

THE IMPROVING THE TOTAL QUALITY MANAGEMENT CONCEPT

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SUMMARY

The paper presents some fundamentals aspects about the Total Quality Management (TQM) concept. In is pointed out the representative models: Oakland, SOHAL, three dimensional and also some representative areas of TQM interest. To successfully implemented TQM organization should focus on 6 key elements: Confidence, Training, Teamwork, Leadership, Recognition and Communication.

Keywords: Quality, TQM models, Management attitudes

1. INTRODUCTION

Total Quality Management is an organizational strategy founded on the idea that performance in achieving a quality education is achieved only through involvement with the perseverance of the entire organization in improving processes permanently. The objective is to increase the efficiency and effectiveness in satisfying the customers [1,2].

TQM provides a broad framework for action, leading to a process of continuous improvement by extending the product quality requirements in processes and hence the relationships, attitudes and beliefs, with a basis for a new industrial culture, a culture of integration and quality.

The concept of Total Quality Management (Total Quality Management - TQM) has been proposed by Dr. Edwards Deming in 1940 but its use started in 1985 with the takeover by American principles of working in Japanese industry:

- focus on process improvement permanent, so that processes are visible, repeatable and measurable;
- focus on analyzing and eliminating undesirable effects of production processes;
- consideration of how the users use products in order to improve product;
- expanding beyond concerns of product management.

TQM is a description of culture, attitude and organization of a company that strives to provide clients with products and services that meet their needs and expectations. This culture involves all the processes as the company did so well in the first, zero defects, zero waste.

The concept of quality has undergone several stages, adapting to every level of technology and market requirements. Thus, gradually, the selection of finished class performance has been replaced by statistical control of quality parts on-stream, then to extend the process, becoming, through the concept of quality an important factor in delivering products and services.

Change on a gate of which are increasingly a concern for quality led to the appearance TQM as a full definition concept which has a dimension in time correlate thus competing with the concept and simultaneous engineering.

2. TQM MODELS

It was proposed several models for the representation of TQM, in accordance with definitions given by different researchers [3,4].

Model Oakland (1989) proposes that TQM representation of a pyramid in the supply chain to customer-supplier of quality systems, tools of statistical quality control method of teamwork. These are integrated to support communication by stimulating the cultivation of a new industrial crops and immediate employment of all managerial structures.

The model focuses on meeting customer requirements in the external and the internal (which is translated by satisfying the requirements of any recipient of services or track the flow of production), the firm commitment to quality that has to start from the high level of management and should be reflected until the last level. This commitment is found both in quality investments for the specific field of activity, and by increasing the risk taken in an effort to get success.

A good quality management system covers all major aspects of business such as management, conception, design, materials, manufacturing processes, qualifications, distribution of products and services.

TQM requires a continuing review of compliance with agreed standards of clients and performance tracking tools with statistical control of processes.

The "team work" model involves promoting the idea of continuous and sustained improvement, and implementation in the organization.

Model SOHAL (1989) suggests that quality improvement continues to come from an integrated approach to quality control action plans at various operations during the business cycle.

The principal elements of the model are:

- focusing the customer: the objective of all of the organization should improve the quality of processes and services delivered.
- engage management to build a culture and an environment of quality, expressed by changing attitudes and expectations and supported by the measurement and quality control.
- total staff participation from the base to the peak, the problems associated with understanding the processes in the sense of moral responsibility and membership.
- use of statistical techniques for analysis of correlated data and to solve various problems.
- a systematic process of solving problems using the cycle execution-check-action-and concentration items on clients business process.

Three dimensional model proposed by Price and Gaskill [5]. This model is to:

- the size of products and services, and the degree to which a customer is satisfied with our products and services;
- personal dimension and the degree to which a customer is satisfied relationship with the organization providing personnel;
- size processes and the degree to which the supplier is satisfied with the internal working processes, which are used to develop products and services provided to the client.

The three dimensions are considered together and reflect the organization and request that it can evaluate, analyze and can only improve business.

In terms of scope of TQM, there are implementations in the different areas are:

- protection of health education and research;
- government agencies;
- the environment;
- banks;
- manufacturing.

The difficulties encountered in implementing TQM come most often from:

- lack of sufficient involvement of top management;
- resistance to change;
- insufficient training and education;
- the poor communication;
- lack of resources, high costs.

For the enterprise stimulation and implementation of the TQM, the European Foundation for Quality Management (EFQM) has developed starting with 1991, European Quality Award – EQA.

Developing this reward system, was achieved with the help of European Organization for Quality and European Commission.

The pressure of new conditions in the world economy, globalization of market demand orientation and relaxation dynamics of technology and resources, orientation and expectations of customers, forcing the application of appropriate managerial concepts, this being a condition of competitiveness

By entering the European Quality Award, is meant by the European Foundation for Quality Management (EFQM) the stimulation and implementation of the TQM.

3. METHODOLOGY

To successfully implemented TQM organization should focus on 6 key elements:

1. Confidence;
2. Training;
3. Teamwork;
4. Leadership;
5. Recognition;
6. Communication

1. Confidence - It is a result of integrity and ethics of the organization without trust cannot be built within the work of TQM. The trust helps the full participation of all employees.

Allows every employee empowerment which leads to involvement and engagement. Allow decisions to be made at levels closest to the problem, encourages risk taking individual and continuous improvement to help ensure that everyone on measurement indicators is made to accuse employees.

Trust is essential to ensure customer satisfaction and is one that builds a climate of cooperation essential for TQM.

Ethics - It is discipline which transposes each situation in terms of good or bad. Has two components represented the organization's ethics and individual ethics.

Organizational Ethics establishes a code of ethics guidelines emphasize that you should join all the employees when operating. Ethics include the individual opinion of what is right and what is bad.

Integrity - honesty involved morals, values, honesty, sincerity and support with facts. It is important that expects and deserves to get the client (internal or external). As opposed to the integrity of character have duplicity. In a duplicity atmosphere, TQM cannot work.

2. Training - Training is very important for employees to be very productive. Supervisors are responsible for implementing TQM in their departments and to spread the philosophy of TQM among employees operate.

Training of employees who need to refer to interpersonal skills, the ability to work as a team, techniques for solving, the ability to make decisions, performance analysis in order to improve the work, understanding the business is located. You have to be trained to become more efficient and more effective.

3. Teamwork - To be successful in business teamwork is an essential element of TQM, with the team can find solutions faster and better to the problems that occur in the organization. Teams can provide improvement of processes and activities.

The teams people feel more comfortable to highlight problems that may occur and may receive help from colleagues to find and implement solutions. There are mainly three types of teams that TQM organizations have:

A. Quality improvement teams. Temporary teams created in order to analyze the problems that appear or reappear, often are established for periods of 3-12 months.

B. Teams to solve problems. Intended to solve certain problems and to identify the true root causes. Usually they have a duration of life between one week and three months.

C. Work Teams. These are small working groups comprised of skilled workers who share the same tasks and responsibilities.

These teams use concepts such as: employee involvement, self leadership, quality circles. These teams meet one or two hours per week.

4. Leadership - Probably the most important element of TQM. Appears everywhere in organization.

Leadership in TQM means that the manager must have the vision to inspire, to trace the strategic directions that would be understood and implemented by all employees that will lead subordinates. For TQM to be successful in business supervisor must be dedicated leadership subordinates. A leader must understand the TQM, believe in his principles and to demonstrate this fact by faith every day. Supervisor to ensure that strategies, philosophies, values and goals are transmitted down the organization in order to provide focus, clarity and direction.

A key factor is that TQM must be introduced and led by management at the highest level. Personal involvement and commitment is absolutely necessary from the top management in determining values and goals for all levels in line with company objectives and define the systems, methods and measurable indicators to achieve these goals.

5. Communication - is one that unites all these concepts. This acts as a vital link between all elements of TQM. Communication is there a common understanding of the ideas so that it emits and the one who receives them.

TQM success is conditioned by the communication between all members of the organization, suppliers and customers. Superiors should create and maintain channels of communication through which to receive and transmit information about TQM processes.

Sharing of accurate information is vital.

For a credible communication is absolutely necessary that the message be clear that the interpretation of receptor to be in the sense in which the broadcaster has intentionally.

6. Recognition - This is the last element of the system, it should be given both for and suggestions for performance, both for teams and individuals.

Employees shall endeavour to obtain recognition for themselves and for their teams. Detection and recognition of individual contribution is the most important duty that each supervisor has.

Then when people recognized the merits of producing major changes in terms of self respect, productivity, quality and quantity of effort for each task.

Recognition is the greatest impact when it is close can be a reward or just a message from top management.

4. TQM APPROACH FOR THE QUALITY POLICY STATEMENT

There are clear differences between TQM and classical management.

There is a high degree of acceptance of TQM, but not in the same measure and confirm an understanding of basic principles and their application to deep [6].

This is due to total non-involvement of top management. However, businesses are concerned to project the image in the context of TQM in the market, following an increase of profit. In terms of the scope of TQM, there are implementations in various fields such as: healthcare, education and research, government agencies, environmental, banking, manufacturing, i.e. According to Kumar [7], regarding the extent of use and appropriateness of the traditional management and TQM, important for the top manager is overall customer satisfaction. According to Weeks [8], the TQM literature suggests that success comes to organizations ready for a change in climate and perceptions of management and employees are important to assess because these groups function as if perceptions are real. Determining levels of readiness or conversely resistance to change is an important step in starting a TQM implementation.

In ISO 9001 Quality Manual and also in the Quality Policy Statement, top manager, must do the total customer satisfaction [9].

Difference of TQM from classical approaches, on Quality Policy, is presented in table 1.

Table 1. Difference of TQM from classical approaches, on Quality Policy

Characteristics	Classical approach	TQM approach
Attitude towards quality management	Ask questions in regard to quality control department	Consider the quality management system as an essential part of company
How is the quality problem	Problems are resolved as they arise	The emphasis is on prevention of problems
Action to improve the quality	No organizational activity	Continuous Quality Improvement
Priority	The first priority is profit	Quality is top priority
Focus	Focus on the requirements of managers	Focus on customer satisfaction
Responsibility for quality	Delegated to some subordinate	Distributed everyone from top management and quality management responsible
Company Key's success	Increased sales, profit and investment recovery	Total customer satisfaction and high quality for products and services

5. CONCLUSIONS

TQM refers to an integrated approach by management to focus all functions and levels of an organization on quality and continuous improvement.

Over the years TQM has become very important for improving a firm's process capabilities in order to achieve fit and sustain competitive advantages. TQM focuses on encouraging a continuous flow of incremental improvements from the bottom of the organization's hierarchy.

TQM is not a complete solution formula as viewed by many – formulas cannot solve managerial problems, but a lasting commitment to the process of continuous improvement.

For a company key's success, the TQM approach must have a total customer satisfaction and a high quality products and services

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