

The Quality Management Practices, its Implementation and Total Quality Management: A Review of Literature

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Abstract

In the contemporary period of rivalry, it turns out to be hard for an organization to survive. Clients' needs turned out to be progressively hard to meet. They demand for quicker reaction, better esteem for values, substances or administrations, more item assortments, and expect lower costs, dependable conveyance, and item trustworthiness. Numerous commercial enterprises have stirred because of this marvel to wind up mindful of the need to organize quality as the focused promoting methodology in worldwide business sector. Quality management practices have turned into a management logic and a method for an industry's life that causes in overseeing organizations to enhance its general adequacy and execution towards accomplishing world-class status for as long as two decades. Fruitful usage of aggregate quality management conveys wide advantages and commitments to an industry. A definitive commitment incorporates advancing state of mind, getting successful and effective business arrangements, achieving greatness and fulfilling.

Keywords: Quality Management Practices, Implementation and Total Quality Management

1. INTRODUCTION

The word quality has been gotten from the Latin word *qualis*, which means, what sort of. With a wide assortment of implications and intentions connected to it, quality is a troublesome and subtle term to characterize, having in this manner been alluded to as an elusive concept. It is dangerous in light of the fact that it has a wide assortment of implications (Ahire, Golhar & Waller, 2000). The word infers distinctive things to various individuals. It has, therefore, been characterized with alternate points of view and introductions, as per the individual, the measures connected and the setting inside of which it is considered (Eskildsen & Dahlgaard, 2002). In the midst of the wide extent of such definitions, there is by all accounts no accord definition, however they all arrangement either with the item or the administrations delivering these items/administrations (Claver, Pereira, Tari & Molina, 2008). From the point of view of the customers or clients, the item or administration based definition is more valuable. From the point of view of the organization giving products/benefits, the procedure viewpoint is more valuable.

Quality management is a technique for guaranteeing that every one of the exercises important to outline, create and actualize an item or administration are powerful and effective as for the framework and its execution. Total quality management, likewise called downright quality management, developed from a wide range of management practices and change forms (Antonaros, 2010). Quality management is not particular to overseeing individuals, yet rather is identified with enhancing the quality of merchandise and administrations that are created keeping in mind the end goal to fulfill client demands. Quality management saturates the whole organization as it is being executed. The literature revealed that instead of attempting to investigate the quality of items and administrations after they have been finished, downright quality management ingrains logic of doing the occupation accurately the first run through (Rohaizan & Tan, 2011). Everything sounds straightforward, yet executing the procedure requires an organizational society and atmosphere that are frequently outsider and threatening.

The quality management practices implementation voyage is intense and loaded with difficulties. It requires a full understanding of every movement and includes every person at each level. It needs a social and organizational change to accomplish proceeding and nonstop change of quality (Ismail & Ebrahimpour, 2012). In Pakistan, complete quality management implementation is still dangerous for some organizations. The writing demonstrates that the center issue of the aggregate quality management implementation car suppliers was absence of management leadership and responsibility to aggregate quality management (Adawiyah & Parmuka, 2013). The writing additionally uncovered that a significant number of the disappointments of aggregate quality management are identified with terrible implementation procedures and unsystematic procedures. The writing demonstrated that there were numerous workers who did not have enough thought in the working of aggregate quality management and they were additionally observed to be absence of impetuses to reliably give quality merchandise and administrations (Alharabi & Yousaf, 2014).

2. LITERATURE REVIEW

2.1 Quality Management Concept Review

Hackman and Wageman (1995) investigate the concept of quality management and talks about in subtle element

that shrivel quality management concept distinctive things to various individuals exist in actuality. They additionally clarify the basic attributes of quality management practices by these three quality powers and the normal practices by organization amid implementation of these quality management practices. Various scientists clarify in subtle element the implementation procedure of quality management practices and likewise discovered diverse mediations that are fitting for organization changes (Douglas & Judge, 2006). They discovered three fundamental criteria for organization to apply proper mediations and these are; if execution of organization and in addition their capacities is expanded; if customer prerequisite are full filled; and fulfillment of individuals and amid working hours and more elevated amount of representative's learning (Jain & Tabak, 2008). On the off chance that all these three criteria's are connected in right bearing by organization their adequacy and productivity will be at most elevated amount.

The past contemplated identified with quality management practices inferred that quality identified with quality management practices immovably comprise of taking after imperative components; Quality concept and its definition; Level of company's execution as a result of quality management practices; The significance of quality concept of management and its implementation to the hypothesis of management; and quality management practices implementation to the hypothesis and additionally outline a using so as to fit model which indicate organization execution quality management practices (Prasad & Tata, 2011). The writing uncovered that operational execution of organizational is emphatically influenced by execution of item quality. In the meantime they infer that item quality execution is having weak sway on organization execution as identified with quality execution. Item quality execution and operational execution are emphatically impact by quality management (Chowdhury, Paul & Das, 2013).

Keeping in mind the end goal to pick the basic components, we in view of past examinations, particularly on those works that have explained an estimation instrument of the quality management, connected both to assembling and administration enterprises. Such basic elements/practices of quality to be considered were recognized in three distinct regions:

1. The commitments of quality masters that show both the solid and powerless purposes of quality management, principal to grow further studies that have recognized the basic variables, trying to give organizations quality segments they ought to concentrate on.
2. Models for the quality implementation. Two noteworthy patterns; standardized standards of quality affirmation, for example, the ISO 9000 standards family, and models hidden quality recompenses taking into account quality management.
3. Investigations completed by analysts. In this regard, the basic elements recognized differ as indicated by the scientist, since every analyst highlights those that from his/her perspective are key to effectively deal with the organization, enhance aggressiveness and business magnitude.

2.2 Total Quality Management

The concept of total quality is conceived because of the commitment of a few specialists and shows up as the reaction to the new prerequisites confronted by enterprises in current markets, extremely mind boggling and continually changing, with a specific end goal to keep up their focused position (Douglas & Judge, 2001). At present, quality is a management model and a command style actualized by enterprises and one of its diverse angles is the vital measurement (Arasli, 2002). The aggregate quality management is designed by an arrangement of qualities/standards, and additionally by an arrangement of practices or systems used to be adequately executed (Banker, Potter & Srinivasan, 2005). In the writing about the subject, it was exhibited that to adequately execute the aggregate quality management with achievement it is important to consider quality standards alongside practices, apparatuses and procedures that permit the use of such standards (Claver, Pereira, Tari & Molina, 2008).

Changes that should happen in the organization are significant to the point that it requires investment and tolerance to finish the procedure. Pretty much as the procedure does not happen overnight, the outcomes may not be seen for a drawn out stretch of time (Rohaizan & Tan, 2011). A few specialists say that it takes up to ten years to completely understand the consequences of executing quality management. The literature revealed that aggregate quality management additionally alludes to management techniques used to upgrade quality and efficiency in organizations, especially organizations (Ismail & Ebrahimpour, 2012). All out quality management is a systematic framework method that works on a level plane over an organization; including all offices and representatives and stretching out in reverse and forward to incorporate both customers/clients and suppliers. All out quality management is one and only of numerous contractions used to name management frameworks that attention on quality (Adawiyah & Parmuka, 2013). Different acronyms that have been utilized to portray comparative quality management rationalities and projects incorporate nonstop quality change, quality capacity arrangement, measurable quality control, quality in day by day work and aggregate quality control.

2.3 The Implementation of Quality Management

Basically, the studies in the implementation of quality management are focused on the factors that affect the

implementation of quality management. Relevant factors include; organizational content such as corporate support for quality, past quality performance, and product complexity; the availability of suppliers; levels of competition; frequency of product changes; industry type and years of implementation (Quazi & Chan, 2002). The literature shows that corporate support and past quality performance have significant positive correlations with the degree of implementation of quality management but product complexity has a significant negative correlation with the gradation of quality management implementation (Adam, Flores & Macias, 2005). The different levels of logistical complexity of the production processes in each industry can impact the ability of various industries to implement of quality management practices (Douglas & Judge, 2006).

Quality management has received much attention in industry in recent years. However, not every quality management implementation has been as successful as expected. Many studies pose questions about whether quality management really improves organization performance and what quality management practices are important (Khan, 2009). The literature revealed that employee involvement was the best differentiator between the plants that reported achieving high, intermediate, and low levels of quality performance (Ismail & Ebrahimpour, 2012). It also examined quality management by categorizing plants into three levels; plants that achieved low, intermediate and high levels of quality performance. The quality performance was measured as the per-cent of parts passing final inspection without requiring rework (Mellahi & Eyuboglu, 2013). In turn, process management significantly affects continuous improvement and employee fulfillment. And, employee fulfillment has a strong effect on customer satisfaction.

3. DISCUSSIONS

The literature revealed that the basic achievement components are the key zones of the organization that, once appropriately oversaw, guarantee the change of aggressiveness and the business fabulousness. Downright quality is a much more extensive concept that incorporates the outcome perspectives as well as the quality of individuals and the quality of procedures (Bergman & Klefsjo, 2004). Various specialists characterized absolute quality management as the shared co-operation of everybody in an organization and related business procedures to create items and administrations which address the issues and desires of clients. It is both reasoning and an arrangement of directing standards for dealing with an organization, in light of a basic faith in the requirement for consistent and all inclusive change (Banker, Potter & Srinivasan, 2005). Prolific aggregate quality management implementation can just originate from drastically changing of the way of life in the organization and change in the organization's procedures, vital needs, and convictions among others.

Most of research in the implementation of quality management on how to do is published by practitioners. This literature shows that there is no best approach to implementing quality management. Each quality management program varies from organization to organization. Some literature mentions problems in quality management implementation (Claver et al., 2008). All these studies identified different characteristic of appropriate quality management practices. These studies found some normal attributes identified with implementation of QMP and get to be determination criteria for various global quality grants. Then again, some writing says the basic elements required for fruitful implementation of quality management (Khan, 2009). In spite of the fact that the implementation of quality management has been fundamentally driven by specialists, there have been endeavors to overcome any issues in the middle of practice and theory.

From an administrative rationality perspective, the components of quality management are fluctuated and this is extremely evident in small and medium enterprises. The diverse terms like vital quality management, complete quality change, and aggregate quality leadership are really illustrations demonstrating the distinctive accentuation set on specific parts of what is for the most part called quality management (Adawiyah & Parmuka, 2013). The related writing distinguished four philosophical standards for what he called vital quality management; meeting or surpassing client needs, everybody's employment, nonstop change and leadership (Alharabi & Yousaf, 2014). In view of all that, it is important to go to a concession to which are those quality management standards? In our examination, the basic variables considered are the accompanying; leadership, quality approach/arranging, partnerships and assets, representatives management, learning, forms management and persistent change.

4. CONCLUSION

Quality management is for the most part portrayed as a group, interlinked arrangement of quality management practices that is connected with organizational execution and underlined the significance of causal relations in the middle of leadership and quality management practices. There is an overall conviction that managing an account industry has entered another environment in which quality assumes an undeniably critical part. The writing uncovered that quality of administrations is the key element in undetectable rivalry between enterprises following the quality of items and administrations are controlled by the way that administrators, representatives, specialists and financial analysts think, act and settle on choices about the quality. The monetary foundations are being driven towards business rivalry forced by financial strengths.

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