



TQM as an Enabler of Organization Performance and Sustainability

Hend Feras Abu-Alain

College of Business Administration, Abu Dhabi University

Email: Abu-Alain.H.F_89@yahoo.com

Abstract

The Total Quality Management (TQM) is defined as an integrated management model that serves vitality in the nonstop advancement of the products, processes, as well as the methods that meet the customer's prerequisites in the market segment. The paper is concentrate at the processes that influence significant organization performance and sustainability through examining the role of TQM. The execution of the TQM initiative has been effectively assessed on its role in influencing great changes in many organizations performances and sustainability. Its effectiveness has been strongly manifested in both internal and external measures. Majority of the research surveys postulates that TQM as an enabler of performance, has a robust effect on the operation performance and overall sustainability of organizations. In addition, the TQM has attributed to having a partial impact on the external measure of sustainability that takes into account the business growth, competitive benefits as well as transformation management.

Keywords: Total Quality Management, organization performance, sustainability.



1. Introduction

Quality concepts have remained a distinct competitive benefit instrument and thus many of the organizations have been compelled by the need to execute commodities and services that aid in the unending success. Implementation of the appropriate quality systems has influenced many organizations to erect a strict direction for the organizations to institute a situation that also involves workers to work towards the direction of the common goal. Typically, the major objective of a business is to attain long-term profitability. As such, the utilization of the quality tools and styles offer an opportunity for long-term dividends through a lower cost as well as product management. The concept of the Total Quality Management (TQM) was incepted since the 1980s. Since then, the majority of the researchers and professionals uncovered the benefits of the TQM on the organization performance and sustainability.

In the global industry, the role of TQM in enabling organization performance and sustainability can be determined with holistic principles. In regards, the principles reflect the basis of the odd business that aspires to advance its scrutiny in the contemporary economy. The effectiveness of the TQM relies on the unification of the diverse subsystems of management. In addition, such principles facilitate quality products and services. Consequently, there is a reduction in cost, improvement in financial performance as well as a high level of employees and customer's satisfaction (Rajan& Kumar, 2017). Due to the existing business competition, organizations have to provide an improved products and services that attribute to quality. On this occasion, products, and services that attribute to quality vests a business to attract more and retain a good number of clients.

The dynamic business world has proved to be sophisticated due to the influence that the clients hold in the business segment. In the contemporary setting, customers are subject to diverse product and services and they are well versed with the changing kinds of services and products. In this regard, the business should place quality at the center of their



operations and activities in order to remain relevant in the business industry. An organization that analyzes quality in the production of goods and services is attributed to have a high competitive advantage and prosperity as opposed to those that do not value quality. Adopting TQM prompts the organizations to acclimatize with the customer satisfaction, influences the workers to take decisions that are in line with the job (Mahajan& Suresh, 2017). Optimum proficiency in the performance and sustainability requires organizations to stick to international practices as well as sustaining a system that pursues management quality. More importantly, many kinds of the organizations, both private and public have minimized costs, increased efficacy and advanced the quality of commodities and services through working to sustain the necessities of the clients they serve. Such organizations can achieve this through the application of the principles of the Total Quality Management.

1.1 Problem Statement

The majority of the organizations across the world employ the Total Quality Management for effective performance and sustainability. In addition, the organization utilizes the TQM to facilitate quality goods and services and to attain prolific success. Implementation of the TQM plays a vital obligation on ensuring effectiveness in the organization. In other dimensions, the TQM may not always attribute to success because other firms consider it bureaucratic, dreary and inflexible. Particularly, small entities have failed to execute TQM due to the sense that they are hesitant and skeptic about the outcome of TQM implementation. A comprehensive understanding of the TQM as an enabler of organization performance and sustainability, is a robust and effective step along the course.

1.2 Research Objectives and Aims

The research investigation aims to achieve the following objectives:



1. To describe the need for the organizational leaders to understand the Total Quality Management as an enabler of performance.
2. To understand how organizations can effectively attain business quality through the adoption of the TQM practices.
3. To understand the connection between the TQM and the organizational sustainability

Aim: To understand the concept of TQM as an enabler of performance and sustainability.

2. Total Quality Management (TQM) as an Enabler of Performance

The TQM is defined as the administration course as well as a clear set of systems that are unified to sustain the organization ability to meet the client's prerequisite in the market segment. In this way, the TQM is attributed to a management process that relies on the work procedures and the individuals. The robust concern of the Total Quality Management is to embellish the performance of the organization as well as to facilitate the client's satisfaction. It also encapsulates an appropriate synchronization of the procedures and approaches, which are capable of influencing a continuous advancement across all sectors of the organization with a core objective of attaining the client's customers to the larger extent (Pun &Yiu, 2018).

The tool TQM facilitates the aspect of quality across departments of the organization. It is recognized as an enabler of the performance and sustainability of the organization in the manner that reduces the rate of rework and waste. In this case, it tends to advance efficiency as well as minimize the cost of production in the organization. As stated earlier, any organization in the business industry is liable to adopt the Total Quality Management (TQM) (Reddy, Reddy&Takhelmayum, 2017). Many of the public-sector organization have exhibited maximum adoption of the TQM in order to meet the necessities of the public demands.



Nevertheless, the execution and implementation of the TQM require a strict adherence to TQM objectives and principles. Through this pursuance, the organizations tend to remain customer-focused which also increases its performance. The highest top leaders integrate all the strategy as well as operations on basis of the customer's desire and also come up with principles that allow customer involvement. In essence, companies that are associated with the TQM are engrossed in the systematic management of information in the entire course as well as observe that tend to avert waste and trigger continuous improvement course (Pun et al. 2018).

The chief aim of such is to offer the best value for the customer at the least cost through attaining a continuous economic stability and profit for the organization. Besides, the top leaders must ensure a huge commitment to the organization vision that is holistically demonstrated through the mission statement, configure, and empower the workers to work towards the direction of the mutual goal and objective of the organization. In order to achieve this, a diverse team of workers should work towards the advancement that influences efficacy and react to client's requirements. The enduring relationship with clients, suppliers and workers emphasize the quality that is beyond the benefits accrued in a short-term basis (Aquilani et al. 2017). In a nutshell, the TQM amends the manner in which an organization ponders about work and all the systems that are connected to the organization as it effects of each function of the organization.

Leaders and the top management are charged with an obligation to compel innovation in the business industry. In the organization context, workers tend to look up to the top management for proper guidance and the style to amend key advancement in the firm. The business industry has profoundly changed and there is decentralization of roles across the all levels of the organization technology revolution in the business industry have put in place dynamics in the operations of the businesses (Aquilani et al. 2017). As such, in the course of executing the TQM, it is always appropriate to accommodate the hurdle of delivering modernization and upgrading the style in which organization completes work.



Therefore, top managers are required to be aware of the customers' needs both internally and externally. In this way, the leader whom everybody in the organization looks up to configure and advance resources that entails technical and human to meet client's necessities, a move that created a huge difference in the organization victory. Quality gains take place when the leaders of the organization take into consideration both the internal and external clients. In relation, the internal customers are those clients situated within the organization and are subject of the results of the work. The proficiency and the quality of the reactions to the inner customer in the long chain of the customer chain stimulate the extent of external customer's satisfaction (Ellitan&Perdana, 2017). It is worthy that a company, which meets its customers' needs, and desires to the latter is attributed to quality at every level of performance and operation.

3. Total Quality Management Principles in Relation to Sustainability

Attaining the organization sustainability is not a prompt course. The process of pursuing organization sustainability requires bold dedication and working diligently. Upholding the organization sustainable is a process that requires a consistent effort as well as integration of purpose that is in line with the collective objective and goal. It is an incessant process that needs a short-term, medium-term and a long-term preparation. In addition, the process necessitates competent as well as enough management and staff, quixotic leadership as well as continuing strategic development process.

As such, the process of sustainability requires the analysts to avail resources, and to put in place the necessary resources and the manner in which the process will be undertaken. This process is boldly related to the Total Quality Management (TQM) which forms the systems that are structured in the direction of the common goal that designs activities to fit the client's interests and desire. Just like Total Quality Management and organization performance, organization sustainability is also defined in terms of optimum quality which also shows its relevancy through an evocative solution that has a measurable effect (Siva et al. 2016). Sustainable organizations are self-sufficient, devoted to their



mission as well as engaged in the incessant development. Organizational sustainability is described as the foundation of the invention and creativity and thus quality falls along the course to increase performances.

According to Androniceanu (2017) looking at the evolution of quality, there is a cost consideration whereby the institution of TQM alongside sustainability has yielded a prolific result to the most essential extent. To realize sustainability in the organization, leaders are then charged with a role of advancing the level of the Total Quality Management past the commodity pursuance into proper actions and behavior. Also, the organization sustainability is perceived as the performance on basis of the triple bottom line of dynamics such as the environment, the economy and the social responsibility. In the course of integrating Total Quality Management (TQM) as a facilitator of the sustainable development in the organization, the need to also incorporate quality indicators in the economic segment is an imperative move in the whole process.

Essentially, the system-base process approaches can be employed to describe the interactions between the TQM and the sustainable development in the context of the organization, which also influence performance to the larger extent. TQM suggests a great integration of systems in advancing the products, processes, culture and services in the organization (Dubey&Gunasekaran, 2015). Therefore, the organization must consider positioning itself at a better sustainable position to achieve meeting customer's satisfaction in the organization. The principles of the total quality management that determines the organization sustainability in almost all sectors are also factored in.

Basing on the TQM principle customer focused which asserts that the client is the main determinant of the quality if the organization. No matter what processes and activities an organization does to influence better quality in the organization through training workers, unifying quality into structure course as well as upgrading devices software and so forth and so on, the customer is the most prolific evaluators of whether the efforts are prudent or not. In this case, quality may exhibit of the organization pursues personnel



sustainability. It is the responsibility of the organization to fully recognize that it should empower its personnel to best under the job, the commodities, programs and services in order to achieve effectiveness in the organization operations (Dubey&Gunasekaran, 2015). If personnel sustainability is not enhanced in the organization, the organization tends to make less money in it which does not attain the expected amount of profitability.

Personnel sustainability can be achieved through strict training and supervision. The principle of absolute worker's involvement is also key in the TQM process. It is vital that all workers work in the direction of the collective goal and objectives. To aspire to absolute worker commitment towards work, fear must be eliminated in the working conditions. Employee empowerment must also take place and the management must provide better working conditions to the larger extent. Better performance work systems must put into consideration the continuous advancement efforts alongside with the business operations. To determine a self-managed workforce in the organization, the process of employee empowerment is crucial. Through strong worker's involvement, strategic sustainability is also facilitated to the latter (Goharshenasan&Shahin, 2017).

As such, the organizations tend to realize that there exist realistic objectives and visions through outing into play realistic actions and behavior in the organization. A critical section of the TQM is the process of thinking. To illustrate a process-centered, there must be a pattern of inputs from suppliers which are entirely transformed into substantial output ready to be channeled to the customers. This step is key as requires the process being demarcated, performance measures should be consistently supervised in order to get rid of the unanticipated differences in the organization working. The TQM principle of process-centered serves vitality in ensuring product and program sustainability which thus facilitates high quality of commodities, programs and services. The paucity of quality products, programs and services in the organization also affects the customer participation and eventually, low profit will be realized in the organization. As such, financial



sustainability of the organization is enhanced to settle off the deficits that exist in the organization.

The principle of the integrated system is of the essence in that it defines the kind of cultured that is cultivated in the organization, which influences activities and behavior. In the organization, the goals, vision, and mission determine the kind of activities that the parties pursue and it is identified as a critical stage in the whole organization. It also provides the need for effective communication as the way of influencing business performance. The incorporation of the ISO 9000 standards is a proper approach to integrate the business system (Barata& Cunha, 2017). Despite the fact that every organization is attributed to a unique culture, it may be difficult for the organization to attain effectiveness in the production of goods and services.

In this case, a sound organization culture should be enhanced to realize high performance in the organization. The significance of integrated system is to link organization situation of order to advance beyond the expectations of the clients, stakeholders, and workers. Other principles such as the strategic and systematic approach tend to set up a strategic plan that now assimilates quality as a core component in the organization. In addition, continual improvement is also a canon that initiates organizational sustainability to the deep extent (Gómez, Martinez Costa &MartínezLorente, 2017). The principle compels the organization to locate new ways of becoming analytic and creative in the competitive business industry in order to structure effective activities to meet shareholder's speculations.

In addition, fact-based decision making defines a process of information survey that is employed to advance the decision-making accuracy based on the prior history. Finally, the principle of communication is appropriate to tend to instill morale and motivation towards its workers across all levels of the organization. Communication principle in the entire TQM in that it defines the stratagem, timeliness, and method (Bouranta, Psomas&Pantouvakis, 2017).Overall, the implementation of the TQM is a bold



procedure that should be pursued without contemplation as it facilitates both performance and sustainability in the organization.

4. Conclusion

The study emphasized the concept of the Total Quality Management (TQM) as the chief enabler of the performance and sustainability. The study research expresses the need for top management to commit organization goals, mission and visions in order to satisfy client's expectations in the organization. In essence, the leaders are supposed to direct changes within the organization using appropriate quality control measures to realize excellence performance and sustainability. In addition, the use of TQM principles is uncovered as the best set of rules that guides organizational processes and activities to the larger extent. Also, the study survey unleashes the need for an integrated system in the organization that is capable of facilitating the continuous process in all the organization activities and processes.

References

- Androniceanu, A. (2017). The three-dimensional approach of total quality management, an essential strategic option for business excellence. *Amfiteatru Economic*, 19(44), 61.
- Aquilani, B., Silvestri, C., Ruggieri, A., &Gatti, C. (2017). A systematic literature review on total quality management critical success factors and the identification of new avenues of research. *The TQM Journal*, 29(1), 184-213.
- Barata, J., & Cunha, P. R. (2017). Synergies between quality management and information systems: a literature review and map for further research. *Total Quality Management & Business Excellence*, 28(3-4), 282-295.
- Bouranta, N., Psomas, E. L., &Pantouvakis, A. (2017). Identifying the critical determinants of TQM and their impact on company performance: Evidence from the hotel industry of Greece. *The TQM Journal*, 29(1), 147-166.



- Dubey, R., &Gunasekaran, A. (2015). Exploring soft TQM dimensions and their impact on firm performance: some exploratory empirical results. *International Journal of Production Research*, 53(2), 371-382.
- Ellitan, L., &Perdana, D. W. (2017). Effect of total quality management implementation on business performance of east java small and medium scale manufacturing companies. *International Journal of New Technology and Research (IJNTR)*, 3(7), 38-42.
- Goharshenasan, A., &Shahin, A. (2017). Prioritisation of quality management principles based on critical success factors of TQM using integrated approach of MCDM and IPA-the case of Marjan Tile Company. *International Journal of Productivity and Quality Management*, 21(1), 112-128.
- Gómez, J. G., Martinez Costa, M., &MartínezLorente, Á. R. (2017). EFQM Excellence Model and TQM: an empirical comparison. *Total Quality Management & Business Excellence*, 28(1-2), 88-103.
- Mahajan, P., & Suresh, G. (2017). Only Education Is Not Enough: A Necessity of All-Inclusive Services for Technical Education.
- Pun, K. F., &Yiu, M. Y. R. (2018). Assessing Knowledge Management Performance in Organisations Based on the Criteria of Total Quality Management. In *Contemporary Knowledge and Systems Science* (pp. 224-255). IGI Global.
- Rajan, R., & Kumar, P. R. (2017). A Literature Review on the Effectiveness of TQM Implementation in Healthcare Sectors (Hospitals & Medical Devices Servicing Industries). *Asian Journal of Research in Social Sciences and Humanities*, 7(8), 311-324.
- Reddy, M. S., Reddy, Y. R., &Takhelmayum, G. (2017). Study on the Performance Characteristics and its Practices of Total Quality Management. *IJASRE*, 3.



www.mecsj.com

Siva, V., Gremyr, I., Bergquist, B., Garvare, R., Zobel, T., & Isaksson, R. (2016). The support of Quality Management to sustainable development: a literature review. *Journal of Cleaner Production*, 138, 148-157.