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# The Prospects of TQM Implementation in the Design and Production of Slit and Kaba in Small to Medium Garment Production Enterprises: The Ghanaian Context

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## **Abstract:**

*The study sought to empirically determine the prospects of TQM implementation in the design and production of slit and kaba in small to medium garment production enterprises in Ghana. The quantitative research design was adopted. A total of 138 participants were purposively sampled from the population of small and medium-scale fashion enterprises in the Accra metropolis. A questionnaire was used as the main data collection instrument. The study discovered that TQM is fundamental to achieving high-quality products and customer satisfaction and retention. TQM results in an increase in sales, effective customer service coupled with cost reduction, and improved production practices, all will inure to the benefit and prospects of the production houses. It was, therefore, recommended that government should introduce a policy to include content on TQM as part of the curriculum of Higher Fashion Education in Ghana.*

**Keywords:** TQM, slit, and kaba, small to medium garment production enterprises, Ghana

## **1. Introduction**

Discussing fashion requires that emphasis be placed on designer fashions, specifically garments that are associated with elite status and created by recognised individuals who champion innovation. A second sphere exists, comprised primarily of a form of dress worn by most Ghanaian women – the 'Kaba and Slit'. Kaba and Slit fashions are Ghana's most recognisable and visible forms of women's clothing. The diversity of styles and fabrics creates a colourful display of costumes worn mostly by women, transforming traditional functions into informal runways for showcasing novelty clothing (Gott & Loughran, 2010).

Unlike most forms of fashion, the Kaba and Slit is an inherently egalitarian form of the outfit, worn equally by street vendors to first ladies in Ghana. The inclusion of Kaba and Slit fashions in this study recognises the importance of this dynamic form of dress. Further, it illustrates the vibrancy and complexity of Ghanaian fashion culture. The Kaba and Slit is a fusion of international and local dress styles that signifies a distinctly Ghanaian identity. The Kaba and Slit is Ghana's national custom. It is our real Ghanaian dress (Gott, 2012). The Kaba and Slit are typically created from six yards of fabric, with two yards used for each of the garment's three integral elements – a blouse, a sewn or wrapped skirt, and an additional piece of fabric used primarily as a wrapper or shawl.

Gott et al. (2010) expounded that Ghana's distinctive three-piece Kaba and Slit was created when a European-inspired blouse was added to the existing wrapped ensemble of Ghanaian women's dresses. The earliest illustration of this hybrid garment appeared in the 1831 account of a British woman's travels along the coast of West Africa. Despite the popularity of the Kaba and Slit during the nineteenth century, by the early twentieth century, it became a mode of dress primarily associated with 'illiterates' or women without formal schooling (Gott, 2010, p.10). Immediately before and following Ghana's independence in 1957 and encouraged by Nkrumah's exaltation of indigenous forms of dress, the status of the Kaba and Slit was restored. It quickly became a symbol of Ghana's national heritage and a form of clothing that was debated, celebrated, and routinely worn by fashion-conscious Ghanaian women (Tranberg & Madison, 2013).

A silent heritage, the malleability of the Kaba and Slit has ensured its relevancy as a staple of Ghanaian female dress throughout the 20th and 21st centuries (Essel, 2019; Kuma-Kpobee, 2013; Gyekye, 2003), often reflecting the political and cultural shifts of specific eras. Whereas immediately following independence, the kaba and slit were transformed into a form of elite, nationalist fashion, during the regime and presidency of John Jerry Rawlings (1981-2001); it functioned as a populist form of nationalist attire. The inclusion of recognised and influential women wearing Kaba and Slit likely encouraged other Ghanaian women, both elite and non-elite, to don the iconic garment for a variety of contexts.

Due to its predominance, sewists and fashion designers alike, Small to Medium garment production enterprises in Ghana are continually inventing variations of the Kaba and Slit, creating and promoting a dynamic and inconsistent system of dress. There have been many complaints from clients regarding the changing face of the outfit. These have manifested in

the dress losing its originality and thus generating some form of discomfort for users. This necessitates implementing Total Quantity Management (TQM) in the design and production of Slit and Kaba to continually create and promote a dynamic and inconsistent system of Slit and Kaba in Ghana. That articulated, Total Quality Management implementation in the apparel manufacturing industry has gained prominence in various countries, including China, Bangladesh, Patagonia, and Vietnam (Dezi et al., 2022; Carhuayano-Paucar et al., 2022; Habib et al., 2021; Lu, 2018; Rahman & Al Amin, 2016) and have unwaveringly remained the world's leading exporters of garments. Most of these countries attained these successes because of the implementation of TQM in their manufacturing and other processes.

Furthermore, due to the rapid developments in international competition, apparel industries must employ innovative approaches to gain a competitive advantage (Cao et al., 2022; Gul et al., 2021). The limits of acceptable quality levels for the industry have fallen because of liberal policies in international markets (WTO, 2017). The African Growth and Opportunity Act (AGOA), which was enacted and passed into law in 2000 by the US government to reactivate the operations of several collapsing industries in sub-Saharan African countries, was a supporting instrument for the attainment of the first item among the Millennium Development Goals (MDGs). Considering the extent of the collapses of industries in Ghana, including the local apparel industry and the low patronage of locally produced goods, one wonders how goal number one of the Millennium Development Goals (MDGs) can be achieved. However, TQM plays a vital role in improving productivity and product quality and reduces manufacturing costs by reducing rework and scraping (Cristobal et al., 2022; Lwin, 2021; Rahman & Masud, 2011).

TQM implementation has excellent applicability in the Ghanaian apparel manufacturing sector, specifically SMEs. Thus, product quality improvement can play a vital role in opening the doors of great opportunities for the country, which necessitates a study of how TQM principles can be successfully implemented in the apparel manufacturing industry in Ghana, particularly in the design and production of Slit and Kaba in small to medium garment production enterprises in Ghana. Garment manufacturing businesses in emerging economies such as Ghana face severe challenges from the domestic and international market competition because of their limited potential to embrace innovative approaches to cope with the existing challenges in the business environment. Consequently, these businesses are unlikely to demonstrate any advancement in the dynamically shifting global economics. If such potential is not certified in these SMEs, the local economy will continue to be occupied by imported clothing.

Thus, to empower local SME garment production businesses to advance their operations continuously, they must afford a high standard of products and services and provide their workers with the appropriate tools and techniques, mainly those persons involved in the process of continual development. Nevertheless, since stakeholders have not yet agreed on how to apply TQM principles and techniques meritoriously in the apparel manufacturing industry, as indicated by Wickramasinghe & Perera (2016) and Balaji (2012), the need has emerged to conduct this study in the small to medium garment production enterprises in the Accra Metropolis of Ghana. Due to the lack of TQM studies in Ghana and especially in the apparel manufacturing industry, this study will focus on the identification of the basic pillars required as well as the prospects for the implementation of TQM principles in the design and production of Slit and Kaba in small to medium garment production enterprises in the Accra Metropolis. Ghana is a developing country, and the apparel sector supports its economy. Thus, the study is critical to determine whether these initiatives can improve their processes.

### 1.1. The Total Quality Management Concept

The quality management concept can be mysterious due to distinct criteria based on roles in the sequence of events established on a person's standpoints within the value chain. Seawright and Young (1996) defined quality as the degree of excellence of something as measured against another comparable thing. Nevertheless, within the business setting, quality is connected to product and service features and consumer satisfaction (Sebastianelli & Tamimi, 2002). It can differ according to diverse viewpoints, including customer and organisation perspectives; Feigenbaum (1983) inferred that quality is the features through which a product or service meets the shopper's expectations.

While quality encompasses product and service features (Reeves & Bednar, 1995), quality management deals with the operation process and organisation and signifies the realisation of quality. Quality is considered to have three (3) key constituents, quality assurance, quality control, and quality improvement. To Crosby (1979), quality management is grounded on a zero-defect philosophy. This philosophy focuses on averting unintended errors by understanding the high cost of quality defects and thinking incessantly about where faults might arise to avert these errors, if possible, to afford high quality and quantity products or services within the lowest budget, thus increasing customer satisfaction and improving firm reputation.

Total Quality Management is a management tactic that has become prevalent since the early 1980s, when it turned out to be an effective technique of competitiveness. Consequently, Deming (1986) defined TQM as organisation events encompassing everybody in a corporation in an entirely systemic and combined effort toward refining performance at all levels. These integrations improve customer satisfaction by controlling quality, costs, and product development. As inferred by Gupta & Gupta (2022) and Bisho & Sam (2022), TQM is based on a continuous achievement of consumer satisfaction through the integration of management and worker commitment, preparation, continuous improvement, and good supplier relations.

Total Quality Management is defined by Zairi (2013) as a continuous process of improvement for persons, groups of individuals, and the entire organisation. A quality section in an organisation is based on:

- Incorporating all organisational functions, and
- Focusing on satisfying customer requirements to realise organisational aims, which can be reached by affording personnel with the needed preparation towards being self-inspired and controlled to come up with innovative concepts and approaches to undertaking the work and dealing with customers to afford a high-quality service.

Kumar et al. (2020) infer that TQM is related to the organisation itself and is perceived as incorporating any organization's technical, social, and human structures, thus impacting its status and client satisfaction.

Consequently, all sections must amalgamate to advance the organisation's effectiveness, competitiveness, and structure. According to Dale and Wan (2002), there are several descriptions and clarifications of TQM due to the varied perceptions of quality. However, Dale and Wan specify that TQM is the shared cooperation of everybody in an organisation and linked with business processes to offer value for money for products or services which meet and confidently surpass the requirements and expectations of consumers. Dale and Wan suggest that TQM includes all facets of quality management for organisations, comprising suppliers, consumers, and personnel, and their amalgamation with the crucial business process. Furthermore, TQM necessitates all organisations to apply TQM philosophies in every division and at every level, with an equilibrium between technical, people, and managerial matters. Hence, all departments must integrate to attain the necessary outcome of the TQM implementation.

Khan (2003) points to four (4) fundamental features on which the TQM philosophy is centred. These include worker involvement, empowerment and ownership, continuous improvement, consumer focus, and employment of management commitment, where TQM is the basis of numerous undertakings, including management and employee commitment, meeting consumer desires, improvement teams, decreasing development cycle time, worker involvement and empowerment as well as strategic planning. Oakland (2003) specifies that TQM is a management function targeted at refining effectiveness, competitiveness and liveness through strategic planning, management, and worker involvement and process improvement.

TQM must be a way of thinking and carrying out a job. This includes all persons within an organisation by refining communication and employee involvement to influence and advance quality positively. To Alsughayir (2014), TQM is a technique by which management and workforces can continuously improve the production of goods or services. TQM is a management philosophy intended to decrease losses and increase business outcomes. Furthermore, TQM is based on an amalgamation of management tools and seeks to incorporate all organisational functions to emphasise meeting organisational aims and consumer expectations and requirements.

Deming (1986) and Juran (1992) infer that organisations need a quality system and quality culture. They offer the fundamental assumptions of TQM as a discipline and philosophy of management that organises, plans, and unceasingly advances activities in which management and personnel have to contribute to increasing processes and outputs. Consequently, TQM is presented differently and from different standpoints. TQM descriptions differ from country to country based on national and organisational culture, perception of quality, and prerequisite of that culture. Generally, it is understood as a management philosophy, and most scholars relate the core role of TQM implementation to the management level of commitment toward quality improvement.

Total quality management is a shared responsibility in an organisation intended to create value-for-money products or services to meet and exceed consumer needs and expectations. It has been efficaciously applied in the manufacturing sector to control processes and circumvent insufficiencies, leading to savings in monetary terms and time and high levels of consumer satisfaction. Few manufacturing processes aim to produce single items, whereas in Garment manufacturing, the work is considered repetitive, and generally, garment specifications are altered with each assignment (Wickramasinghe & Perera, 2016). Nonetheless, not only are garments necessarily repeated products that can be repeatedly enriched, but, more significantly, the processes of garment manufacturing are itself recurrent in their basics from task to task.

Consequently, notwithstanding the task size, the majority of inputs into garment manufacturing are repeated. Much maintenance work also applies a repeat process. Therefore, the focus is not on the production of the garment alone but on designing and planning the production. Therefore, improvement tools that are presently being applied must be adapted and used in the industry. Nevertheless, defects and errors during the garment manufacturing phases offer learning opportunities and improvement. One of the key intents of TQM is to increase consumer satisfaction (Rahman & Al Amin, 2016). It necessitates a commitment to ruminates the consumer perspective in all processes. Several concepts have been effectively applied in the manufacturing sector to realise continual improvement and, ultimately, product quality. One such concept is the Juran Trilogy (Juran, 1992), which integrates three (3) characteristics: quality planning, quality control, and quality improvement.

According to Juran and Godfrey (1999), quality planning is the act of satiating consumers by developing products and processes that meet their requirements. A sequence of stages is charted to do so. They include setting up quality objectives, identifying consumer requirements, developing products that meet their demands, instituting process controls, and assessing quality performance. The Juran Trilogy necessitates management comprehending three (3) crucial methodologies (Juran, 1992).

Considerable modifications in the culture and structure of the Garment manufacturing industry are required to allow improvements in the project process that will provide high-quality garments (Rahman & Al Amin, 2016). These include changes in working conditions (Talapatra & Rahman, 2016), skills and training, design approaches, technology application, and relationships between companies. Furthermore, suppose Garment manufacturing industries are to share value-added performance benefits; its aims and targets must be directly related to consumers' perceptions of performance (Mulat et al., 2018). This symbolises improvement measures regarding predictability, cost, time, and quality (Nupur et al., 2018).

Consumers will then be able to recognise the improved value and reward businesses that deliver them. As inferred by (Talapatra & Rahman, 2016) and Balaji (2012), targets must also be set for refining the quality and efficiency of manufacturing processes regarding safety and labour productivity. Thus, corners are not cut, and garment manufacturing businesses and their workforce share in the benefits of success to deliver continuous improvement. Nonetheless, in the

current global competitive marketplace, the requirements, as well as expectations of consumers, are increasing as they desire enhanced quality products due to high competition, which affords consumers more control over their choice (Lu, 2018).

Additionally, due to globalisation and growing competition worldwide, businesses are expected to keep up with their competitors and increase their market share. Therefore, quality is perceived as a suitable technique to increase business competitiveness, sustainability, and performance as it emphasises the whole organisation and produces a relationship between all participants and consumers in understanding their wants and desires (De Mendonca & Zhou, 2019). The practical implementation of TQM in the manufacturing sector in some countries such as Europe, the USA, and Japan (Peris-Ortiz et al., 2015; Phan et al., 2011) has led other corporations to implement TQM to advance their performance and consumer satisfaction. Thus, numerous enterprises have embraced quality management tools and techniques without comprehending the inevitability or benefits of quality management. These companies believe that devising quality management within an organisation may improve the business' status and position in the marketplace.

Nevertheless, the Garment manufacturing industry, equated to other sectors, is viewed as one with poor quality emphasis (Balaji, 2012). Total Quality Management is increasingly being embraced within the garment industry as an initiative for resolving quality concerns within the industry and meeting consumers' incessant desires (Wickramasinghe & Perera, 2016). According to Wickramasinghe and Perera (2016), TQM has the potential to advance business outcomes, worker involvement and accomplishment, more excellent consumer orientation and satisfaction, team working, and improved management of workforces within the organisation. However, notwithstanding the innumerable benefits of TQM adoption, businesses have been recurrently struggling with its implementation, as it necessitates a long time and cultural transformation (Mosadeghrad, 2014).

Per the previous descriptions of TQM, it can be determined that TQM is initially perceived as a technique for reducing defects and, thus, decreasing costs and increasing profit margins while simultaneously offering consumers high-quality products within the lowest budget. Manufacturing organisations manufacture tangible products that can be seen, touched, and directly measured, whereas service organisations produce intangible products that cannot be seen or touched but experienced. Quality, thus, is more related to management, personnel, and operational processes instead of the final products, though, in consumers' opinion, quality is directly linked with the final product since quality perceived by consumers is the difference between the pre-purchase anticipation and after acquisition performance (Sader et al., 2022; Kim, 2016).

### *1.2. Pillars of Total Quality Management Implementation*

The implementation of TQM in practice necessitates an organisational culture and climate. This takes time and endurance to finish the process (Petliushenko et al., 2018). The procedure does not happen overnight; the outcomes may not be appreciated for an extended period. Numerous stages must be taken in shifting to quality management in an organisation. Jablonski (1994) acknowledged six (6) qualities for the successful implementation of a TQM program. They include:

- Customer focus,
- Process focus,
- Prevention and inspection,
- Worker enablement and compensation,
- Fact-based decision-making, and
- Receptivity to feedback

Another opinion about TQM includes:

- Customer-defined quality,
- Top management direction,
- Principal focus on strategic planning,
- Worker responsibility at all levels of the organisation,
- Emphasis on continuous quality improvement to realise strategic goals,
- Cooperative efforts amongst personnel and management,
- Application of statistical process control, and
- Continuous improvement through teaching and training of the entire workforce

Nevertheless, this study discusses a few of the pillars necessary for TQM implementation.

#### *1.2.1. Creation of Quality Management Environment*

The beginning feature of the TQM philosophy must be creating a quality management environment for all workers to search for quality issues and correct them, and that environment must exist through the implementation passé. Organisations have to devise a clear vision and mission regarding TQM implementation. This must be disseminated to all personnel in the organisation. TQM is an organisation-wide issue that is everybody's challenge. An organisation will not change TQM until it is aware that its product or service quality needs to be enhanced (Permana et al., 2021; Toke & Kalpande, 2021). Hence, an awareness program for TQM enactment is crucial to a fashion organisation-wide positive environment. This can be done through discussions, conferences, or workshops within the business. In the future, it can be conveyed through official training and education programs for the key personnel of the TQM implementation teams.

### 1.2.2. Development of Teamwork

Instead of continuous improvement, consumers' desires must be reliably measured and fulfilled (Mitreva & Prodanovska, 2013). A business must be organised to attain the required evidence for identifying consumer requirements and to acquire dependable and swift feedback on the quality levels of existing products or services. All personnel must consider the requirements of consumers' satisfaction. Consequently, it is essential to include front-line personnel in decision-making. Establishing and appreciating teams' input is the essential component of TQM (see Lee et al., 2010). The core of teamwork is the high price that is committed to teamwork. Teamwork can involve many partnerships and even comprise non-organisational associates such as suppliers.

Resolutions are usually considered superior, more imaginative, and foster commitment to the eventual result. To recognise the rewards of collaboration, nevertheless, teams must sincerely enable the involvement and participation of members, overcome hierarchical power deference, and end in the actual resolution of work complications (Islam & Haque, 2012a). In numerous establishments that do not follow the TQM philosophy, directors are often on the rummage for somebody to blame for issues discovered. This environment category creates unwholesome pressure and dampens ground-breaking ideas and practices of personnel. The amalgamation of a team approach and quality measures signifies seeking to advance the system when issues arise (Islam & Haque, 2012b). Teamwork becomes fruitful because of liveness, commitment, synergistic reaction to challenges, enhanced work, and focus.

### 1.2.3. The Practice of Quality Control Tools and Techniques

Total quality management places a great deal of duty on all workers. If personnel detect correct quality issues, they must apply suitable tools and procedures (Dahlgaard-Park et al., 2018). For refining product and service quality, Statistical Process Control is the best technical tool encompassing seven (7) basic techniques, including:

- A Pareto diagram,
- A process flow diagram,
- A cause-and-effect diagram,
- Check sheets,
- Histogram,
- Control charts, and
- Scattered diagrams, as discussed previously

This technical tool can be applied to control the process and to advance the process's capability. Consequently, introducing the Statistical Process Control tools to the workforce will be instrumental in implementing TQM in practice.

Moreover, the involvement of Statistical Process Control tools and allied techniques for examining and deciphering problems can increase TQM implementation. Failure Mode and Effect Analysis is an investigative procedure that combines the technology and experience of individuals in detecting predictable failure modes of a product or process and planning for its removal (Besterfield et al., 2014). The implementation of design Failure Mode and Effect Analysis aids in establishing priorities based on estimated failures and severity of those failures and helps unearth omissions, errors, and blunders with the aid of dipping development time and cost of the manufacturing process.

Conversely, process Failure Mode and Effect Analysis can identify probable process failure modes and aid in establishing priorities according to comparative influence on internal and external customers (Islam & Haque, 2012b). Consequently, by implementing the Failure Mode and Effect Analysis technique, a business can decrease the possible failures in its product and process, which is one of the targets of TQM implementation. Maintenance is essential to a product manufacturing system. Total Productive Maintenance maintains the existing plant and equipment at their maximum productive level by supporting all areas of the organisation (Besterfield et al., 2014). It is directed toward the eradication of unintended equipment and plant maintenance. Total Productive Maintenance is reflected as an extension of the TQM philosophy to the maintenance function.

### 1.2.4. Focus on the Customer

Total quality management identifies that a faultlessly manufactured product has little worth if it is not what the consumer desires (Kim, 2016). Consequently, it can be said that quality is consumer-driven (Islam & Haque, 2012b). This means that the objective of customer satisfaction must be assimilated into the preparation processes and continued daily. For continuous improvement, customers' desires must be continuously measured and fulfilled. The firm must be organised to acquire the essential evidence for identifying customer needs and consistent and swift feedback on the quality levels of presently available products/services (Grigoroudis & Siskos, 2010).

Workforce motivation plays an essential that focusing on customer satisfaction. An inspired worker can achieve more than unmotivated ones. Customer anticipations often differ from one customer to the other. Thus, organisations these days employ a planned system to detect and prioritise customer demands and then align an establishment's products or services to meet those priorities. To do this, it employs adaptations of Quality Function Deployment, a strategic tool in which the opinion of the consumer is captured in a sequence of matrices that enable the analysis of product/service quality features, costs, reliability, and the usage of innovative conceptions and technologies for enhancement in light of consumer needs. The resolve of Quality Function Deployment, thus, is to guarantee that TQM efforts are customer-focused and aligned (Kim, 2016).

### 1.2.5. Focus on Supplier Relationship

Management has to allow adequate time for the procuring department to categorise some low-cost, qualified suppliers and to examine the evidence they present (Lu, 2018). An unrealistic deadline can lead to poor selection based on

incomplete information about supplier qualifications. Also, improved communication between purchasing and other departments, such as engineering and quality control, is needed when those departments must provide information to assess supplier qualifications and the suppliers' manufacturing process (Loke et al., 2010). It is challenging to advance the level of creditability, and faith desired to establish tight working relationships.

Businesses must apply appropriate tools, procedures, and systems to make an appropriate relationship with suppliers. Most of these systems comprise procurement systems, advanced preparation and scheduling, and transport planning systems (Mitreva & Prodanovska, 2013; Loke et al., 2010). Standard procurement structures allow firms to compare suppliers' worth and performance competencies. Along these lines, it is conceivable to detect superior suppliers to establish an association with them. The mundane transactions that transpire in the purchasing process can then be principally automated as information technology is obtainable at the doorsteps.

#### 1.2.6. Benchmarking

Benchmarking is a methodical technique by which businesses measure their performance against the most exceptional industry practice (Ahmad & Elhuni, 2014). It is an implementation for continuous improvement. Essentially, it is copying concepts and adapting them to increase competitive advantage. The need for benchmarking may commence from identifying deviations from set objectives of the current process and practices and may end with the realisation of anticipated improvements set according to the best practices. Since benchmarking is not a plan, nor is it anticipated to be a business philosophy, it must be applied appropriately to gain estimated benefits. Benchmarking is time and cost-efficient since the process includes simulation and adaptation instead of pure invention. Thus, an organisation implementing TQM can benchmark the strategies and procedures adopted by the benchmarked organisation.

#### 1.2.7. Improvement of Processes

Process improvement can be made by preparing production personnel and adopting innovative technologies, if necessary. Process improvement can be the commencement of a quality program (Bahar et al., 2016). Most authors support a 'zero defect' and a 'do it right the first time' approach toward quality programmes, which necessitate a zero-defect attitude of the workers (Mohammad et al., 2011). Refinement comprises undertakings that continually improve a process that is not shattered. It increases efficiency as well as effectiveness. All and sundry in the business can adopt this approach to do things faster, enhanced, easier, or with less waste. Novelty and technological improvements are crucial factors in the strategy of renovation, which results in critical enhancements. To be efficacious in TQM implementation, refinement and renovation for process enhancement can play essential roles.

#### 1.2.8. Involvement of Employees

Including workforces, authorising them, and bringing them into the decision-making process afford the chance for continuous process improvement, which is one of the goals of TQM implementation (Bakotić & Rogošić, 2017). It increases quality and improves productivity. It becomes evident that there is a need for employee involvement in any change process, including quality management practices (Basu et al., 2020; Alsughayir, 2014). Ascertaining the best element that inspires the team and scheming the compensation system can thus act as constructive feedback to keep TQM alive. The employee must be involved in preparing and implementing the acknowledgement and compensation programme.

Management must deliver rewards to teams and individuals to demonstrate that their hard work and contributions are valued by management (Bakotić & Rogošić, 2017; Mendes, 2012). A primary compensation system based on team undertakings may be considered. To implement a well-established appreciation and reward system, performance appraisal is essential as it will make staff discern how they are doing and will afford a basis for promotions, pay increases, counselling, and other determinations linked to a worker's future (Islam & Haque, 2012b; Mendes, 2012).

Empowerment is a situation in which individuals have the capacity, self-assurance, and commitment to take the obligation and ownership to advance the process and initiate required steps to satisfy consumer needs within well-defined boundaries to realise organisational values and objectives (Besterfield et al., 2014). All members involved in the total quality management implementation must undergo training in group dynamics and communication skills, quality awareness, and explicit problem-solving procedures, including SPC, safety, and technical aspects of the job (Islam & Haque, 2012b).

## **2. Materials and Methods**

According to Dannels (2018), the various issues involved in the research design concern the purpose of the study, the type of investigation, the type of sample, which will be used, the methods by which the required data will be collected, and the process that will be followed for the analysis. When a phenomenon is being studied, it is understandable that research is needed to describe it to explain its properties and inner relationships. The study adopted the descriptive research design. The population for this study includes all small to medium garment production enterprises in the Accra Metropolis. This study used the convenience sampling technique to select participants for the study.

Typically, convenience sampling tends to be a favoured sampling technique as it is incredibly prompt, uncomplicated, and economical. In many cases, members are readily approachable to be a part of the sample. Convenience sampling often helps to overcome many of the limitations associated with research. Conveniently selecting a case is a deliberate decision of the researcher; thus, the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information through their knowledge or experience (Etikan & Bala, 2017). No extant data specifies the total number of small to medium garment production enterprises operating in the metropolis. Hence, the use of a non-probability sampling technique makes it more apparent. For the current study, the researcher conveniently

approached any fashion house in sight that opened its doors to this form of project. The researcher, based on intuition, applied the 10% rule as suggested to determine the sample for the study. Thus, using the convenience sampling technique, a total of 138 respondents from various fashion houses in the metropolis were selected to participate in the study. A questionnaire was used in data collection.

### 3. Findings and Discussions

Demographic Profile		N	%
Age	21 – 40	50	36.2
	41 – 60	48	34.8
	61 +	40	29.0
Educational Qualification	No formal education	118	85.5
	Basic school	17	12.3
	Secondary/Vocational	3	2.2
Working Experience	Less than a year	48	34.8
	1 – 5	44	31.9
	6 – 10	38	27.5
	More than 10 years	8	5.8
Area of specialisation	Textiles	43	31.2
	Fashion	69	50.0
	Design	26	18.8
Position in the firm	Machine installation, Maintenance & Repairs	28	20.3
	Supervisor/Manager	27	19.6
	Seamstress/Dressmaker/Apparel Designer	83	60.1

Table 1: Demographic Characteristics of the Respondents

Table 1 shows the highest level of education of respondents used for the study. Regarding the area of specialisation of respondents, the results in table 1 show that 69 were in fashion, 43 were in textiles, and 26 were in design. This indicates that the majority of the respondents were into fashion. In terms of the working experience of respondents, 48 respondents had less than a year of working experience, 44 had between 1-5 years of working experience, 38 had between 6-10 years of working experience, and only eight had more than 10 years of working experience. This implies that since most of the respondents have had at least one year of working experience, it could be resolved that the respondents generally have had the sufficient working experience to make worthy contributions to the study. Out of 138 participants, it could be observed that more than half (n=83, 60%) of the respondents were seamstresses, dressmakers, and apparel designers, 28 were in charge of machine installations, repairs, and maintenance, and 27 (19.6%) were supervisors and or managers of the outfit. The average age of the respondents was 46 years.

Concept	N	Min.	Max.	Mean	±SD
Expensive	138	1	5	4.06	1.201
Satisfying internal customer	138	1	5	3.94	.934
Satisfying external customer	138	1	5	4.28	.926
Appearance	138	1	5	3.86	.948
Increased profit	138	2	5	3.75	1.153
Value for money	138	2	5	4.00	1.190
Teamwork	138	1	5	3.33	1.719

Table 2: Respondent's Views on TQM Concepts

Table 2 indicates respondents' views on their workplace total quality management (TQM) practices. From the table majority of the respondents agreed to a large extent that TQM means the following:

- Satisfying a customer (M=3.94, ±SD=1.201),
- Satisfying an external customer (M=4.28, ±SD=.926),
- Appearance (M=3.86, ±SD=.948),
- Increased profit (M=3.75, ±SD=1.153),
- Value for money (M=4.00, ±SD=1.190), and
- Teamwork (M=3.33, ±SD=1.719)

The majority, however, agreed to a large extent that TQM is expensive. The responses indicate that the workers positively perceive TQM and how it affects their work. Also, it indicates the existence of various TQM concepts in the businesses, and respondents vividly affirm those concepts and their existence manifested by way of their expensiveness, being customer-driven, appearance, profit orientation, value for money, teamwork, and an expression of the relationship between the organisation and supplier.

Statements	N	Min	Max	Mean	±SD
Meeting customers' requirements	138	1	5	3.86	1.316
Enhances customer loyalty through satisfaction	138	1	5	3.86	1.128
Reduce sewing defects	138	1	5	3.88	1.081
It ensures workers complete their tasks correctly the first time, improving efficiency and decreasing waste.	138	1	5	3.87	1.278
Motivate workers	138	1	5	3.51	1.667
Improve the working climate	138	1	5	3.87	1.201
Provide more value to customers in terms of price and quality	138	1	5	4.33	1.082
Enforces business process changes to minimise inefficiency	138	1	5	4.16	1.198
Reduce customers complaints	138	1	5	3.05	1.544
Enhance business reputation	138	1	5	2.56	1.495
Improve product quality, eliminate scrap and rework, and stabilise production	138	1	5	3.05	1.622
Reduce the cost of production and time of production	138	1	5	2.83	1.439

Table 3: Respondents' Views on Prospects/Benefits of TQM Implementation

Table 3 gives the prospects/benefits of TQM Implementation from the respondents' view. The table shows that the majority of the respondents agreed that TQM implementation does the following:

- Helps in meeting customers' requirements (M=3.86, ±SD=1.316),
- Enhances customer loyalty through satisfaction (M=3.86, ±SD=1.128), Reduces sewing defects (M=3.88, ±SD=1.081),
- Ensures workers do their work with quality while improving efficiency and reducing costs (M=3.87, ±SD=1.278),
- Ensures workers' motivation (M=3.51, ±SD=1.667), and
- Improves the working climate of enterprises (M=3.87; ±SD=1.278)

That notwithstanding, TQM implementation provides value to customers in terms of price and quality (M=4.33, ±SD=1.082), ensures businesses eliminate inefficiency (M=4.16, ±SD=1.198), reduces customers complaints (M=3.05, ±SD=1.544), and also improves the quality of products and reduces scrap, and rework and establishes a stable production process (M=3.05, ±SD=1.622).

It can be suggested from the responses that TQM provides small and medium Garment Production Enterprises with enormous benefits. Such benefits could be categorised in terms of customer benefits, business progress, and worker satisfaction. TQM ensures firms meet customer requirements, improve the working climate, provide value for customers in terms of pricing and quality, reduce complaints and generally improve the quality of products and reduce scrap, and rework and establish a stable production process.

Statements	N	Min	Max	Mean	±SD
Quality commitment determines TQM adoption in small to medium-garment production firms and affects garment quality, company performance, and overall garment business performance.	138	1	5	3.12	1.383
Quality commitment determines TQM implementation in small to medium garment production enterprises and affects garment quality, business performance, and overall garment business performance.	138	1	5	2.25	1.221
Customer focus improves TQM implementation in small to medium garment production enterprises, improving garment quality, business performance, and overall garment business performance.	138	1	5	3.46	1.410
Enhancement orientation improves TQM implementation in small-to-medium garment production enterprises, improving garment quality, business performance, and overall garment business performance.	138	1	5	3.51	1.491
Garment process monitoring and control improve TQM implementation in small to medium garment production enterprises, improving garment quality, business performance, and overall garment business performance.	138	1	5	2.78	1.346



Statements	N	Min	Max	Mean	±SD
In small to medium garment production enterprises, incentive and recognition systems determine TQM implementation, garment quality, business performance, and overall garment business performance.	138	1	5	2.70	1.360
In small to medium garment production enterprises, incentive and recognition systems determine TQM implementation, garment quality, business performance, and overall garment business performance.	138	1	5	3.04	1.508

Table 4: Respondents' Views on the TQM Framework

Table 4 gives the respondents' view of the framework for the implementation of TQM. Regarding commitment to quality, most respondents agreed that commitment to quality plays a decisive role in the level of TQM implementation in small to medium garment production enterprises and leads to garment quality, business performance & general garment business performance ( $M=3.12$ ,  $\pm SD=1.383$ ). Most respondents also agreed that customer focus plays a positive role in the level of TQM implementation in small to medium garment production enterprises and leads to garment quality, business performance & general garment business performance ( $M=3.46$ ,  $\pm SD=1.410$ ). Also, most of the respondents agreed that continuous improvement orientation plays a positive role in the level of TQM implementation in small to medium garment production enterprises and leads to garment quality, business performance & general garment business performance ( $M=3.51$ ,  $\pm SD=1.491$ ).

On the contrary, most of the respondents were not sure about the role of workers involved in the level of TQM implementation in small to medium garment production enterprises and leads to garment quality, business performance & general garment business performance ( $M=2.25$ ,  $\pm SD=1.221$ ), and as well the role of garment process monitoring in the level of TQM implementation ( $M=2.78$ ,  $\pm SD=1.346$ ). It is recognisable from the above discussions that commitment, customer focus, and garment process monitoring and control play important roles in the level of TQM implementation in small to medium-garment production enterprises and leads to garment quality, business performance & general garment business performance, and that the level of TQM implementation in small to medium garment production enterprises directly impacts general garment business performance.

### 3.1. Basic Pillars Required for the Implementation of TQM Principles and Slit and Kaba SMEs

Statement	N	Min	Max	Mean	±SD
There must be a very high level of management commitment towards the quality in the design and production of slit & Kaba	138	1	5	4.01	1.011
There must be a very high level of management commitment towards productivity in the design and production of slit & Kaba	138	1	5	4.02	1.007
There must be a very high level of management commitment towards the customer in terms of the design and production of slit & Kaba	138	1	5	3.54	1.451
There must be a good relationship between management and workers	138	1	5	3.84	.968
Management has a clear vision for implementing quality goals in terms of the design and production of Slit & Kaba	138	1	5	3.29	1.115
Management is committed to ensuring the success of the quality	138	0	5	3.93	.956
Management empowers all workers to have adequate knowledge of quality procedures	138	1	5	4.36	.810

Table 5: Firm's Commitment to Quality

From the table, it could be observed that the majority of the respondents agreed that there must be a very high level of management commitment towards high quality in the design and production of slit and Kaba ( $M=4.01$ ,  $\pm SD=1.011$ ), and the design and production of Slit and Kaba ( $M=3.54$ ,  $\pm SD=1.451$ ). Furthermore, most respondents also agreed that there must be a good relationship between management and workers ( $M=3.84$ ,  $\pm SD=.968$ ). That notwithstanding, most of the respondents also agreed that management has a clear vision for implementing quality goals in terms of the design and production of Slit & Kaba ( $M=3.29$ ), committed to ensuring the success of quality ( $M=4.36$ ,  $\pm SD=3.93$ ), and empowers all workers to have adequate knowledge of quality procedures ( $M=4.36$ ). Finally, most workers disagreed that management creates a quality awareness among workers and is supportive of technological advancement to improve the quality of the design and production of slit & kaba.

It can be suggested from the responses that most of the workers had a strong commitment towards commitment and held high management's quest to ensure the success of quality in the firms. The majority believed in the management vision towards quality, commitment towards empowerment, and product design and production in general, even though management provided little in terms of technological advancement towards the design and production of Kaba and slit.

Statement	N	Min	Max	Mean	±SD
The business encourages suggestions from workers	138	1	5	4.17	1.120
Workers enjoy their job descriptions and working environment	138	1	5	3.06	1.339
The business encourages teamwork rather than individual work	138	2	5	3.69	1.059
The business encourages workers to suggest ideas for work improvement	138	1	5	3.96	1.070
Workers are involved in decision-making in daily activities	138	1	5	4.00	1.367
The business goals are communicated regularly to workers	138	3	5	4.43	.791
Workers' suggestions are consistently implemented	138	1	5	4.04	1.087
Workers are actively involved in quality-related activities	138	1	5	3.43	1.301
Self-improvement is encouraged to improve the skills and performance of workers	138	1	5	3.28	1.371

Table 6: Extent of Workers' Involvement

From the table majority of the respondents agreed that the business encourages suggestions from workers (M=4.17, ±SD=1.120), workers enjoy their job descriptions and work environment (M=3.06, ±SD=1.059), the business encourages teamwork rather than individual work (M=3.69, ±SD=1.059), the business encourages workers to suggest ideas for work improvement (M=3.96, ±SD=1.070), and workers are involved in decision-making in daily activities (M=4.00, ±SD=1.367). Moreover, the majority of the respondents also agreed that the business goals are communicated regularly to workers (M=4.43, ±SD=.791), workers' suggestions are always implemented (M=4.04, ±SD=1.087), workers are actively involved in quality-related activities (M=3.43, ±SD=1.301) and self-improvement is encouraged to improve the skills and performance of workers (M=3.28, ±SD=1.371). The above discussions suggest that workers were generally satisfied with their involvement in the activities of the firms. The firms also play an important role in worker involvement, communication of business goals, encouragement of teamwork, implementation of workers' suggestions, and involvement in quality-related activities.

Statements	N	Min	Max	Mean	±SD
The business gives full attention to customer needs	138	1	5	3.51	1.599
The business gives feedback forms to customers after delivery of the slit & Kaba	138	1	5	3.92	1.215
The business has information to measure customer satisfaction	138	2	5	3.84	.830
There is an active search for customer feedback	138	1	5	4.12	.811
Customer satisfaction is monitored to identify trends and to initiate quality improvements in design and production	138	1	5	3.86	1.012
Customer complaints are communicated to all workers	138	1	5	4.40	.815

Table 7: Customer Focus

From the table, most of the respondents agreed that the business gives full attention to customer needs (M=3.51, ±SD=1.599), the business gives feedback forms to customers after delivery of the Slit and Kaba (M=3.92, ±SD=1.215), and the business has information to measure customer satisfaction (M=3.84, ±SD=.830). Moreover, the majority of the respondents also agreed that there is an active search for customer feedback (M=4.12, ±SD=.811), customer satisfaction is monitored to identify trends and to initiate quality improvements in design and production (M=3.86, ±SD=1.012), and customer complaints are communicated to all workers (M=4.40, ±SD=.815). The responses reveal that firms focused mainly on the customers and gave customers high consideration in terms of attention, feedback, and complaints. Customer complaints were communicated promptly to all workers, and frantic effort was made to gather information to measure customer satisfaction.

Statements	N	Min	Max	Mean	±SD
There is clear clarity of work processes and methods	138	1	5	3.71	1.291
Check sheets are available to monitor adherence to the schedule	138	1	5	2.99	1.253
Processes	138	1	5	3.64	1.398
Inspection of raw material, processes, and methods are followed in laying and cutting of fabric/material, assembly of the slit & kaba, and finishing and packaging	138	1	5	3.03	1.329
Adopting the proper procedure of work from raw material to finished goods	138	1	5	3.93	1.150
Selection and use of appropriate machinery and training of workers at all levels	138	1	5	4.20	1.073

Table 8: Garment Process Monitoring

From the table majority of the respondents agreed that there is a clarity of work processes and methods ( $M=3.71$ ,  $\pm SD=1.291$ ), proper procedure of work from raw material to finished goods was adopted ( $M=3.93$ ,  $\pm SD=1.150$ ), and appropriate machinery was selected and used, and training was conducted for workers at all levels ( $M=4.20$ ,  $\pm SD=1.073$ ). On the contrary, most of the respondents were not sure about the availability of check sheets to monitor adherence to scheduled processes ( $M=2.99$ ,  $\pm SD=1.253$ ) and the inspection of raw material, process and methods in cutting of fabric/material as well as assembly, finishing, and packaging of Kaba and Slit. It is noticeable that some garment-processing procedures were followed:

- Clarity of work processes and methods,
  - Adoption of proper procedure of work from raw material to finished goods, and
  - The selection and usage of appropriate machinery and training of workers at all levels of work
- However, documented checking systems were not made available to monitor workers consistently.

Statement	N	Min	Max	Mean	±SD
There are appropriate rewards and recognition for outstanding performance in the design and production of garments	136	1	5	3.93	1.251
Reward and recognition activities effectively stimulate employee commitment to quality improvement	137	1	5	3.74	1.291
There are insufficient opportunities for self-development	138	1	5	4.26	1.089
Management generally encourages, rewards, accepts, evaluates, and implements workers' suggestions in quality matters	138	1	5	4.49	.898
Workers are recognised for achievements in quality improvement	138	1	5	4.07	1.245

Table 9: Descriptive Statistics on the Incentive and Recognition System

It can be recognised that the majority of the respondents agreed that:

- There are appropriate rewards and recognition for outstanding performance in the design and production of garments ( $M=3.93$ ,  $\pm SD=1.251$ ),
- Reward and recognition activities effectively stimulate employee commitment to quality improvement ( $M=3.74$ ,  $\pm SD=1.291$ ), and
- Their insufficient opportunities for self-development ( $M=4.26$ ,  $\pm SD=1.089$ )

Moreover, most respondents also agreed that management generally encourages, rewards, accepts, evaluates, and implements workers' suggestions in quality matters ( $M=4.49$ ,  $\pm SD=.898$ ), and workers are recognised for achievements in quality improvement ( $M=4.07$ ,  $\pm SD=1.245$ ).

It can be noted clearly that there are insufficient opportunities for workers' self-improvement in the firms, even though management has made adequate provisions for reward and recognition of workers' performance. Management also generally encourages, rewards, accepts, evaluates, and implements workers' suggestions in quality matters.

Statement	N	Min.	Max.	Mean	±SD
The business encourages workers to be creative and innovative in improving sewing processes	138	1	5	3.94	1.243
The business has an improved perception, not just maintaining the traditional work methods	138	1	5	3.21	1.487
There is a program to improve product quality continuously	138	1	5	3.25	1.662
The business evaluates performance and takes measures to improve it	138	1	5	3.35	1.565
The business emphasises continuous improvement, which is applied in all operations and production levels.	138	1	5	4.36	.934
Problem-solving and continuous improvement processes are based on customer feedback	138	1	5	3.74	1.289
All workers are trained to look for continuous improvement in their daily sewing activities	138	1	5	3.49	1.263

Table 10: Respondents' Views on Continuous Improvement Orientation

From the table, most of the respondents agreed that:

- The business encourages workers to be creative and innovative in improving sewing processes (M=3.94, ±SD=1.243),
- The business has an improvement perception not just maintaining the traditional work methods (M=3.82, ±SD=1.200),
- There is a program to continuously improve product quality (M=3.25, ±SD=1.662), and
- The business evaluates performance and takes measures to improve it (M=3.35, ±SD=1.565)

Moreover, most workers agreed that the business emphasises continuous improvement, which is applied in all operations and at all production levels (M=4.36, ±SD=.934); problem-solving and continuous improvement processes are based on customer feedback (M=3.74, ±SD=1.289). Finally, most respondents agreed that all workers are trained to look for continuous improvement in their daily sewing activities (M=3.49, ±SD=1.263). It can be suggested that businesses generally encourage creativity and innovation from workers. Performances are evaluated effectively, and improvement processes are based on customer feedback. Moreover, workers look for continuous improvement in their daily sewing activities.

Furthermore, the study found that implementing TQM provides enormous benefits to small and medium Garment Production Enterprises. Such benefits could be categorised in terms of customer benefits, business progress, and worker satisfaction. TQM ensures firms meet customer requirements, improve the working climate, provide value for customers in terms of pricing and quality, reduce complaints and generally improve the quality of products and reduce scrap, and rework and establish a stable production process (See Table 6). This study's finding corroborates the works of Jaeger and Adair (2016), who opined that implementing TQM effectively in the garment manufacturing sector would increase customer satisfaction with service offerings. Gavareshki et al. (2019) observed that implementing TQM also helps businesses change how they perform activities to eliminate inefficiency, improve customer satisfaction and achieve the best practice.

Moreover, the study discovered that commitment, customer focus, and garment process monitoring and control play important roles in the level of TQM implementation in small to medium-garment production enterprises and leads to garment quality, business performance & general garment business performance, and that the level of TQM implementation in small to medium garment production enterprises directly impacts general garment business performance. This outcome of the results is affirmed by the findings of Wei et al. (2019) and Beshah and Berhan (2017), who noted that implementing TQM helps to ensure the participation of everyone in the decision-making process through activities such as quality cycles and teamwork. Therefore, it implies that TQM remains a management philosophy that emphasises the devolution of authority to workers in the organisation, which in the end also improves employees' level of job satisfaction (Georgiev & Ohtaki, 2019).

On the basic pillars required for the implementation of TQM, the current study found that most of the workers showed a strong commitment towards management's quest to ensure the success of quality in the fashion houses. The study observed that this is carried out by empowerment and product design and production in general, even though management provided little in terms of technological advancement towards the design and production of slit and Kaba (Table 8). The finding agrees with the position of Petliushenko et al. (2018), who discovered that implementing TQM in practice requires an organisational culture and climate that does not happen overnight and takes time and endurance to accomplish.

Similarly, the study found that slit and kaba producers were generally satisfied with their involvement in the activities of the firms. The firms also play an important role in worker involvement, communication of business goals, encouragement of teamwork, implementation of workers' suggestions, and involvement in quality-related activities (Table 9). It was also noted that the main pillar underlying TQM in businesses like garment production outfits is the customer, which also requires internal operations through process improvement, employee empowerment, compensations, and being receptive to customer complaints and feedback.

That notwithstanding, it focused mainly on the customers and gave customers high consideration in terms of attention, feedback and complaints; customer complaints were communicated promptly to all workers, and frantic effort was made to gather information to measure customer satisfaction. It is noticeable that some procedures in garment processing followed:

- Clarity of work processes and methods,
- Adoption of proper procedure of work from raw material to finished goods, and
- The selection and usage of appropriate machinery and training of workers at all levels of work

However, documented checking systems were not made available to monitor workers consistently. The finding is supported by the works of Besterfield et al. (2014), who found a technical tool that can be applied to control the process and advance the process's capability. The ability to clarify the work processes and methods puts the production system in place to ensure raw materials like the fabric are effectively converted to finished goods like the slit and kaba.

The study further noted that there are insufficient opportunities for workers' self-improvement in the firms even though management has made adequate provisions for reward and recognition of workers' performance. Management also generally encourages, rewards, accepts, evaluates, and implements workers' suggestions in quality matters. The findings as enumerated above agree with the outcomes of Jablonski (1994), who acknowledged six (6) qualities for the successful implementation of a TQM, which included customer focus, process focus, prevention and inspection, worker enablement and compensation, fact-based decision making, and receptivity to feedback.

#### 4. Conclusion, Recommendation, and Limitations

The study determined that garment production benefits from customer benefits, business progress, and worker satisfaction. TQM ensures firms meet customer requirements, improve working climate, provide value for customers in terms of pricing and quality, reduce complaints and generally improve the quality of products and reduce scrap, and rework and establish a stable production process. The study further determined that TQM commitment, customer focus, garment process monitoring, and control play important roles in TQM implementation, which leads to garment quality, business performance, and general garment business performance.

On the basic pillars required for the implementation of TQM principles in the production of slit and Kaba, the study indicated that there must be a commitment as well as management's quest to ensure the success of quality in the firms and that management should have the vision towards quality, commitment towards empowerment and product design and production. Also, the study determined that firms focused mainly on the customers and gave customers high consideration in terms of attention, feedback, and complaints, and those customer complaints were communicated promptly to all workers, and frantic effort was made to gather information to measure customer satisfaction.

Most garment production firms are unsure about the availability of check sheets to monitor adherence to scheduled processes and the inspection of raw material, processes, and methods in cutting fabric/material as well as assembly, finishing, and packaging of kaba and slit. More so that some procedures in garment processing were followed:

- Clarity of work processes and methods,
- Adoption of proper procedure of work from raw material to finished goods, and
- The selection and usage of appropriate machinery and training of workers at all levels of work

On the contrary, it was realised that there are insufficient opportunities for workers' self-improvement in the firms even though management has made adequate provisions for reward and recognition of workers' performance. Management also generally encourages, rewards, accepts, evaluates, and implements workers' suggestions in quality matters.

It is recommended that there should be a policy to include content on TQM as part of the curriculum of Higher Fashion Education in Ghana. There must also be persistent education and training for SMEs to facilitate a shift in attitudes and working practices. Apparel manufacturing businesses in Ghana must focus their attention on satiating its clientele by affording quality garments and services. Managers and owners of the firms must continue to demonstrate a commitment to quality, allocation of time and resources to quality improvement, and learning from problems are effective ways of using TQM through Managerial and Operational processes to improve competitiveness and sustainable growth. Again, managers of apparel manufacturing businesses in Ghana must show faith in their workers and improve their work conditions and relations. Workers must be motivated and supported to make the right decisions concerning their work and be able to offer solutions related to their work problems, whether during cutting, assembling, finishing, etc. Employees must be inspired to advance their skills and performance by improving production coordination and effective communication.

Some limitations to this study need to be noted. First, this study focused on only a minimal sample of Slit and Kaba producers in small to medium garment production enterprises in the Accra Metropolis due to limited well-established garment manufacturing firms. These might affect the generalisation of the findings but might provide valuable information on TQM implementing principles in the garment manufacturing industry. Furthermore, there was difficulty in getting some of the businesses to offer the required information regarding their operations. Typically, organisations in Ghana are hesitant to offer information about their operations for fear of the information being used against them and for security reasons. This further reduces the total number of garment manufacturing businesses that could have been selected for this study.

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