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# Total Quality Management and Organizational Success: A Literature Review

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**Abstract.** Quality involved offering products that were superior to customers. The growing competition in the globalized world made every industry as well as organizations did their best to survive by finding ways to be at competitive advantage over their rivals. As a result , people viewed quality in relation to different criteria based on the roles in the production-service value chain.The aim of the study was to determine the application of Total Quality Management (TQM) in the improvement of organizational performance working towards its success by investigating a link between performance and TQM principles that centered on customer satisfaction, process orientation and continuous improvement. An analysis using literature review of individual dimension and unique contribution of each to organizational performance has been made. The role of managers to implement TQM principles and practices has been analyzed as well as factors contributing to failures as a check list of what managers must avoid in order to implement TQM effectively. Qualitative research technique utilizing secondary data collection from empirical studies and literature reviews has been used in the study. The outcome of the research serves as a guide to policy makers as they are doing continuous improvement initiatives on the organizations.

**Keywords:** Total Quality Management, Organizational Success, Qualitative Research

## 1. INTRODUCTION

Quality involves offering a products or services that is superior to the aletrnatves in the eyes of the customers. Quality is defined and interpreted in many ways. As a result, it can be a very confusing concept, partly because people view quality in relation to different criteria based on their individual roles in the production-service value chain. Thus, it is important to understand the various approaches from which quality is viewed to fully appreciate the role it plays in Total Quality Management.

Companies began a “quality race” and Total Quality Management approach gained importance. TQM can be described as “a combination of participatory management and team work, produce defect-free products or customer satisfaction”. TQM including the human and the quality-productivity relationship; compromises the process in which requires improving performance at all levels and activities of everyone in the organization. In 16th century, the word “performance” was used for achieving the military orders and instructions different from current meaning. But today’s performance is used to mean a point which is reached through plans made for a certain target. In other words, performance is the result that is gained by “an employee by fulfilling given mission in a certain time of period. The researchers define the performance of a business system as its output or operation results after a certain period of time, the degree with which the management goals are achieved. It should be evaluated according to these results. Therefore, performance could be defined as the evaluation of all the efforts in pursuit of the realization of management.

Total quality management (TQM) as a management approach of an organization is centered on quality, based on the participation of all its members and aiming at long term success. This is achieved through customer satisfaction

and benefits to all members of the organization and to society. In other words, TQM is a philosophy for managing an organization in a way, which enables it to meet stakeholders' needs and expectations efficiently and effectively without compromising ethical values. TQM has been widely implemented throughout the world. Many firms have arrived at the conclusion that effective TQM implementation can improve their competitive abilities and provide strategic advantages in the marketplace Several studies Several researchers also reported that TQM implementation has led to improvements in quality, productivity, and competitiveness in only 20-30% of the firms that have implemented it.

Although TQM initiatives initially focused on reducing defects and errors in products and services through the use of measurement, statistics, and other problem-solving tools, organizations began to recognize that lasting improvement could not be accomplished without significant attention to the quality of management practices used on a daily basis.

## 2. BACKGROUND

Principles of TQM owe their origin to the general system theory. Organisations are conceived as open systems which are engaged in a cycle of transactions, that is, both matter and information, with their environment of the stakeholders (Mohanty 1998:756). They are constructed of highly interdependent subsystems that engage in complex interaction to transform a variety of generic inputs from the environment by value additions into outputs of quality products or services for improving the quality of life of the stakeholders (Mohanty 2008). There are three fundamental principles that underline the theory of TQM, namely customer orientation; process orientation and continuous improvement (Boyne et al. 2012). A similar theoretical approach by Bowen and Dean (1994:394) and Evans and Lindsay (2008) reflect on TQM as a management approach based on three principles, namely customer focus; teamwork and continuous improvement. Its driving principle is continuous improvement (Develin & Hand, 2013).

These principles can be put into practice by varying ways. However, it will be inappropriate to try to lay down what constitutes a true TQM organisation since experts who became known as the TQM gurus such as Deming, Crosby and others focused on 'the statistical and operational characteristics of the system' and not the softer aspect of human resource (Elshnnaway 2012). The spread of quality principles from manufacturing to service has also led to a question of the value of the specific label TQM, which has manufacturing connotations. To signal that the ideas of total quality go beyond the specific measurement aspect of Statistical Process Control, Collins, Edwards and Rees (2008) suggest that quality management should be used as generic term. Each principle is implemented through a set of practices, which are simply activities such as collecting customer information or analysing processes. These practices are in turn supported by a wide array of techniques in a form of dimensions (Bowen & Dean 2012).

These principles are different from traditional management practices. Historically companies did little to understand external customer requirements, much less of those internal customers. Managers and specialists controlled and directed the production system, workers were told what to do and how to do it, and rarely were they asked for their input. Teamwork was virtually nonexistent (Evans & Lindsay 2008). A certain amount of waste and error was tolerable and was controlled by post-production inspection. Improvements in quality generally resulted from technological breakthroughs instead of relentless mindset of continuous improvements. With TQM, an organisation actively seeks to identify customer needs and expectations, to build quality into work processes by tapping the knowledge and experience of its workforce, and to continually improve every fact of the organisation (Evans & Lindsay 2008).

According to Bowen and Dean (2014) these principles can be summarised as follows: firstly, the principle of customer focus. The goal of satisfying the customer is fundamental to TQM and is expressed by the organisational attempt to design and deliver products and services that fulfil customer needs. The rationale for this principle is the belief that customer satisfaction is the most important requirement for long-term organisational success. In other words, to realise this satisfaction, it requires that the entire organisation should focus on customer needs. Secondly, the principle of teamwork is based on collaboration between managers and ordinary officials, between functions, and between customers and suppliers. This principle assumes that ordinary officials can make important contributions to organisations when they have the power and necessary preparation. Teamwork among functions is based on the notion that organisations as systems cannot be effective if subunits emphasises their own outcomes over those of others. Teaming with customers and suppliers maximises benefits in terms of synergy and loyalty. Thirdly, the

principle of continuous improvement means a commitment to constant examination of technical and administrative processes in search for better methods. Underlying this principle is the belief that organisations are systems of interlinked processes and by improving these processes, organisations can continue to meet the expectation of their customers.

These three principles relate closely to one another. Continuous improvement is undertaken to achieve customer satisfaction, and it is most effective when driven by customer needs. Since the processes targeted for continuous improvements transcend hierarchical, functional and organisational boundaries, teamwork is essential. Thus, TQM is a set of mutually reinforcing principles, each of which is supported by a set of practices and dimensions (Bowen & Dean 2008). While recognising that quality management is a long-term process, it should still be possible to identify those unique features or dimensions that distinguish a TQM approach as the first step in adapting TQM theory to organisational reality. The dimensions are measurements that should be present if TQM is to make changes in the basic work processes to sustain organisational improvements over time.

TQM is a theory which emphasises the understanding of variation; the importance of measurement; the role of internal and external customers and suppliers and the involvement of employees at all levels of an organisation in pursuit of continuous improvement (Chang2006). Bowen and Dean (2014) underscore this stating that "TQM has evolved from having a narrow focus on statistical process control to encompass a variety of technical and behavioural methods for improving organisational performance". While TQM is widely practiced in organisations, there is little agreement on what it actually means, despite 1assertions that clear definitions are important (Boaden 2010). This view is also shared by Davis and Goetsch (2015) who note that "TQM is not just a single concept, but a number of related concepts which create a comprehensive and different approach to managing organisations.

This view is further reinforced by Conti's (2010) observation that "a glance at all programme of countless total quality conferences all over the world shows that the term covers a variety of concepts, some are similar but not identical, while others may be quite divergent". It should be noted that many researchers from a variety of backgrounds and disciplines have investigated TQM, and have couched their own definitions and perspectives. Hence, it is important to recognise that many quality experts did not actually use the term TQM in their definition, although their work has subsequently been recognised as being relevant and sometimes quoted as referring to TQM (Boaden 2010). Therefore, it is important to probe the various definitions from which TQM is understood in order to fully appreciate the roles it plays in organisations. Boyne et al. (2012) define TQM as "a unique approach to improving organisational effectiveness, and a strategy for improving performance that takes into account of how people and organisation actually operate". Whereas Boaden (2010) defines TQM as a "management philosophy that embracing all activities through which the needs and expectations of the customer and the community and the objectives of the organisation, are satisfied in the most efficient and cost effective way by maximising the potential of all employees in a continuing drive for improvement".

The adjective 'total' is used to indicate company wide application, thus TQM convey more successfully the basic message of a quality system embracing the entire organisation and everyone in the organisation (Conti 2010). The use of the word 'total', when coupled with the term quality management, provides recognition of the fact that TQM is not an activity or even philosophy that can be confined to certain organisational processes. TQM therefore, implies the mutual co-operation of everyone in the organisation and associated business processes is needed to produce product or service which meet and hopefully exceed the needs and expectations of customers. TQM is a theory that promotes a set of dimensions for managing organisation (Dale in Doran and Rees 2010). In agreement with this assertion, Hutchins (2012) also defines TQM as "embracing not only the quality of a specific product or service, but everything an organisation does, might or should do to determine the opinion not only of its immediate customer or end-users, but its reputation in the community at large".

According to Pheng and Teo (2008) TQM is a way of thinking about the goals, process and the people to ensure that the right things are done right the first time by improving effectiveness and flexibility in the whole organisation. Develin and Hand (2008) define TQM as "a system behaviour which embraces everyone within an organisation and which determines theirrelationships with the customers, suppliers, competitors, society and the environment". In describing TQM as a system of behaviour Develin and Hand distinguish between the end results and the means of achieving them. The end results might be continuously improving levels of quality, delivered at reduced cost, thus increasing levels of customer satisfaction. However, one should always bear in mind that any system of behaviour

has shared beliefs and values, and common purpose. Oakland in Teo and Pheng (2014) observed that TQM is essentially a way of planning, organising, and understanding each activity that depends on each individual at each level. However, TQM cannot be viewed as a unified concept rather it can be seen as to encompass a range of prescriptions as to the type of management process that should be put in place, and the types of techniques that should be used to improve work process and outcomes (Higgins, James & Roper 2014).

Anantharaman et al. (2010) defines TQM as "an approach for continuously improving the quality of every aspect of organisational life and, it is a never ending process of improvement for individuals, groups of people, and the whole organization". However, Costing in Dahlgaard (2012) further notes that "current definitions, and processes related to TQM can be interpreted as an inter play of three fields and approaches". That means efficiency concerns rooted in process analysis, related to such traditions as process engineering, operational management, operations research and statistical process control; issues which are related to human relations schools of management and the field of organizational behaviour and organizational dynamics and issues which are related to the field of strategic management.

There has been a movement away from the belief that managing quality solely means conformance to specification and requirements (Godfrey, Stephens & Wadsworth 2012). From the above definitions of quality, it is clear that good quality also means meeting and even exceeding the needs and expectations of customers. On the one hand, TQM allows organisations to obtain a high degree of differentiation, satisfying customer needs and strengthening brand image, and on the other, to reduce cost by preventing mistakes and time wasting and allowing improvements in the organisation processes (Claver et al. 2013).

According to Godfrey et al. (2012 there is a formal change from the term "total quality control" to "total quality management" in order to give themselves an opportunity to revisit the origin of quality control and rebuild the concept to meet the challenges in business management. In JUSE's view, TQM is a management approach that strives in any business environment for the following: The generic term of "total quality management" will therefore be used to mean a vast collection of philosophies, concepts, methods and techniques that are being used throughout the world to manage quality. It means having right features, correct documentation, error-free invoices, on-time delivery and no failures.

TQM may be distinguished from both Quality Control (QC) and Quality Assurance (QA). QC places an emphasis on final inspection by separate QC department and so removes the responsibility for quality from the manager of the process. QA maintains the responsibility with the manager, giving QA department more training and auditing role. TQM takes the notion that quality is an aspect of general management, further arguing that QA is needed in all units of the organisation and not only in production (Palmer & Saunders 2012). Therefore one could conclude by defining TQM as a management approach for continuously improving the quality of every aspect or organisational activities, leadership, planning, human resources, processes, systems, culture, and communication through which the needs and expectations of the organisation, employees, customers, and the community at large are satisfied or exceeded.

## 3. RESEARCH METHODOLOGY

The research utilized the descriptive method utilizing the processes of assessment and evaluation. According to Subing (in Dichoso, 2015), the design was used to answer questions concerning the status and appreciate carefully the worth of a current study.

Descriptive research described and interpreted the present conditions of relationships that exist, practices that prevailed, beliefs, processes that were going on, and effects that were being felt, and/or being felt, and/or trends that are developing (Best in Derez, 2017) According to Neuman (2006) social measures provided data about social reality. In addition, it allowed researchers to observe things that were once unknown but were predicted by theory.

The main purpose was to collect original data for describing or measuring the attitudes and orientation in a large population (Babbie 2010). The method was relevant for this study in order to establish the extent of awareness and current application of TQM principles in organization to enhance organizational performance.

The systematic literature review was conducted to determine the quality management in Aviation Organization. The credible sources that were utilized in conducting a literature review featured sources with different designs, including qualitative studies and observational studies. In general, the study included various references from different peer-reviewed journals. A vast number of resources were selected for this study to increase the reliability of the gathered information through evaluation of their consistency.

## 4. DISCUSSIONS

Total Quality Mnagement (TQM) required a complete turnaround in organizational culture and management approach as compared to the traditional way of top management giving orders and employees obeying them. The first and probably most significant movement to promote particular managerial policies was the Scientific Management movement which spread in the USA in the first decade of this century. Fathered by F.W. Taylor, the movement promulgated the rationalisation and bureaucratisation of work processes that became a distinguishing element of the mass production techniques (Palmer & Saunders 2012).

TQM shared features of Scientific Management, Human Relation and Management by Objectives (Pheng & Teo 2014). With Scientific Management, it shared a focus on understanding the process involved in production. Taylor's examples of identifying the process of shovelling and bricklaying appear similar to Deming injunction to use profound knowledge of the system. With Human Relations, TQM shared a concern for organisational unity The integration of all parts of an organisation into common unit is shared by Management by Objectives (MBO) approach. It aime to integrate individual efforts into common performance (Drucker in Palmer & Saunders 2012).

Despite the similarities, TQM had some fundamental differences from the three approaches. First the role of management was seen differently. Taylor considered the role as defining precisely each step of the worker's job. Scientific study of each job allowed precise determination of the capability of the worker and no deviation from predefined method is allowable. The Human Relations approach in contrast focus on the individual needs of the worker. MBO systems gave a false atmosphere of objectivity by focusing only on the aspects of the business that are measurable. As a result they lost the reality of human interaction and teamwork that was at the centre of TQM. The TQM approach is different because it is concerned with variations in process and systems, rather than with variations in individual behaviour (Palmer & Saunders 2012). It was also the major role of managers to be the continuous improvement of processes rather than the management of employees. Hammond (2010) summed it by stating that TQM is "the application of methods and human resources to improve materials supplied to an organisation, all the processes within an organisation, and the degree to which the needs of a customer were met, now and in the future".

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To manage the organisational change surrounding the introduction of a new management approach effectively, one must examine the process of implementation. Implementation refers to all organisational activities working towards the adoption, management, and routinisation of an innovation such as TQM (Laudon & Laudon 2012).

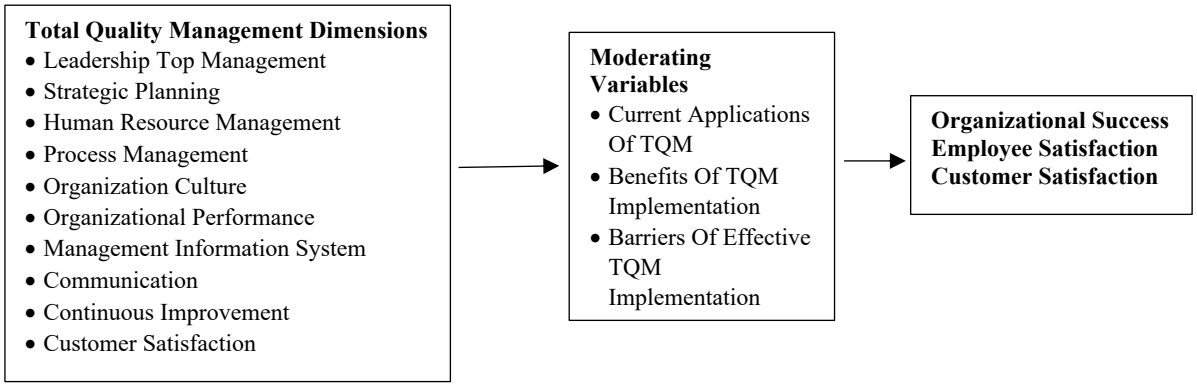


**Figure 1.** Operational framework on the implementation of TQM

The top management considered the catalyst for the entire change process and responsible for ensuring that all parties involved accept the changes created by a new approach. The following model divides the TQM implementation process into areas that seek to integrate several organisational functions for the total improvement of services. According to this TQM implementation model (see figure 1), all managers, ideally starting with top management officials, must provide leadership to drive organisation`s quality objectives.

Meeting the organisations quality and performance goals requires a fully committed, well trained, and involved workforce. Front-line workers need skills to listen to customers, workers need specific skills in developing technology, and all employees need to understand how to use data information to drive continuous improvement. These can only be achieved through the design and management of appropriate work systems; reward and recognition approaches; education and training approaches; and a healthy, safe, and motivating work environment

## 5. CONCLUSION

Quality related activities had a huge impact on the success of any organisation. With the need to sustain performance, organisations were striving to define, implement and sustain TQM practices. TQM integrated strategy, management practice and organisational outcomes to create a quality organisation that continuously improves and sustain performance (Samson & Terziovski 2011). Pearson and Wilson (2010) believed that quality and performance served as a catalyst for improvement and the application of quality dimensions would have an even bigger impact on organisational effectiveness, competitiveness, and ultimately its existence. It is often said that organisations compete on three things, quality, delivery and price (Joyce 2010). However, an organisation's ability to improve and widen a range of activities it delivers is dependent on the achievement of the desired level of performance.

Finally, to implement the organization strategy, companies should design processes to how organizations' plan execute. "Processes"guided to quality management to reduce variations in the process and improve the quality of the product (Sakiloglu and Zehir, 2010) higher in productivity, reduction in waste, improved operational reliability and innovation (Prajogo and Sohal, 2006). Moreover, an effective process management design minimized the negative impact on the environment which results in the reduction in cost and increase in profit(Wilson and Collier, 2000).

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