

ROLE OF TOTAL QUALITY MANAGEMENT IN COMPETITION BUSINESS

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Abstract

In this research, we pay attention to concept and characteristics of Total Quality Management, models and their application. TQM is considered as one of the important and effective tools for productivity and facing environment rapid changes in national and global levels. The main focus in TQM is paying attention to customers and a successful company is one which knows customer and satisfy his needs.

Key words: Total Quality Management, Customer, Quality

1) Introduction:

Total Quality Management is one of the most complete and effective management philosophies include quality and customer satisfaction files in good way. In today's word not only national, regional and international competitions are close and intensive but also changes and evolution in technology, market needs and ... are so rapid, thus proper analyze and suitable recognition of fields such as Total Quality Management can be effective and helpful. One of the brilliant characteristics in TQM is that it includes most tricks and methods related to management and quality completely and with suitable combination in an integrated way. Generally, those companies working with TQM methods must be sure about continuous quality improvement in all parts of the organization. Moving toward continuous quality improvement usually began with accepting one of the management philosophies such as Deming principles, juran philosophy or Crosby. Tacit understanding of four revolutions in management is the same as using TQM in four levels. Individual, group, organization and in industry level, we can say somehow that these four levels of using TQM is parallel to four revolution in management thoughts. 1-in individual level of operation, TQM focuses on each staff to satisfy customers. 2- in group level, daily operations are mixed with improvement ones. (i.e. focuses on procedures). This will be achieved via improving learning ability and team working. 3- In organization, integrated innovative improvement operations with business aim are needed, thus all company's capabilities for achieving the goals are necessary. 4-in order to create and develop quality culture in industry, national and regional level, we must try seriously. This needs creating a network, even informal, and mutual cooperation and transferring experiences between companies and all those interested in quality field. In such way, quality can be developed across the society. National awards such as: American Malcom baldrij and Japanese Deming awards are parts of national efforts for developing quality.

2) Explaining Concept of TQM

The expression Total Quality Management (TQM) is one of the most common expressions that are used in business fields in recent years. TQM is the improvement in traditional methods of doing job and business in order to survive in today's competition world. TQM stands for three words:[1]

1-Total: shows its epidemic.

2-Quality: the matching level of produced product or represented service with customer need.

3-management: techniques and methods of managing, controlling, conduction and

Thus, TQM is the art of managing all parts for achieving the results. Total Quality Management is a clever, calm and continuous procedure which satisfies organization's goals and finally leads to customer satisfaction, increasing performance and the ability of competition in the market. Total Quality Management is a structure emphasis on continuous improvement of all internal operations inside an organization. The final goal of TQM is: quality improvement of products and services via improving human resources, procedures and available equipment's and at the same time reducing costs. Yang believes that Total Quality Management is an integrated management philosophy and set of performances emphasis on stable development, satisfying customers need, reducing re-working, long-term thoughts, staff cooperation and team work, redesign procedures, solving group problems and close relation shop with suppliers. Paul expresses TQM as a general point of view for developing quality, efficiency and competition in international market. [5] In fact, Total Quality Management is a general concept leads to continuous improvement in organization. The background philosophy, emphasis on systematic, strong, stable and comprehensive organization view and include wide range. This system principally based on satisfaction of internal and external customers, also in management level, continuous improvement in all parts of system and procedures. Cooperation of all individuals in multiple-part groups are necessary for Total Quality Management to achieve improvement. This system while focuses on optimal costs of organization's life cycle, uses measurement regularly to obtain improvement and dynamicity. In fact, Total Quality Management deals with following: [1]

1- (TQM) is a systematic, regular and organization management.

2- Tends to achieve top performance results in strategic goals and long-term success.

3-focuses on customers, satisfying needs and customers' expectations are the basic principles.

4- It is quality-based and emphasis on proper job done in the first time and forever in order to achieve continuous improvement of procedures.

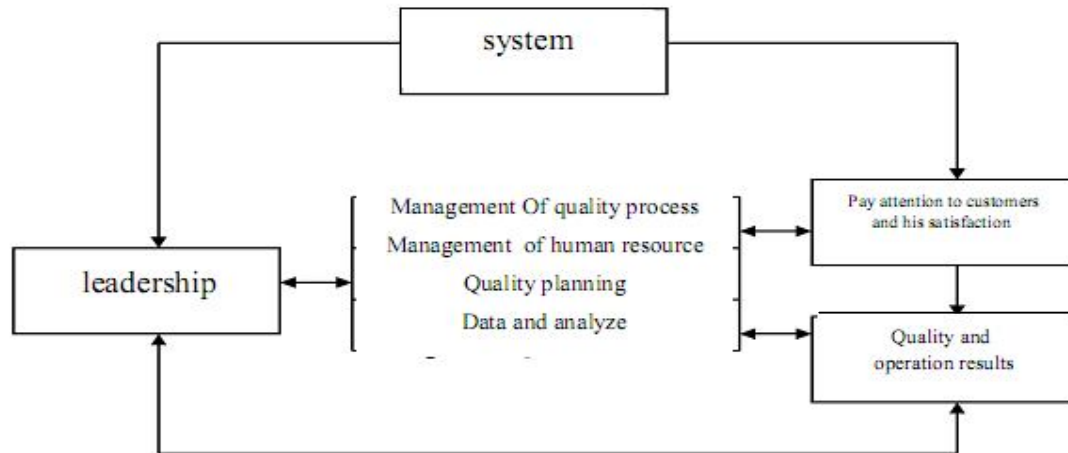
5- It relies on cooperation of all staff and team working. 7-it is based on facts (data)

3) Total Quality Management Models

According to effective and basic factors of Total Quality Management and their relationship, some models and patterns are designed which using them can be a useful guide for establishing and running Total Quality Management in organization. As in conditions, some models are the prerequisite and basic condition of running TQM. The most important patterns that describing effective and basic factors of Total Quality Management are as bellows.

- **Malcolm Baldrige Total Quality Management Model**

Balding Total Quality Management model us one of the famous one, presented in 1987 and it aim is guarantee quality as a main component of competition and understanding necessities of better performance in organization. This model consists of 7 components and their relationships are shown in the following charts. [7]



Baldrige Total Quality Management

the top manager na dleader in thhis model is presenting a clea image of customers qualitative values, merging these values in management system and responding social responsibilities. from data and analyze point of view, the aim of using data is directing top quality and improving competition performance. However the information must be enough to be a uitable support for management descisions about improving attention to customer, products, services and internal processes. Quality strategic planning need setting and merging qualitative neccesities in all working units. In human resource management, emphasis is on using staff capabilities completely to follow organization qualitative goals and providing a suitable environment for cooperation of all staff in organization's grow and improvement. By process management, we mean setting and directing systematic processes used in higher levels of quality and performance. Main components of process management include designing, process quality management in all working parts, improvement of quality system and quality evalation. Qualitative and operational results deal with reformation in quality levels and operational performance , current quality and performance level with respect to other competitors. Paying attention to customers include relationship with customer, knowing his needs and main factors of competition include methods of determining customer's satisfaction and comparing these aspects to other competitors.

- **Total Quality Management model of (P.R.T.M)**

P.Robin,Tood and Ms, Grath in their model evaluated the reasons of TQM failing in organization and reported the successful factors as follows: staff cooperation, staff delegation, team working or emphasis on processes, external patterning of processes, role of top management in quality, clear and rapid reporting and staff empowerment.[6]

In theses studies, reasons such as managers ans staff resistance against change, unclear scientific golas inside the organization, too much investment with long-term time and

unknown returns, also ineffective cooperation of staff and personnel are considered. Managers, often play the key role in Total Quality Management. They must provide conditions that put emphasis on quality of all processes. Achieving quality will be via direct reports and continuous improvement on all levels of quality will be done.

• **Zaeri's Total Quality Management Model**

Zaeri, From Malaysia, in book "patterning is the best exercise" explains the basic and effective factors in Total Quality Management for comparison in international level. He in this book express that these factors are applied in organizations and in different levels. Basic factors of Total Quality Management from Zaeri point of view are as follows: [8]

Management commitment, Customer focus, Supplier Relation, Training, Employee focus, Quality Measurement, Process Improvement, Zero Defects ...

Zaeri has evaluated these factors in which Management commitment and customers focus are the most fundamental factors of Total Quality Management, then Supplier Relation, Training and Quality Measurement are located. Studies show that although Zaeri considered some factor as the most important, but for success of Total Quality Management often is necessary that all 8 factors to be used integrated and regularly. by the way, some have less importance to others.

4) Total Quality Management Basic Needs

TQM Basic Needs include the following items:[5]

1)commitment and support of top ranking management which are necessary for the success. 2)being continuous and long-term. 3)customer driven- customers needs and expectations must be considered continuously and in details, which is used both for external and internal customers. 4)involving all staff- TQM success is impossible without involving all staff. 5)training- in order to achieve TQM goals, continuous training is necessary. 6) team work-in TQM the emphasis is on team work. 7)identify and reward system- TQM mechanism acts as a motivation in staff. 8) relationships- TQM change the culture of organization. top management must try to replace any doubt and fear about TQM with assurance. This requires a clear and regular mutual relationship between managers and organization staff, to explain benefits of a TQM system. 9)Participation- management must create strong participation not only with staff but also with customers and suppliers. 10)Measurement-in TQM it is necessary to measure where the organization is and how much it is improved, also measurement of customers' need and statistic analyze of performance and plan control.

5)advantages of using Total Quality Management

The advantages are:[3]

quality guarantee, cost reduction, maintenance of market portion, detailed delivery time plan, safety increase, research and development about new products, increase efficiency, positive effects on performance of whole organization, relation improvement, more efficiency and more effective process and information exchange between different parts of the organization, customer satisfaction, personnel satisfaction and motivation, continuous improvement, customers' attention, outshining, income increase.

6)conclusion

According to what mentioned above, Total Quality Management is one of the effective and important tools for efficiency and facing rapid changes in environment and competition in national and global levels. It has a distinguished position in modern world with high level acceptability. TQM prevent unnecessary usage, unsuitable application of resources and many mistakes in processes and provide conditions to create acceptable products which is customers' demand. Customers' satisfaction with minimum cost, cooperation and team decision making in spite of organization position and individual benefits, quality continuous improvement and higher standards are among the goal of running TQM. As world competition focus on customer and a successful company identify the customer, his needs and satisfy that via financial-physical facilities and human resources.

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