The importance of quality components of TQM

Mirela Dogaru, PhD
Dimitrie Cantemir Christian Univerity, Bucharest
E-mail: dogaru.mirela@gmail.com

Elena David, PhD

Abstract: *Managers at all levels and representing all of the organization's functions need to work closely together to understand the company's market situation before it can determine which the most important competitive priorities are. There are four categories of competitive priorities: cost, quality, time and flexibility. Many companies claim that the top priority is quality, while many customers claim that they are looking for quality in the products they buy however, quality has a subjective significance, depending on who defines it. When companies focus on quality, as a competitive priority, they actually focus on quality dimensions that are considered important by customers. In the literature, two dimensions of quality can be identified as a competitive priority.*

Introduction

The first dimension is represented by the high performance of the design and design, which means that the production function will be designed to focus on qualitative aspects such as superior features, reduced tolerance, high sustainability and excellent customer service.

The second dimension is represented by the consistency of goods and services, which assesses how often products or services meet the specific design specifications.

Organizations competing on the basis of quality must offer not only high-performance projects but also the consistency of the goods and services made or rendered, the quality being implemented at any level.

In order to meet customer requirements, the quality of product design and product design, as well as the quality of the process, which is designed to process the process, must be approached so as to produce products without errors.

Synthesis of quality definitions

In 1984, Professor David Garvin, following a synthesis of quality definitions from a number of disciplines, philosophy, economics, marketing, or operational management, published an article with five important visions of quality:

1. *Quality is something that can be recognized, but cannot be defined - the Transcendent Approach. This vision has no substance or utility for the organization's managers. "I'll know when I see" does not set the necessary goals on which to organize or manage a project;*

2. *Quality is compliance with specifications - "The User-Based Approach". From this perspective, a user has a much more convincing vision of quality. Often, when assessing the specific features of a product, such as availability or reliability, manufacturers look at the user's perspective to understand the overall quality of the product. By quantifying the features or identifying the quality aspects, goals can be set and you can know when they have been met;*

3. *Quality is compliance with the specifications - the Manufacturing-based Approach ("The Manufacturing-based Approach"). This perspective extends the image of quality, looking at it both during and after the production process. This quality vision determines whether the product has been correctly made from scratch, avoiding the costly remediation of troubleshooting activities. This vision is procedural, advocating compliance with processes;*

4. *The quality is related to the inherent characteristics of the product - the product-based approach ("Product-based Approach"). This vision penetrates the product's interior and evaluates its features;*

5. *Quality depends on the value the client is willing to pay in exchange for - the Value-Based Approach ("Value-Based Approach"). This vision highlights the fact that people evaluate their quality and characteristics differently. Moreover, each individual has a tolerance of risk, as well as a point of view on the role of technology in the various activities.*

In practice, two types of qualities can be identified:

1. *External - corresponding to customer satisfaction. Achieving external quality requires delivering a product or service that meets customer expectations in order to generate loyalty and further improve the company's market share. Beneficiaries of external quality are company customers and external*

partners, this type of quality requires listening to customers and identifying implicit needs, which sometimes customers do not express to be taken into account;

2. *Internal - to improve the internal functioning of a company. The purpose of internal quality is to implement the means to make the organization's most accurate presentation and to identify and limit the malfunctions. The beneficiaries of internal quality are the management of the company and the employees. Internal quality is based on a participatory approach, in which internal processes are identified and formalized.*

The purpose of quality is therefore to provide the customer with an adequate supply of products and services, based on controlled processes, while ensuring that improving their performance does not entail additional costs. Often, it is possible to improve or eliminate a large number of problems at a low cost. However, the higher the quality is the higher the costs.

For private sector companies, meeting customer requirements is not a problem, but rather satisfying them, under better conditions than competition, is the challenge of all. In contrast, in the public sector, quality shows whether public funds have been used to provide a product or service tailored to the needs of customers.

The opposite of quality - the defect - also has a cost. It is generally more costly to correct defects or errors than to produce a product from the very beginning. In addition, the cost of a defect is even greater as its detection is later.

With regard to the three principles of quality, these are represented by:

- *Customer and shareholder orientation - From the perspective of this principle, the customer is regarded as the primary quality assessor. Customers are not just outsiders, but also company employees and company shareholders. To overcome their requirements and expectations, a company must first understand them. In order to understand them, the company must create and maintain customer relationships to fully identify those product features that the customer deems necessary. Relationships are built and maintained by listening, engaging and informing clients. The ultimate result of applying this principle is customer satisfaction and loyalty;*

- Participation and teamwork - this principle focuses on the whole organization as a whole. Regardless of the hierarchical position, each employee is important. Delegating responsibility and authority and rewarding employees for the right activities does not only improve customer satisfaction but also motivate employees. Empowering employees and providing incentives to reward their work is a first step in creating an organization's competitive advantage;

- Process-orientated, sustained learning and learning implies focusing on a complete set of activities or related processes that underlie the creation of a product or service that meets customer requirements rather than focusing on the optimal performance of different departments and divisions. Applying this principle achieves overall performance and better results for the company.

Applying the quality management system to a company leads to increasing the quality of goods and services on the market, adapting the economic offer to the quality requirements that the company knows, thanks to advances in technology and scientific research. At the same time, managerial principles know improvements and adaptations based on company specificity, endowment with production neofactors and highly specialized workforce.

Conclusion

Unlike organizations with production activities, service providers have an important disadvantage that the economic product they make is intangible. In this case, the supplied product cannot be seen or touched, but rather experienced. The intangible feature of the product makes it difficult to define quality. Also, since a service is experienced, its perceptions can be extremely subjective and diverse. Quality of service is often defined by perceptual factors that often include adapting to customer needs, staff friendliness and sociability, promptness in dealing with complaints, after-sales service, time to service, consistency of delivery, etc. Looking at these types of features, defining quality in services can be difficult.

Bibliography

Evocom Network Solutions (2016)

Garvin, David, 1984, What Does ''Product Quality'' Really Mean'', MIT Sloan Management Review

Imai M. (1997), *Gemba Kaizen a Commonsense. Low-Cost Approach to Management*, McGraw- Hill

Ishikawa K. (1985), *What is Total Quality Control?,* Prentice Hall, New Jersey

ISHIKAWA K. (1999), *Introduction to Quality Control, 3A Corporation*, Tokyo JURAN J.M. (2002), Quality planning, Teora Publishing House, Bucharest

Juran J. M. (1988), *Juran on Planing for Quality*, The Free Press, New York

Juran J.M. (2002), *Supremacy through quality. Business director's manual*, Teora Publishing House, Bucharest

Knowles G. (2011), Quality Management, Ventus Publishing, Frederiksberg