practices were also rated by respondents as being very effective. Senior management leadership in quality improvement was rated very effective by 56% of respondents, while teams and team building was rated by 46% of respondents as being very effective.

Having a quality vision statement, as well as the practice of rewarding and recognizing employee quality contribution, although highly touted by many quality practitioners, were rated by the majority of respondents to be only moderately effective. Fifty-one percent (51%) of

respondents rated reward and recognition as being only moderately effective while 46% of respondents gave similar assessment for having a quality vision statement.

Quality training and benchmarking trail the other practices in terms of their effectiveness in helping public relations practitioners achieve their public relations quality goals and objectives. While 30% of respondents deemed quality training very effective, 56% deemed it only moderately effective. Further, 11% of respondents claimed not to have had TQM training at all.

Benchmarking was the least implemented quality practice and, consequently, was rated very effective by the lowest number of respondents. Twenty percent (20%) of respondents stated that they did not implement benchmarking in their public relations department. And of those who did, only 25% deem it very effective compared to the 50% who deemed it only moderately effective.

Data analysis of process improvement tools and techniques yielded mixed results. Although 95% of respondents said they implemented at least one of three process improvement techniques, their implementation varied widely among respondent organizations. Nonetheless, the most widely implemented process improvement technique was process simplification which was used by 84% of respondents. The level of use of cycle time analysis and process value analysis was approximately the same with cycle time analysis

having a slight edge. Cycle time analysis was used by 60% of respondents, while 58% of respondents said they used process value analysis. The difference was not significant. Survey respondents were not asked to rate the effectiveness of having process improvement focus in terms of helping them achieve their quality goals and objectives. However, the fact that 95% of respondents used at least one of the process improvement tools and techniques indicated that many respondents believe that fine tuning processes can lead to significant quality improvements.

In terms of outcomes, all 57 survey respondents who extended TQM implementation TQM to public relations said they measured the effects of quality improvement initiatives on public relations. The most commonly used unit of measurement is, predictably, the extent costs have been reduced as a result of TQM implementation. This is followed, in descending order of implementation, reduced errors, reduced cycle time and reduced customer complaints. The concept of measuring process variability has still not caught on among public relations departments of corporate organizations who responded to this survey. This may be due to the fact that this technique is difficult to implement and requires specialized skills that many practitioners do not possess. The survey, however, did indicate that directly soliciting customer satisfaction via surveys and focus groups is an emerging quality measurement tool. This

is one particular quality practice in which public relations can make a significant contribution. And as momentum gather for the increased use of this quality technique, pubic relations may in time play a greater role in the corporate quality process.

In the final analysis it can be argued, as Oliver (1992) did, that TQM does not bring much to the table in terms of improving creativity. What TQM does, however, is to train creative people (which many public relations practitioners consider themselves to be) to think in terms of the process perspective. Viewing every task as a process that can be improved enables creative people to focus on streamlining administrative bureaucracies. It is this bureaucratic tangle among modern corporate organizations that many practitioners credit as eroding their capacity for creativity (Oliver, 1992). In the long run, it is this improved and streamlined administrative process--one in which hassles, delays and bottlenecks are eliminated--that can stimulate creativity and improve productivity.

CHAPTER VIII: SUMMARY OF FINDINGS AND RECOMMENDATIONS FOR FURTHER RESEARCH

Highlights

TQM: More Than a Sum of Its Parts

Throughout this thesis, we have consistently applied a "systemic" as well as a "synthetic" approach to TQM application to public relations.

The systemic method viewed TQM as an holistic approach to managing the corporation. Under the systemic approach, we have attempted to look inward. We have tried to break TQM down into its critical components to ascertain what practices worked best, what did not and why. Consequently, we have come to recognize that TQM can be applied to all departments and functions of the organization including public relations.

Under the synthetic approach, we have attempted to look outward. We asked how effective each component of the system was in achieving short- and long-term quality goals and objectives. We then used the results of our analysis to achieve a synthesis of how all the pieces fit together and how to organize the system more effectively so as to sustain and improve the whole.

Managing for quality with the long term view of continuous improvement, however, is difficult. Unfortunately, the quality movement has fallen prey to many preconceived notions and ingrained habits among managers that have thwarted TQM's successful implementation. But as Roth (1992) averred, "...the need for improved quality will not disappear" (p. xii). Heightened competition and the globalization of the marketplace will continually force corporate organizations to refine the quality process. Consequently, managers must push their organizations toward what Bhote (1991) described as a "world class" stage of quality implementation (where both line and staff functions are integrated into the quality effort) to keep pace with the volatility of the market and its prodigious rate of change.

A Review of TQM Practices

Although TQM as a management tool is a relative newcomer, its adoption has moved rapidly among the ranks of corporate organizations. Increasingly, many corporations have been jumping on the quality bandwagon without understanding what quality is all about or how long it would take to implement it. Consequently, some corporations have opted to take shortcuts in the quality process which resulted in their frustrations and greater disenchantment

with TQM. Perhaps now is the time to regroup--to asses how much we have accomplished on our quality journey and how far we still have to go.

We have reviewed the elements of successful quality programs. Managing successful quality programs require careful planning as well as actual quality implementation and roll-out. Managing successful quality programs also require strong quality leadership from top management who can legitimize the process and create momentum for its implementation. Quality programs, however, cannot be successful without an underlying vision of what quality means for the corporation as well as a strong quality communication program that can convey effectively that vision to all employees and customers of the organization.

We also examined the factors which can contribute to the success of any quality initiative. A strong emphasis on customers--both internal and external--is necessary to orient the company to what is truly important in the organization. The total quality transformation also requires a strong investment in employees in terms of training and development as well as in greater employee participation in management and change. Appropriate compensation in terms of awards and recognition is also vital to quality programs and provides the impetus to meet or even exceed company quality goals and objectives. For as Hiam (1992) stated, "these elements combine to transform the

nature of the workplace, the roles played by employees and managers, and the quality of the work they perform" (p. 342).

Further, we have analyzed the fundamental tools and practices employees and managers use so as to effect the quality transformation. We noted that teams and teamwork are essential in empowering employees to take charge of the quality process and run with it. For as J. Grunig (1992) observed " Excellent organizations empower people by giving employees autonomy and allowing them to make strategic decisions.... [Excellent organizations] also emphasize integration rather than segregation and strike a balance between teamwork and individual effort" (p. 223). We found that benchmarking, although rarely used, allows employees and managers to assess the quality progress of their peers and competitors so as to gain a wider understanding on how to manage the quality process. And we have come to recognize that the thrust for quality improvement is fueling the need to use an array of measurement tools and techniques to adequately gauge customer satisfaction and track the impact of quality initiatives on the organization's bottom line.

Lastly, we assessed the effectiveness of process improvement practices and tools and came to the realization that, although it is not practicable and/or necessary to implement all of them, it is important to begin applying

them so as to effectively compete in the long term. As Ernst & Young (1991) observed, "The challenge is to recognize the fundamental value of these [process improvement] practices and use them to gain competitive advantage" (p. 7).

Caveats

In essence, this thesis was an attempt to paint a broad picture of the general characteristics of quality improvement practices among respondent organizations that have attempted to extend TQM implementation to public relations. Admittedly, the sample from which conclusion about quality practices were drawn was small. However, one must bear in mind that this sample included many of the U.S. corporate organizations that have significant quality programs and are thus able to adequately and objectively assess the effectiveness of quality improvement initiatives.

The findings and recommendations noted in the following sections of this chapter are made with the hopes that they may serve as signposts and guides to public relations practitioners and the management they serve in their continuing process of quality improvement.

Looking Back: A Summary of Findings

We began this thesis with a vision and a mission. We initially envisioned the application of a corporate-wide TQM system to every function, product and service of the organization. And we set out to determine which, among the set of 12 prescribed quality practices, work best for public relations. Along the way, we attempted to ascertain if respondent organizations implemented TQM and whether or not that implementation extended to public relations. Further, among respondent corporations that have extended TQM implementation to public relations, we have attempted to describe (a) the level and extent of TQM implementation; (b) the age of TQM processes among respondent corporations; and (c) the level of management satisfaction with TQM implementation to public relations. The sections below delineate the findings of this research.

The Adoption Gap: Results of Survey from Respondents not Extending TQM to Public Relations

Analysis of data did not support the hypothesis that TQM implementation is necessarily corporate-wide. Although the majority of respondents said that their organization extended TQM implementation corporate-wide to include public relations, many corporate organizations still do not follow this practice. In fact, data revealed that firms

selectively implement TQM only to certain units, departments or even subsidiaries of the parent corporation. Among respondent organizations that have not extended TQM implementation to public relations, 40% of respondents claimed that TQM did not apply to public relations. This response is based on the perception among public relations practitioners that quality is a line function (i.e., a manufacturing thing) rather than a staff concern. Moreover, many practitioners continue to view public relations as a craft or an art and not subject to quality constraints.

This, we have found, is not necessarily true. TQM can be applied to all functions, products and services of the organizations. Moreover, the large number of practitioners who have extended TQM implementation to public relations is proof of this assertion. Therefore, practitioners need to divest themselves of this false premise and accept that quality considerations transcend both organizational and functional barriers.

Fully 25% of respondents among this category cited other reasons for not extending TQM implementation to public relations. Among those mentioned included lack of time, money and the knowledge to apply TQM to public relations. Another 18% of respondents stated that the requirements for complying with TQM have deterred them from implementing TQM to public relations.

No matter the reason for not extending TQM implementation to public relations, practitioners need to examine the process by which they ensure the quality of public relations products and services. In so doing, they will find that TQM can be applied to public relations. Further, they will also find that the discipline and rigor inherent in TQM implementation can enhance their productivity in the short- and long-term.

Level and Extent of TQM Implementation Among Public Relations Departments of Respondent Corporations

Survey results supported the hypothesis that a common set of quality practices do operate in all quality systems and that the wholesale adoption of all 12 prescribed quality practices is a common and widespread response to TQM implementation. Results data, however, did not support the proposition that organizations implementing TQM must adopt all 12 practices or none at all. Analysis of data revealed that the majority, or 65% of public relations practitioners implementing TQM in their departments, have adopted all 12 of the prescribed "beneficial practices" noted in Chapter I. However, 35% of respondents said they implemented 11 practices or less. Therefore, one can conclude that it is possible to implement a quality system without adopting all 12 of the prescribed beneficial practices. It is important to point out, however, that corporate organizations

implementing all 12 prescribed practices reported greater satisfaction with their quality progress than those implementing 11 practices or less.

Age of TQM Processes Among Respondent Organizations

TQM implementation among respondent organizations spanned the decades from the earliest manifestations of quality systems in 1979 to recently deployed efforts in quality management. The most active period of TQM implementation seemed to be that period between 1988 to the present whereby 64.6% of respondents said they started a quality program. Among industry groups, survey respondents from durable goods manufacturers have had a headstart in the quality process as a greater percentage of them reported older TQM systems (those aged 10-years or more) compared to non-durable goods manufacturers.

Time, however, is not a significant factor in determining management satisfaction with TQM. Results data indicated that there was a tendency among all managers to be less satisfied with TQM at the early years of implementation and to remain moderately satisfied through the years. Data also revealed that dissatisfaction with TQM was expressed by public relations managers from the oldest and youngest TQM systems. This is indicative that problems exist thorough

the life of the process and that the passage of time does not necessarily resolve all problems.

Satisfaction with TQM Implementation to Public Relations

The majority of respondents reported being only moderately satisfied with TQM implementation to public relations regardless of industry types, age of the TQM system in place or of respondents' level of managerial responsibility. Results data, however, revealed distinct differences of management buy-in depending on the level of supervisory activity. Senior managers and first-line supervisors were most satisfied with TQM implementation whereas middle mangers reported resistance to TQM implementation. This resistance is attributable in part to a feeling of lost power and control experienced by middle mangers as a result of the TQM initiative.

The level and extent of TQM implementation did not have any affect on management's satisfaction with TQM. Although corporate organizations that implemented all 12 of the prescribed TQM practices reported greater satisfaction with the process, a large majority reported only moderate satisfaction with TQM regardless of the number of practices being implemented.

Assessment of TQM Practices

Approaches to quality implementation varied among respondent organizations but they coalesced around the adoption of a set of quality practices which may or may not be effective in helping them achieve their quality goals and objectives. The third hypothesis underlying this thesis is that not all practices in this set of quality management practices--in fact, only a few practices namely senior management leadership, identifying customers, having a process perspective and training in quality--are effective in improving public relations quality performance. Results data confirmed this proposition as respondents' assessment of certain quality practices are mixed.

The majority of respondents rated many of the quality practices only moderately effective, but some quality practices were deemed more effective than others. Having a customer oriented focus, identifying internal and external customers and quantifying the results of quality initiatives are deemed by the majority of respondents as being most effective in improving their quality performance. Benchmarking and employee quality training trailed all other quality practices in respondents' perception of their effectiveness in the quality improvement effort.

Going Forward: Recommendations For Further Research

Each of the twelve prescribed quality practices noted in this research, and how they are applied to public relations, is worthy of a particular study on their own. Time and economic constraints, however, preclude us from pursuing a thorough analysis of each of the prescribed quality practices. Therefore, the following recommendation are made to stimulate additional research on the topic of TQM applications to public relations. Results of future studies will not only enlarge the public relations body of knowledge, but will also serve to enhance the profession's understanding of how TQM can be effectively applied to public relations.

1. This study did not address how often customer requirements are translated into the design of new public relations products and services. The survey did not solicit information as to whether or not public relations departments actually incorporate stated customer requirements into new or existing public relations programs. Therefore, it may be worthwhile to study the rate at which public relations departments of corporate organizations develop new products or services based on customer requirements.

2. This study did not address the particular TQM training required by practitioners. Although many practitioners did not rate employee training as being effective, this assessment is probably a function of the quality and quantity of TQM training they themselves have received. Therefore, information from practitioners as to the type and frequency of TQM training required may shed some light on the question of how to train public relations practitioners adequately and effectively in quality management.
3. Although several possible explanations were proposed, this study did not solicit information as to why respondents were or were not satisfied with TQM. Therefore, a telephone survey of randomly selected companies from those who rated TQM very effective and not effective may be helpful. If this particular survey is undertaken, the researcher is urged to ascertain and discuss thoroughly with subjects the reasons why they were or were not satisfied with TQM implementation to public relations.
4. A case study of one firm's TQM application to public relations may prove insightful. If this study is undertaken, the research is urged to

document the pitfalls undergone and rewards attained by subject organization.

5. In this research, we noted that only those corporate organizations with the oldest and youngest quality systems expressed dissatisfaction with TQM implementation. Therefore, it may be worthwhile to study several corporate organizations comparing the oldest and the youngest TQM systems to determine what quality problems they share and what quality problems persists over time.

Final Thoughts: A Coda

The corporate organizations who participated in this survey are proof that total quality management tools and techniques can be applied to public relations. These public relations practitioners demonstrate--through their commitment to quality, customer orientation, strong participative management and dedication to teams and team building--that is possible to succeed in the quest for quality improvement.

Steeples (1992) reminds us, however, that it is wrong to paint a picture of a quality resurrection that is resurgent and unstoppable. Among many corporate organizations in different sectors of the economy, quality

awareness is still very low. Skepticism about the results of quality improvement is rampant. And many business executives remain unconvinced that TQM could invigorate even the most moribund of corporations.

But the evidence is clear and made compelling by this research. Total quality management can be applied to any organization's process including public relations with positive effects. Only time will tell which corporate organizations will survive the winnowing process. And only those corporations that emerge, fiscally and financially sound, can say with certainty which practices made sense in their quality effort and which practices were truly effective in their quest for excellence and quality improvement.

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APPENDIX I

MALCOLM BALDRIGE NATIONAL AWARD CRITERIA

		Maximum Points
1.0	LEADERSHIP	100
1.1	Senior Executive Leadership	40
1.2	Quality Values	15
1.3	Management for Quality	25
1.4	Public Responsibility	20
2.0	INFORMATION AND ANALYSIS	70
2.1	Scope and Management of Quality Data and Information	20
2.2	Competitive Comparisons and Benchmarks	30
2.3	Analysis of Quality Data and Information	20
3.0	STRATEGIC QUALITY PLANNING	60
3.1	Strategic Quality Planning Process	35
3.2	Quality Goals and Plans	25
4.0	Human Resource Utilization	150
4.1	Human Resource Management	20
4.2	Employee Involvement	40
4.3	Quality Education and Training	40
4.4	Employee Recognition and Performance Measurement	25
4.5	Employee Well-Being and Morale	25
5.0	QUALITY ASSURANCE OF PRODUCTS AND SERVICES	140
5.1	Design and Introduction of Quality Products and Services	35
5.2	Process Quality Control	20
5.3	Continuous Improvement of Process	20
5.4	Quality Assessment	15
5.5	Documentation	10
5.6	Business Process and Support Service Quality	20
5.7	Supplier Quality	20

6.0	QUALITY RESULTS		180
	6.1	Product and Service Quality Results	90
	6.2	Business Processes, Operational, and Support Service Quality Results	50
	6.3	Supplier Quality Results	40
7.0	CUSTOMER SATISFACTION		300
	7.1	Determining Customer Requirements and Expectations	30
	7.2	Customer Relationship Management	50
	7.3	Customer Service Standards	20
	7.4	Commitment to Customers	15
	7.5	Complaint Resolution for Quality Improvement	25
	7.6	Determining Customer Satisfaction	20
	7.7	Customer Satisfaction Results	70
	7.8	Customer Satisfaction Comparison	70
TOTAL POINTS			1,000

Source: 1991 Malcolm Baldrige National Quality Award Application Guidelines.

APPENDIX II

PARTICIPATION REQUEST LETTER (A)
(Altered Format)

Dear Mr./Ms.:

The School of Journalism at the University of Southern California is undertaking a study to determine the impact of Total Quality Management (TQM) on the public relations profession. Until now, there has been no benchmark study or assessment of how emerging quality practices affect public relations. One of our graduate students, Murvyn Callo, has designed a questionnaire to study how you and your colleagues apply TQM in public relations. It is our hope that this study will serve as a basis for establishing which total quality practices work best for public relations.

The enclosed **TQM Questionnaire** consists of 16 questions. If a particular practice is not applied in your department, please mark N/A (Not Applied). The survey should take only about 10-15 minutes to complete.

Please help up obtain the needed information by completing the questionnaire and returning it in the attached, self-addressed, stamped envelope by November 17, 1993. Your name and responses will be kept strictly confidential. If you feel that you are not the most

qualified person in your organization to respond, please direct the questionnaire to one who can provide the solicited information.

The success of this research project hinges on your participation. Please take a few minutes from your schedule to help yourself and your colleagues understand how to apply the basic quality tools to improve our public relations performance. If you would like to receive a summary of our findings, please check the appropriate section at the end of the questionnaire.

We thank you for your participation and look forward to your responses.

Very truly yours,

/s/

William Woestendiek
Director
USC School of Journalism

enclosures

APPENDIX III

PARTICIPATION REQUEST LETTER (B)
(Altered Format)

Dear Mr./Ms.:

Many thanks to those of you who mailed back the completed Total Quality Management (TQM) in Public Relations Survey Questionnaire. We are gratified that so many of you are participating in this project.

However, some of you have indicated the need for a bit more time. To accommodate your request, we are extending the mail-in deadline date. Completed questionnaires may be submitted until December 17, 1993. Attached is a copy of the original TQM Survey questionnaire. A self-addressed, stamped envelope is enclosed for your convenience.

As our economy becomes more complex and competitive, professional communicators must become adept at implementing TQM in the workplace. The standing-room only TQM workshop at the recent PRSA Annual Conference as well as the closing plenary session remarks by Mr. Jeffrey Nugent on "Quality Based World Competitiveness" attest to the growing importance of TQM in public relations. Please help us obtain the needed information by completing and mailing your

copy of the questionnaire. If you have already submitted your responses, please disregard this letter.

Again, we thank you for your cooperation and participation. If you would like to receive a copy of our findings, please check the appropriate section at the end of the questionnaire.

We look forward to sharing the results of our study with you soon.

Very truly yours,

/s/

Murvyn R. Callo
Research Coordinator

enclosures

APPENDIX IV

TOTAL QUALITY MANAGEMENT IN PUBLIC RELATIONS
SURVEY QUESTIONNAIRE*
(Altered Format)

Please answer the following series of questions dealing with total quality management (TQM) in public relations. In this study, TQM is defined as *the application of a set of "quality" practices including, but not limited to, teamwork, benchmarking, cycle-time reduction and a customer-oriented focus to improve a company's products and services.*

I. Background Information:

1. Do you have a company-wide TQM system in place?

_____ Yes. In place since 19 ____. Go to question 2.
_____ No. But intend to institute by 19 ____. Go to Section III on page 3.
_____ No. Have no current plans to institute TQM. Go to Section III on page 3.

2. Do you implement TQM in public relations?

_____ Yes. If yes, go to Section II.
_____ No. If no, why not? Please check all that apply:

____ TQM is not supported by senior management.
____ TQM is too cumbersome.
____ TQM does not apply to public relations.
____ Had TQM in place but now discontinued.
____ Other. Please specify.
_____
_____

Please skip to Section III on page 3.

* The original survey instrument was a three-paged document copied front and back (duplex).

II. TQM Practices:

Using the scale below, please rate the effectiveness of TQM practices in helping your public relations department achieve its TQM goals and objectives. If a particular practice is not applied in your department, please circle N/A (Not Applied).

7	6	5	4	3	2	1	N/A
Very Effective						Not Effective	Not Applied

1. How effective is having a *quality vision statement* in meeting public relations TQM goals and objectives? (*A quality vision statement is defined as a statement conveying what "quality" means in your company.*)

7 6 5 4 3 2 1 N/A

2. How effective is having senior management leadership in meeting public relations TQM goals and objectives?

7 6 5 4 3 2 1 N/A

3. How effective is having a customer-oriented focus in meeting public relations TQM goals and objectives?

7 6 5 4 3 2 1 N/A

4. Have you identified public relations':

	Yes	No
Internal Customers	___	___
External Customers	___	___

5. How effective is *benchmarking* in meeting public relations TQM goals and objectives? (*Benchmarking is defined as the technique of studying the quality processes of competitors, or other quality role models, to improve your own quality performance.*)

7 6 5 4 3 2 1 N/A

6. How effective is employee TQM training in meeting public relations TQM goals and objectives?

7	6	5	4	3	2	1	N/A
Very Effective						Not Effective	Not Applied

7. How effective is using TQM teams for public relations improvement projects.

7	6	5	4	3	2	1	N/A

8. How effective is recognizing and rewarding the quality achievements of employees in meeting public relations TQM goals and objectives?

7	6	5	4	3	2	1	N/A

9. Which process management methods and tools do you use to improve the quality and productivity of public relations?

	Yes	No
Process Value Analysis	___	___
Process Simplification	___	___
Cycle Time Analysis	___	___
Others. Please Specify.	___	___

_____

_____

10. Which outcome(s) do you use to measure the effectiveness of TQM in public relations?

	Yes	No
Fewer Customer Complaints	___	___
Reduced Cycle Time	___	___
Cycle Time Analysis	___	___
Reduced Cost	___	___
Less Process Variations	___	___
Others. Please Specify.	___	___

_____

_____

11. How satisfied are you with implementing TQM to public public relations?

7	6	5	4	3	2	1	N/A
Very Satisfied						Not Satisfied	Not Applied

12. Are there other TQM practices not covered in the above questions that you apply? Please describe them and their use in your department. Use other side if necessary.

III. CORPORATE PROFILE

1. Please indicate your appropriate industry classification:

_____ Manufacturing -- Durable Goods
_____ Manufacturing -- Non-durable Goods
_____ Other. Please specify: _____

2. Please indicate your title within your organization.

_____ Executive Vice President
_____ Senior Vice President
_____ Vice President
_____ Director
_____ Assistant Director
_____ Manager
_____ Other. Please specify: _____

Thank you for your participation. If you would like to receive a summary of this study, please complete the attached Summary Request Form and submit it along with your responses. You will receive a complimentary copy of the study as soon as it is completed.

# # # #

APPENDIX V

SUMMARY REQUEST FORM

Yes, I would like to receive a summary of the completed TQM application in public relations study. Please send to:

Name: Mr./Ms. _____

Title: _____

Company: _____

Address: _____

_____

Thank you for your participation. Please include this form with your responses to the questionnaire. **This form will be separated from your responses upon receipt to further ensure the confidentiality of the data.**

# # # #

APPENDIX VI

1993 Fortune 250

1. General Motors, Detroit, MI
2. EXXON Irving, TX
3. Ford Motors Dearborn, MI
4. IBM Armonk, NY
5. General Electric Fairfield, CT
6. MOBIL Fairfax, VA
7. Philip Morris New York, NY
8. E. I. Dupont Wilmington, DE
9. CHEVRON San Francisco, CA
10. TEXACO White Plains, NY
11. CHRYSLER Highland Park, MI
12. BOEING Seattle, WA
13. Procter & Gamble Cincinnati, OH
14. AMOCO Chicago, IL
15. PEPSICO Purchase, NY
16. United Technologies Hartford, CT
17. Shell Oil Houston, TX
18. CONAGRA Omaha, NE
19. Eastman Kodak Rochester, NY
20. DOW Chemicals Midland, MI
21. XEROX Stamford, CT
22. ARCO Los Angeles, CA
23. McDonnell Douglas St. Louis, MO
24. Hewlett-Packard Palo Alto, CA
25. USX Pittsburgh, PA
26. RJR Nabisco Holdings New York, NY
27. Digital Equipment Corporation (DEC) Maynard, MA
28. 3M St. Paul, MN

29. Johnson & Johnson
New Brunswick, NJ

30. TENNECO
Houston, TX

31. International Paper
Purchase, NY

32. MOTOROLA
Schaumburg, IL

33. Sara Lee
Chicago, IL

34. COCA-COLA
Atlanta, GA

35. Westinghouse Elec.
Pittsburgh, PA

36. Allied-Signal
Morris Township, NJ

37. Phillips Petroleum
Bartlesville, OK

38. Goodyear Tire
& Rubber
Akron, OH

39. Georgia Pacific
Atlanta, GA

40. Bristol-Myers Squibb
New York, NY

41. ANHEUSER-BUSCH
St. Louis, MO

42. IBP
Dakota City, NE

43. Rockwell Int'l.
Seal Beach, CA

44. CATERPILLAR
Peoria, IL

45. LOCKHEED
Calabasas, CA

46. COASTAL
Houston, TX

47. MERCK
Whitehouse Sta., NJ

48. Ashland Oil
Ashland, KY

50. Archer Daniels Midland
Decatur, IL

51. WEYERHAEUSER
Tacoma, WA

52. Unilever, U.S.
New York, NY

53. CITGO Petroleum
Tulsa, OK

54. RAYTHEON
Lexington,MA

55. UNOCAL
Los Angeles, CA

56. Occidental Petroleum
Los Angeles, CA

57. American Brands
Old Greenwich, CT

58. General Dynamics
Falls Church, VA

59. SUN
Philadelphia, PA

60. MONSANTO
St. Louis, MO

61. Baxter International
Deerfield, IL

62. UNISYS
Blue Bell, PA

63. TEXTRON
Providence, RI

64. TRW
Cleveland, OH

65. Hanson Indus. N.A.
Iselin, NJ

66. Abbot Laboratories
Abbot Park, IL

67. American Home Products
New York, NY

68. General Mills
Minneapolis, MN

69. Ralston Purina
St. Louis, MO

70. Emerson Electric
St. Louis, MO

71. Texas Instruments
Dallas, TX

72. PFIZER
New York, NY

73. WHIRLPOOL
Benton Harbor, MI

74. BORDEN
New York, NY

75. Kimberly-Clark
Dallas, TX

76. Apple Computer
Cupertino, CA

77. Hoechst Celanese
Somerville, NJ

78. Colgate-Palmolive
New York, NY

79. DEERE
Moline, IL

80. H.J. Heinz
Pittsburgh, PA

81. CPC International
Englewood Cliffs, NJ

82. MILES
Pittsburgh, PA

83. W.R. Grace
Boca Raton FL

84. Eli Lilly
Indianapolis, IN

85. Campbell Soup
Camden, NJ

86. HONEYWELL
Minneapolis, MN

87. KELLOGG
Battle Creek, MI

88. Union-Carbide
Danbury, CT

89. Cooper Industries
Houston, TX

90. North American Philips
New York, NY

91. Amerada Hess
New York, NY

92. Martin Marietta
Bethesda, MD

93. INTEL
Santa Clara, CA

94. PPG Industries
Pittsburgh, PA

95. Litton Industries
Beverly Hills, CA

96. Reynolds Metals
Richmond, VA

97. Warner-Lambert
Morris Plains, NJ

98. Quaker Oats
Chicago, IL

99. Levi Strauss
Associates
San Francisco, CA

100. NORTHROP
Los Angeles, CA

101. Stone Container
Chicago, IL

102. LTV
Cleveland, OH

103. American Cyanamid
Wayne, NJ

104. GILLETTE
Boston, MA

105. Johnson Controls
Milwaukee, WI

106. COCA-COLA Enterprises
Atlanta, GA

107. BASF
Parsippany, NJ

108. DANA
Toledo, OH

109. Champion Int'l
Stamford, CT

110. Scot Paper
Philadelphia, PA

111. Lyondell
Petrochemical
Houston, TX

112. Black & Decker
Towson, MD

113. James River Corp.
of Virginia
Richmond, VA

114. MEAD
Dayton, OH

115. Chiquita Brands
International
Cincinnati, OH

116. Dresser Industries
Dallas, TX

117. R.R.Donnelley & Sons
Chicago, IL

118. Tyson Foods
Springdale, AR

119. COMPAQ Computer
Houston, TX

120. J.E. Seagram
New York, NY

121. EATON
Cleveland, OH

122. Rhone-Poulenc Rorer
Collegeville, PA

123. Schering-Plough
Madison, NJ

124. Bethlehem Steel
Bethlehem, PA

125. FMC
Chicago, IL

126. Navistar International
Chicago, IL

127. VF
Wyomissing, PA

128. Avon Products
New York, NY

129. American Standard
New York, NY

130. Ingersoll-Rand
Woodcliff Lake, NJ

131. Crown Cork & Seal
Philadelphia, PA

132. Cummins Engine
Columbus, IN

133. CORNING
Corning, NY

134. Boise Cascade
Boise, ID

135. Owens-Illinois
Toledo, OH

136. AMAX
New York, NY

137. Times Mirror
Los Angeles, CA

138. The Upjohn Co.
Kalamazoo, MI

139. SUN Microsystems
Mountain View, CA

140. MASCO
Taylor, MI

141. GRUMMAN
Bethpage, NY

142. Inland Steel Indus.
Chicago, IL

143. GANNETT
Arlington, VA

144. Pitney Bowes
Stamford, CT

145. Farmland Industries
Kansas City, MO

146. FINA
Dallas, TX

147. KERR-MCGEE
Oklahoma City, OK

148. AMP
Harrisburg, PA

149. AGWAY
Dallas, TX

150. Air Products & Chem.
Allentown, PA

151. Hershey Foods
Hershey, PA

152. VARITY
Buffalo, NY

153. Rohm & Haas
Philadelphia, PA

154. Tyco Laboratories
Exeter, NH

155. Union Camp
Wayne, NJ

156. HARRIS
Melbourne, FL

157. MAYTAG
Newton, IA

158. Bershire-Hathaway
Omaha, NE

159. Jefferson-Smurfit
St. Louis, MO

160. UNIVERSAL
Richmond, VA

161. ETHYL
Richmond, VA

162. Premark International
Deerfield, IL

163. TELEDYNE
Los Angeles, CA

164. Seagate Technology
Scotts Valley, CA

165. LORAL
New York, NY

166. HERCULES
Wilmington, DE

167. Owens-Corning
Fiberglass
Toledo, OH

168. Illinois Tool Works
Glenview, IL

169. Geo. A. Hormel
Austin, MN

170. EG&G
Wellesley, MA

171. PACCAR
Bellevue, WA

172. Sherwin-Williams
Cleveland, OH

173. PENNZOIL
Houston, TX

174. Temple-Inland
Diboll, TX

175. Readers Digest
Association
Pleasantville, NY

176. MAPCO
Tulsa, OK

177. Avery Denison
Pasadena, CA

178. Diamond Shamrock
San Antonio, TX

179. ULTRAMAR
Tarrytown, NY

180. PHELPS-DODGE
Phoenix, AZ

181. Land O'Lakes
Arden Hills, MN

182. AMDAHL
Sunnyvale, CA

183. Armstrong World Ind.
Lancaster, PA

184. Baker Hughes
Houston, TX

185. HASBRO
Pawtucket, RI

186. B.F. Goodrich
Akron, OH

187. BALL Corp.
Muncie, IN

188. ENGLEHARD
Iselin, NY

189. Total Petroleum
Denver, CO

190. WHITMAN
Rolling Meadows, IL

191. OLIN
Stamford, CT

192. Parker Hannifin
Cleveland, OH

193. National Steel
Mishawaka, IN

194. MCDERMOTT
New Orleans, LA

195. Willamette Industries
Portland, OR

196. Becton Dickinson
Franklin Lakes, NJ

197. WESTVACO
New York, NY

198. Knight-Ridder
Miami, FL

199. Quantum Chemicals
New York, NY

200. Dean Foods
Franklin Park, IL

201. DOVER
New York, NY

202. International
Multifoods
Minneapolis, MN

203. Conner Peripherals
San Jose, CA

204. Clark Oil & Refining
St. Louis, MO

205. MAXXAM
Houston, TX

206. MANVILLE
Denver, CO

207. BRUNSWICK
Lake Forest, IL

208. Collins & Aikman Group
Charlotte, NC

209. Stanley Works
New Britain, CT

210. Louisiana-Pacific
Portland, OR

211. POLAROID
Cambridge, MA

212. TOSCO
Stamford, CT

213. TRIBUNE
Chicago, IL

214. E-Systems
Dallas, TX

215. ARMCO
Parsippany, NJ

216. Burlington Industries
Equity
Greensboro, NC

217, TANDEM Computers
Cupertino, CA

218. McGraw-Hill
New York, NY

219. Springs Industries
Fort Mills, SC

220. DOW CORNING
Midland, MI

221. York International
York, PA

222. GENCORP
Fairlawn, OH

223. ASARCO
New York, NY

224. Morton International
Chicago, IL

225. Wang Laboratories
Lowell, MA

226. Central Soya
Ft. Wayne, IN

227. Arvin Industries
Columbus, IN

228. PET
St. Louis, MO

229. MATTEL
El Segundo, CA

230. Mid-America Dairymen
Springdale, MO

231. SEQUA
New York, NY

232. Fruit Of The Loom
Chicago, IL

233. SONOCO Products
Hartsville, SC

234. DOW JONES
New York, NY

235. RUBBERMAID
Wooster, OH

236. Adolph Coors
Golden, CO

237. ECHLIN
Branford, CT

238. Farmers Union
Central Exchange
(CENEX)
St. Paul, MN

239. USG
Chicago, IL

240. New York Times
New York, NY

241. Shaw Industries
Dalton, GA

242. WITCO
New York, NY

243. National Semiconductor
Santa Clara, CA

244. IMCERA Group
Northbrook, IL

245. Bausch & Lomb
Rochester, NY

246. CLOROX
Oakland, Ca

247. SUNSTRAND
Rockford, IL

248. TRINOVA
Maumee, OH

249. Murphy Oil
El Dorado, AK

250. MASCO Industries
Taylor, MI