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Total Quality Management, a New Culture Model of the Enterprise

The paper brings bags of clarifications about concept definition and bases principles of TQM, presenting the critical factors during the implementation of those fundamentals. Also, it has been proposed a lot of models to present the Total Quality Management, being also presented its evolution.

1. Introduction

In the specialty literature exists different opinions regarding the TQM fundamentals. Considering these, the basis principles of TQM would be:

- Trend to the customer;
- Quality as first layout;
- „Zero defects” and continuous improvement;
- Internship the relation client – supplier;
- Systemic vision;

2. Critical Factors Implementing the TQM Fundamentals.

In the defining process of the depending factors of TQM fundamentals implementation, appear also different points of view, in theory as in practice too.

The majority of the aforesaid authors adopt the following factors:

- Engagement the enterprise top leadership;
- Defining very clear quality policy and strategies, by integrating TQM fundamentals in the enterprise culture;
- To form and to motivate the entire personnel in TQM fundamentals spirit;
- To implicate the entire personnel in quality realization;
- The quality management of all enterprise processes;
- Structural organization proper to TQM;
- To use methods and instruments in order to sustain TQM.

3. Representing TQM Models.

Exists several models to represent TQM, according to the definitions sustained by different researchers.

Oakland Model (1989) proposes representing TQM as a pyramid having in composition the logistic chain customer – supplier, the quality systems, the quality statistic control instruments and teamwork method. These sustaining points are integrated by communication stimulation, by the augmentation of a new industrial culture and by direct engagement of the entire managerial structure. The model emphases to satisfy the customer demands in external plan, but also in internal plan (tradeduced by satisfying the demands of any part receiver or production flow process), by the steady engagement for quality, starting from the higher level of the management and kept to the lower level. This engagement is recovered by quality investments in the specific activity domain, also by risk enlargement in order to obtain the success. A good quality management system regards all major aspects of the activity, such as, management, conception, projection, materials, processes of fabrication, qualifications, products distribution and services etc.

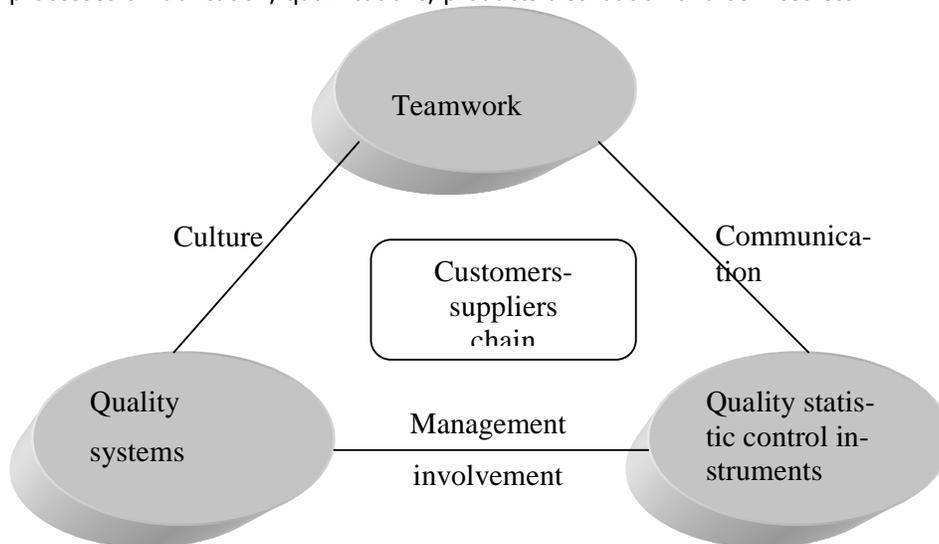


Figure 1. The Oakland Model.

TQM asks a continuous check according to the standards agreed by customers and performances pursuance by statistic control instruments of processes. The model teamwork presumes to promote the continuous and sustained improvement idea and its implementation in the organization.

Sohal Model (1989) proposes that the quality continuous improvement to come from an integrated approach of quality control by action plans of the different operations during the business cycle.

The main elements of the model are:

1. Focusing the customer: the objective of all organizational factors should be the quality improvement of the processes and delivered services.
2. Management engagement to build a culture and a milieu of quality, conceived by attitude changes, sustained by the quality measure and control systems.
3. Entire participation of personnel, from top to bottom, together with understanding of processes problems, in the membership and responsibility moral way.
4. Using some statistical techniques, analysis of correlated dates and solves different problems.
5. A problems systematic solving system using the plan – execution –check – acting cycle and focus on the customer of the entire business process elements.

Three-dimensional Model proposed by Price and Gaskill.

This model regards:

1. The „products and services“ dimension, respectively the reached degree for a customer to be satisfied by products and services.
2. The „personnel“ dimension, respectively the reached degree for a customer to be satisfied by the relations with the supplier organization personnel.
3. The „processes“ dimension, respectively the reached degree for a customer to be satisfied by the internal work processes used to products development and provided services.

The three dimensions are considered as one and reflect the demand that the organization is able to evaluate, analyze and improve itself the activity.

TQM characteristics resulted from definitions and models are:

1. TQM is always oriented to the customer.
2. TQM demands a long-term engagement in the continuous improvement of all processes.
3. TQM success demands to the management top leaders a continuous involvement.
4. The responsibility to establish the quality improving systems is connected, implicit, by management.

3. TQM evolution.

TQM is an evolutionist concept. It can be mark two significant moments in the quality layout:

1. Transition from unique fabrication to serial production.
2. Transition to industrial society, oriented on communication (data electronic processing).

Are mark out four main stages of quality evolution:

1. In the first stage, the quality term was synonymous with products and services inspection, ended with results selection and gradation. In this stage, any corrective action takes place at the end of the production cycle, when the losses are already resulted.

2. The second stage was consecrate to statistic control technicians, in which the processes realization was evaluated using quality manuals and statistic techniques. This onset was more tide up to production function, the quality responsibility being associated with the production task.

3. The third stage presents a new and radical onset, the quality assurance, containing a planning and documentation system, using quality costs, the statistic control of processes and a certification by a third part.

4. In the actual stage, TQM has the nature of a new strategy based on continuous improvement as leading force.

It identifies [9] nine causes imposing TQM:

1. Economy globalization
2. Technology complexity and dynamic
3. Resources complexity and dynamic
4. Orientation to clients and their expectations
5. Demand's complexity and dynamic character
6. Reducing the doable space solution for several critical problems.

Total Quality Management regards the organizations as interconnected activities systems, contributing on different ways to create the products increase value and services for the final consumer. TQM is, in this way, a commune property and a commune interest.

L'Abbé Néssa underlines integrity, methodology and human side as being TQM fundamentals – integration in a management focused on quality, with accents on activity integration both horizontal, and vertical. The methodology demands generalized appliance of data electronic processing methods, and the human side presumes that the entire personnel becomes a creative participant by the work teams and the quality control demands.

There is a great degree of acceptance of TQM, but it isn't confirmed in the same manner a fundamentals understanding and a profound appliance, unsuperficial, due to the partial involvement of the top management. Although, all enterprises are preoccupied to project their image in TQM context on the market, aiming a profit increase.

To mention that, as in America, but especially in Europe, promoting TQM started by being an interest and an estate policy, launching ample governmental programs. In the countries in course of development, TQM implementation extend-

ing is stimulated by export interest, being also a condition for international cooperation.

Regarding the appliance area of TQM, exists implementations in the most different domains such as:

1. Health protection
2. Education and research
3. Government agencies
4. Environment
5. Banks
6. Fabrication

The difficulties faced implementing TQM derives especially from:

1. Absence or insufficient involvement of the top management
2. Changes resistance
3. Insufficient education and training
4. Low communication
5. Absence of some resources, high costs.

Considering all these, the pressure of the new conditions from the world economy, market globalization, the orientation demand and technology and resources dynamic flexibility, customers expectations, force to apply some concordant managerial conceptions, this being a competitive condition.

3. Critical onsets regarding TQM.

Managerial Critic is formulated, on one hand, by some theoreticians, specialists in quality, conceiving their skepticism about the TQM success and, on the other hand, by those who tried to put in practice such a managerial system, without success.

They are reproaching TQM that the demarches are without edification results, often confounding the aim with the means, and the promoted long-term orientation, being as incorrect.

Humanist Critic of TQM is formulated by sociologists, psychologists, philosophizes, specialists in human resources. They reproach to this management system the negative effects manifested above the individual, considering that the advantages brought to enterprise would be less important than the risks presented for workers.

Some authors have reserve regarding some TQM fundamentals appliance, especially to the one called „zero defects“. According to this one, „all must be well done from the first time“. In this way the individual dispossess the right to make some mistakes and the responsibility of non – quality is arrogated only to workers.

Juran considers that the individual „slip-up fear“ should be capitalized in a positive way, as a motivation source.

Communicational critic is formulated by such as, who reproach TQM some confusions regarding concepts, fundamentals, as also the incoherence of specific demarches.

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