THE ADVANTAGES OF IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT IN ENTERPRISES

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ABSTRACT:
Total Quality Management is a management strategy that aims to include quality in all processes of the enterprise. The implementation of Total Quality Management in organizations generates quality-driven leadership and involves the participation of all its members in order to achieve long-term success by satisfying customers with benefits for all members of the organization. Total quality management can be applied successfully in production processes, services, education, etc. Everyone in the organization must be involved in the continuous improvement of activities in all departments of the organization. The paper presents the advantages of implementing Total Quality Management in enterprises.

KEY WORDS: quality, total quality management, continuous improvement, compliance

1. INTRODUCTION
The concept of "quality" is used in all areas of economic and social life [8].
Quality in the general sense is defined as "the totality of the attributes and essential aspects by virtue of which one is what it is, distinguishing itself from the other things" [7].

Total quality management applied to an enterprise generates a disciplined way of functioning it, centered on continuous improvement [4].

To successfully implement total quality management, the entire organization needs to mobilize to meet the needs of its customers.

Total Quality Management includes a set of procedures, that contributes to the formation of a company that is constantly improving, from its internal organization to the products and services it offers to its clients.

2. TOTAL QUALITY MANAGEMENT IN ENTERPRISES
Total quality management is a concept that has been imposed with the use of the ISO9001 international standard used for implementing and certifying the implementation of the Quality Management System in organizations [1].

Defining Total Quality Management starts from defining the words that compose it. Thus [1]:
- management - quality must be managed, guided by the principles of management;
- quality - means to ensure compliance with the requirements imposed on the enterprise by the customer regarding the product and service offered;
- total - quality requires everyone involved and targets all the business activities.
Total quality management must become a permanent way for businesses and not only. It is the way of continual improvement in everything we do.

The implementation of total quality management in the enterprise means the application of the Deming cycle: Plan-Do-Check-Act, which comprises the following steps [4]:

- plan - in which an improvement plan is being developed;
- performs - execution, implementation of the elaborated plan;
- verify - the results obtained, the improvements made are analyzed;
- act - improving on a large scale (at enterprise level, etc.).

We can not speak of total quality in an enterprise, without defining its strategy. Thus, the organization [9]:

- must have a clear vision of the direction to which it is heading and which must be communicated to its members so that it is well understood;
- clearly defines the key objectives to be achieved in order to go in the desired direction;
- explains the key objectives of the entire business so that each person involved knows the performance they need to reach.

There are three key processes that are interdependent in implementing total quality management [9].

The first is quality planning, which involves: identifying customers and their needs, establishing products and services to be achieved (according to customer requirements), establishing production processes (that will create products and services established), sending planning to lower-level managers (those who are actually managing the processes of production goods and services), obtaining goods and services, getting customer satisfaction.

The second key process is quality control, which is the establishment of structures, actions to reduce non-compliant products and services. Quality control can be realised if the quality of products and services is clearly defined, the target is set, the goals are set, a way to measure the achievements, a way to interpret the results and compare them with the predefined ones, a way of action and adjusting the production process, if necessary.

The last key process is improving quality. Because all the past activities discussed have the quality of the products and services at a previously planned level, actions to increase the quality level are needed to improve the products and services. Thus, we will only resume the implementation process of total quality management, but from a higher initial level of performance.

The enterprise infrastructure that contributes to the implementation of total quality management must include some essential elements like [9]: the quality system, customer and supplier linkage, total organization involvement, measurement and information, education and training.

The quality system is a necessary construction for the application of total quality management and refers to ISO Quality System standards.

The customer - supplier relationship strengthens the overall quality management structure as well as the organization's total involvement.

An important element is also the measurement of results and continuous and accurate information on the work in all its stages.

One of the most important elements of the infrastructure that contributes to the implementation of the total quality management in the enterprise is the education and training of the company's staff. The organization has to train the working teams about the work they have to do, how to discover the problems and remedy them. Learning comes from practice, with training on how to improve quality while doing business. Training helps teams to complete projects on time and quality.

The stages of the implementation of the total quality management in the enterprise are based on the following [9]: product quality, production quality, business planning, strategic quality planning, strategic planning of integrated quality.

The quality of the product and service, from the point of view of the manufacturer,
means obtaining products and services that are in line with the predefined, programmed ones.

The quality of the production process is controlled, evaluated, the production process being continually simplified, and getting better evaluated and improved.

Business planning also includes setting quality targets, developing strategic quality planning, all in support of enterprise implementation of total quality management.

3. THE ADVANTAGES OF IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT IN ENTERPRISES

All managers are aware of the need for "future investment" for the enterprise where they are working. [3]

The quality-oriented enterprise is centered on processes unlike the traditional one that is structured around its functions [5].

Offering quality products and services by an enterprise is to produce those products and services that have the characteristics that customers want and give them satisfaction. We can say that producing quality goods and services means generating income. Providing better and better quality products means also investing, so increasing the costs of the enterprise. Better quality also means an increase in costs.

Quality means for an enterprise and produce goods and services that have "zero defects", so they must be in conformity with the product or service being designed. Quality, once implemented in the enterprise, leads to a reduction in costs arising from the generation of non-compliant products.

The need for emergence of new businesses is also generated by the poor quality of goods and services on the market.

The competition existing between companies is a competition for the quality of the products and services they provide to their customers. A poor quality of the products, generates a low sale or even the impossibility of being sold on the market. On the other hand, it has to be taken into account that the majority of future clients are those with modest incomes, so that in the production of a good or service has to take into account the lowest price, being used to produce the most cheapest and the smallest amount of raw materials, materials, etc.

Quality assurance in the enterprise also means the quality of the company's top owners and managers as well as the entire staff. Using management tools to plan from the point of view of the quality, the enterprise, the quality can be controlled at the compartments level, the production level, the products made, the production processes, the technologies used, the suppliers and the customers, to the quality of the staff employed. It is possible to realise quality control as well as the development of the enterprise by improving the quality as a whole.

The implementation of Total Quality Management in enterprises, which is a philosophy of continuous improvement [1], leads the enterprise to a continuous evolution towards quality and performance.

The total quality of an enterprise means [1]:

- satisfied customers;
- optimal activity at the right time;
- low costs;
- training systems, appropriate training.

The principles underpinning the business focus on quality are the following [1]:

- quality can exist and can be improved;
- we can have customers and suppliers for the products we make;
- each employee is responsible for the quality of his / her work;
- problems must be prevented and not only resolved;
- quality must be continuously measured and improved;
- quality generates "zero defects";
- management must be fully involved in ensuring the quality of the enterprise;
- it is necessary for the improvement to continue to be planned and organized.

4. CONCLUSIONS

For enterprises, the implementation of Total Quality Management is the framework to drive quality products.
The philosophy, the management procedures used, the technology used, will provide a system in which the compartments: marketing, research and development, the production, administrative, human resources will work together to meet the increasing demands of customers.

Applying Total Quality Management means for the enterprise to have a philosophy and quality policies, a quality management system, and a quality system of the technologies used.

REFERENCES