A Different View of Quality and Total Quality Management

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Abstract

Nowadays, as a result of globalization that had brought new percept and approaches, the limits towards knowledge, technology, markets and production factors has eliminated and a great competition has emerged on these issues, it has naturally highlighted the fact of quality. All organizations should set up and develop their own systems according to the principles of the Total Quality Management (TQM) due to exist in an increasingly competitive environment and to constantly renew. TQM should be applied as a strategy to improve business performance through satisfaction of customer needs and expectations which was pre-defined and fulfilling the responsibilities of all employees at the lowest level of total cost by means of improvement and development of goods and services produced, business processes and employees of an organization. In other words, the achievement of efficient and effective TQM can be provided by continuous improvement of all the activities in an organization and active participation of all employees and by satisfaction of employees, customers and the target market. In fact, TQM as a philosophy of life is a management trend which is based on sustainable development and change in the organizational context. In an organization this approach provides quality improvement of all employees, undertaking the responsibility of quality control and improvement efforts, contributing to continuous improvement of customer satisfaction. In this study theoretically try to bring a different perspective towards the quality and total quality.

Introduction

It can be observed that the effects of globalization in today's world and the forced intensive radical structural change almost in every field. It has understood that the world's resources are not infinite as it has thought and unplanned use of these resources has led to serious problems in the twentieth century. From the second half of the twentieth century, it has been entered to a new era which expressed its basic characteristics by "globalization" and "destructive competition ". While supply-demand balance was changing, industry and trade had formed competition new forms. The main objectives of enterprises in the past periods were "maximizing profits" nowadays it is mainly being referred to "demolishment of opponents". By elimination of economic borders, many businesses have faced by new and powerful competitors in their markets. Today's enterprises have to be extroverted because of requirement to be proactive and customer-oriented from aspect of structural and functional. Because in the last thirty years at globalization process that has started very rapidly and has increased its effect, different interpretations and featuring of the human factor at the businesses which have a competitive advantage, has been seen. The main objective of each organization approach is to bring the elements that make up an organization in the most effective manner together due to achieve its certain objectives. The recent ideas related to management and organization and the recent developments in their implications are related to the organizational structure and processes concerned with the inside of organization as well as its organizational structure and design. One of the theory and application, collected under the title of post-modern or contemporary approaches is "total quality management". Particularly after the 1974 oil crisis, Total Quality Management which drew the attention of the whole world especially, the Western world has become the most exclusive management approach of "new era". Japanese that losing the Second World War and was at their powerful position with awareness of this fact that natural resources, geography and time is very limited, encouraged to demonstrate total quality philosophy by realization towards "human element" is the sole source in achieving their mission, "Keep up with the United States due to re-establish the country". In the era of globalization the rate of changes and related to this to cope with the new structure of competition, the adoption of the Total Quality Management (TQM) philosophy has become essential to businesses. As each problem, the process and the result are at the global level, today precaution and solutions that should be at the same level. By analyzing the

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organizations, can be successful in this new environment it has been seen that their common features are adoption of Total Quality Management philosophy and the approach that it brings. The truth that the new conditions and situations made up every day, just can be overcome with the philosophy of TQM, has been becoming it as a necessity approach for businesses. In this study, a different perspective has been tried to give to the total quality management.

1. Quality and Total Quality

Quality is derived from the word "qualis" means how to form in Latin. There are many definitions related to quality from past to present and these definitions are usually used based on personal preference. Japanese Industrial Standards Committee has defined quality as a production system that produces product or service economically and responds to consumer demand (Kovancı, 2001). By looking at some definitions in the existing literature (Halis, 2008; Efil, 2010; Çelik 2010; Çetin vd. 2010; Kıngır, 2010; Şimşek, 2010; Ersoy ve Ersoy; 2011; Erturgut; 2012) quality defined as the compliance with the requirements; provide no defect; a value of a product or service; the least damage of society caused after delivery; the reflection of personality and character of man or business to outward; a principled study to overcome the customer's demands and expectations.

To perceive quality just as the quality of a product or service, to identify, or to be in such an expectation means to be in contradiction with the purpose and existence cause of it. It must be emphasized that quality is primarily a phenomenon related to human and life with all the values. Quality is a value surrounds all life and involves in it. Quality is inside of all assets especially inside of human beings.

2. Historical Development of Quality

The history of quality is based on the Stone Age; the first recorded information related to the concept of quality is among the laws of Hammurabi, dated 2150 BC, according to the 229. item of this law " if a house has been built by builder, demolished because of his failure or doing his work insufficiently and cause to death of the landlord, the builder will be killed" (Yıldırım, 2002: 6). In addition, it has been seen that many important discoveries in various scientific fields were been done at Phoenicians, Egypt and Mesopotamia civilizations according to their age and the quality standards were been applied.

By carefully examine Total Quality Management, accepted as the most distinguished management approach of new era, it has been seen it was created by using the philosophy of Akhi which was developing in 13. Century at Anatolia. Before the present day the concept of total quality approach was implemented in Japan and it was started to implement in Anatolia under the name of Akhi philosophy in the 13th century. Today, the philosophy conceptualized under the name of customer satisfaction originally belongs to Akhi guild and artisans who accepted the principles of "customer is benefactor, the customer is Lord, and the customer is our beloved". Before the industrial revolution guardians of quality has been Akhi guilds and its organizations. Akhi associations which had an economic system were closely interested with both production and quality of human beings. At Akhi associations, the founder of the Akhi Evren gave great importance to inspection of the artisans. When Akhi Evren is absent, artisans were controlled by head of brave and after making the necessary surveys if he encountered with a negative situation would locked that shop. He always went artisans and controlled the quality of the work done, its cleanliness and stability. During the inspection, the right foot shoe threw on the roof of business that its artisans were producing shoddy goods. Everyone said that today the shoe of master was thrown to the roof. These words meant that the master produced shoddy goods and the losses often paid to customers. Akhi organization had provided the formation of a certain standard in production, service and social fields. Akhism as an religious-social organization that began seeing in Anatolia in 13th century and had a significant role in establishment of the Ottoman Empire, made major contributions regarding to improvement of the quality in subjects such as production, service and social life.

Control of goods and quality, price fixing, control of artisans' manner and its supervision are among the primary task of this association. The basic philosophy of Akhism is high quality, cheap, abundant production and customer protection. At Akhi organization as well as Total Quality Management production is customer-oriented and customer satisfaction is at the forefront. The philosophy of "customer is our benefactor" in Akhi artisans has been determined as "customer is king" in Total Quality Management. By the emergence of Akhi organization raw materials, processes and products specifications was developed by these organizations and the members were obliged to comply with these specifications. Criminal sanctions were applied towards members who did not comply with determined specifications. The numbers of apprentices who they would take linked to specific standards as well as products were produced by masters of Akhi, guild and artisans organizations. Masters could only take the number of apprentices which were determined by Akhi organizations. This is because facilities that they have can train apprentices at their desired level. In other words, masters could take an apprentice who they can educate them at the desired level. Institutions and organizations that have done education and its consultation are applying the same methods in order

to achieve the intended purpose and quality in education.

During the age of Fatih Sultan Mehmet Khan in the Ottoman Empire, standard of quality clearly had been emerged in the items of laws which were regularly prepared. On a regular basis has emerged as a clear quality the land law. Centuries ago document related to acceptance of the importance of standard by our ancestors as one of the major cornerstones of development is at law under name of Kanuname-i İhtisab-ı Bursa that was issued in 1502 by II. Beyazid, the present concept of this law are included penalty provisions due to the principles such as painting, packaging and quality (TSE, 1998:3). Standardization is one of civilizations established on the Anatolian lands by our ancestors. The oldest written document showing the current sense of the standard that is the history of the world is "Kanuname-i İhtisab-ı Bursa" has been prepared as an imperial order by King II. Bayezid Khan. Besides "Kanuname-i İhtisab-ı Bursa" which has been applied by II. Bayezid Khan and has been accepted as the first standard of the world in 1502, many standard rules has been put according to the local characteristics of the place about 500 years ago and "Kanuname-i İhtisab-ı Bursa" has been established by King II. Bayezid at that period (TSE, 1998).

The Ottoman Empire established the civilization to protect the people and to respect them. At that great civilization all rights of the assets has been assuming sacred as well as people rights. The use of weak, unshod and crippled animals by porters and to load the weights that they could not carry had been accepted as a crime and had been forbidden. In addition to these, the endless milking of a cow had been accepted as crime, the perpetrators of this crime primarily to be warned, in spite of warning, if they did not correspond to this rule, the rights of cow rising had been taken away for eternity and this rule was made as a law. After the conquest of Istanbul, types of fish had been counted in throat and precautions like practices such as the prohibition of hunting and fishing have been taken for the protection of living beings has seen in the throat. At this great civilization, it has been seen besides the culture of the state, social culture has provided a major contribution by establishing animal foundations. Animal foundations established in order to protect animal rights had created similar applications such as the palaces of the bird in their architectural structures of the walls. Not only for animals variety of applications for protection of plants and the whole ecosystem can be seen at the Ottoman civilization (Koç 1999; Özdemir, 1999).

Artisan organizations had organized art and trade at the Ottoman Empire, had provided standardization with quality control the price officially system. Artisan system in the Ottoman Empire was based on principles such as quality control and standardization, ensuring stability of prices, prevention of unfair competition, unnecessary production and unemployment. This system was semi-autonomous,

had provided the most important executive and supervisory mechanism towards the price policy, implemented by state.

From aspect of the Ottoman law and bureaucracy everything had been recorded in writing form. The principle of "Write what you did apply what you write" is one of the fundamental stone in the concept of the Ottoman state. Today, the essence of the ISO 9000 quality management systems has been created by this philosophy. At the Ottoman state tradition, people just promoted related to their merit. At the Ottoman legal system due to the lack of "delaying justice" problem, lawsuits were resulted in a very short time. In terms of western jurists, this condition has been considered as quality standard in law.

3. The Importance of Human Factor in Total Quality Management

Today's successful services, as well as monitoring technological and scientific developments have a non-traditional organization structure and format and as a natural result of this, is organization that takes place primarily at the highest level of human resources. Until the 1970s, productivity had been increased through technological development, usually provided by capital investments. By using technological developments as a requirement of our age in production, increases in quality, of, decreases in cost and increases in productivity had been achieved. However after the 1970s, the main responsibility of businesses was to improve human being as the most basic element of the system through keeping it in the forefront and it arguably was the most basic concepts. Japanese captured the world leadership in optics in the 1960s, electronics in the 1970s, in automotive industry in the 1980s via human-centered TQM management approaches. Under the leadership of American scientists, this new management philosophy began to develop in Japan and initially the western world was not much interested in its application, it had been applied successfully in Japan and had played a very important role in achievement of competition power of Japanese businesses to the very top levels. As a result Japan took leadership of the world in many important sectors including electronics and automotive.

Systems should be used on the human element and it should be convenient to get maximum benefit from the human factor and to ensure maximum satisfaction to human being. In classical management approach workers should search the better way related to the work they are doing because already the way managers find is the best one. In the philosophy of TQM the person who knows more and can develop it is the most the one who does that work. One of the most important outcomes of the transition from classical form to TQM management style is employees' authorization. Authorization is to give the authority and

responsibility to employees in order to improve their jobs continuously and to provide necessary knowledge, skills and resources due to use of that authority. Authorization causes increase in the participation of employees at the process of TQM, also increases their motivation by providing feeling themselves responsible and authority towards works they do. Although there are successful examples in ensuring the participation of employees, it cannot be said that businesses easily have achieved it.

4. The Issues Considered for Success in TQM

After understanding that TQM provides a major contribution to the competitiveness in Japan and the Far East, this human-oriented management system has been applied in the West and in many parts of the world. In contrast to the high level of success in implication of TQM in Japan, the same success level has not observed on the other parts of the world. Except Japan a rate of success in application of TQM has been approximately 20%. According to a study when TQM programs has been applied despite of convenient conditions and the necessary preparations, 80% of its implication has not provided any tangible profit (KKK, 1997). TQM is a system that each system requires patience in its application and its positive results emerge over time. Masters (1996) was listed the most 8 reasons in failure of TQM as following: Irresponsibility of management, lack of planning due to reaction towards cultural change, inadequate education-training, inconvenient of organizational structure, inadequate measurement, inadequate focus on customer and lack of teamwork. All these issues may arise exactly as a result of partially understanding of the TQM philosophy. In order to eliminate the causes of this failure Masters (1996) has recommended as the following: Implementation of TQM principles in a stable manner, comprehensible and clear communication, planning based on forward vision, determination of goals and objectives, education that meets needs of the organization, brainstorming, examination of the main reasons cause problems, decision-making based on the reliable knowledge, understanding the expectations of internal and external customers, teams who are educated and authorized very well.

The main reason of organizations' compulsion in implementation of TQM system is focuses primly on seeing it as a culture beyond a management technique. The organizations that which are not constructed according to the features foreseen by this culture such as participants, human-centered, democratic are not appropriate for TQM. If the foreseen structure and layouts that determined the function of organizations are not correspond exactly with the TQM structure, the success of TQM application in these organizations will be very low. Therefore adaption of the other countries applications may not give the desired results. TQM applications are studies that absolutely should not

be exactly copied. In these studies, the economic, social and cultural differences should be taken into consideration. Therefore, in implementation this concept that comes from Japan, is based on many cultural foundation and it could not be implemented anywhere in the world with the same efficiency. For success of TQM in an organization classical management values should completely change and the complete management system should be reorganized through fully analyzing.

Only the reduction of bureaucratic and the partial reforms towards devolution of authorization and the quickly services cannot be TQM. TQM is a total and continuous development movement. All over the world until the 1970s, at the classical approach that is more widely applicable and has values of scientific management system, a mechanical percept was shown and the idea that management is an organizational and systematic structure was dominated. According to this, to achieve certain objects management that can be seen as working through others, has been seen as a systematic process and has been evaluated as process-oriented (Saran, 2001). By the way, the management is also activity for human, in other words it is human-oriented, has been often overlooked. However, in recent years advances in social and economic areas all over the world, necessitated the adoption of management as human-oriented approaches. Nowadays, precautions and solutions are necessary to be at the global level because each problem, process and result is global.

The classical management techniques are insufficient in solving a real results encountered in businesses. Globalization all over the world has become compulsory radical structural changes in every field. TQM is seen as an approach of new era, it has foreseen flexible structure that can adapt to the changes may occur now or in the future, has objectives related to the future, human-oriented and is the most exclusive management philosophy (Tosun ve Tosun, 2004). The Futurists who predict the future indicate three types of action related to the future: to predict the future, to prepare for it and reshape it. The most important one is to reshape the future. Shaping the future has seen in the studies towards quality. In this level whether the public or private sectors discuss or skip how to implement TQM.

All organizations should establish and develop their own systems according to the principles of TQM in order to exist in an increasingly competitive environment and to constantly renew. TQM is a system that spreads quality factor to all individuals working in the business and holding them responsible for it.

TQM is a procedure that aims to produce in the first time and to repeat it every time, to ensure the effectiveness of the business as a whole, to reach the flexibility and to increase competition power. TQM is not a set of programs. It is conversely a system. Besides it has implemented in different frameworks and systems, it has an object accept-

ed by all enterprises, convenience of the products or services, presented by businesses to customers' expectations. By taking this issue into consideration TQM is a system including a series of philosophy, methods and processes with the aim of customer and employee satisfaction. Total quality management is actually a way of thinking and a management philosophy and here constant improvement and development has been seen. The important factor in TQM does not apply a set of specific techniques one after the other, but it is to feature customer by creating change in attitudes and beliefs. For this all the employees working in businesses should be involved in it instead of involvement of certain parts who working in business. TQM is to be considered only as a quality improvement program. TQM should not be considered only as a quality improvement program. As it is known, the solution of problems in quality improvement programs generally is through statistical and mathematical methods. Whereas the social and psychological aspects of the event are taken into consideration as well as its technical aspects in TQM, TQM is not only a system based on quality efficiency. This system is a management style and a philosophy, based on changes in order to constant development for the whole culture of the business including the behavior of employees, the methods and processes which are applied, work environment and the product or service that is produced. In parallel with developments of the understanding of quality for TQM, for businesses developments of human and management subjects should take into consideration and it is a system that integrates them. The controlled total quality management approach essentially is a process of "system development". In this process, of course, the problems are resolved. In this process, of course, the problems are resolved. However, even the simplest problem just once solved, the main result is led to take precautions in order to prevent the recurrence of the same event. In the TQM approach each individuals who are in management positions has two main responsibilities. The first of these is to establish and to improve systems which allow increasing the performance of the organization, and the second one is to run the existing system latter in accordance with the objectives that have been set. In other words it is to improve the system within the system and to work inside it.

Development of the system is not only a specific responsibility of those who does management task. Even if the other employees give recommendations due to system change, it does not take place between their main tasks. They only work in the system that confirmed by management. The authority and responsibility towards system development increase by rising in the management level. Essentially the responsibility of system because of being in management, the same as Juran and Deming referred to the responsibility of management should be based on a quantitative measure (Kavrakoğlu, 1992). Indeed, the first

responsible for the success or failure of an organization should be held management. Whether the manager is in awareness of management responsibility or not, has very simple criteria. This is how much a manager has spent endeavor and time due to system improvement and how much he has spent them for working within the existing system. When these two components are in the balance with management level, it can be said that manager is fulfilling his responsibility.

5. Result

Today, the limitation due to knowledge, technology, markets and production factors were eliminated as a result of new percepts and approach that had been brought by globalization and a great competition has emerged and naturally it take over the quality phenomenon. The advantage of competition is possible by appropriate and timely responding to changes in consumer demand and quality-oriented approach to all attitudes, behavior and thoughts. Mention of and irrelevant changes and transformation is not appropriate for quality. Change and transformation has been performed towards a different or better quality. Management of change and transformation, in one sense is the quality management. Today, the appropriate response towards the rate of change and transformation just can be given by Total Quality Management approach. Management of change and transformation is to determine the changes that has occurred or may be occurred in technology, social relationship and demand to lead them in compliance manner. Total quality management should be applied as a strategy to improve business performance via continuous improvement of goods and services produced by an organization, business processes and personnel and by fulfilling the needs and expectations that predefined and responsibilities expected from employees at the lowest level of total cost level. This exhibits the fact that management of change and transformation is a way to achieve valid, appropriate and up to date total quality approach. There is a directly proportional between quality and sales, quality and productivity, quality and profit, quality and competition with the quality of the snow and trade correctly. In one sense, Organization management means quality management. All over the world, the most important element of modern organizations management is customer satisfaction. For customer satisfaction, the convenient quality production according to any environment, condition, pleasure and object is a vital problem of the organization. According to the constant change in concept of quality, in one sense change and transformation management in an organization is an issue directly related to quality. The success of businesses in today's global world with its rapidly changing environmental conditions has been more difficult than ever before and any failure has become still as threaten-

ing factor for businesses. To successes and to sustain the businesses life in the intense competitive environment it is possible to fully meet the customer's expectations and go beyond the expectations. This depends on the adoption of Total Quality philosophy as the first step to achieve to universal standards.

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