

# THE ROLE OF QUALITY MANAGEMENT IN ORGANIZATIONAL PERFORMANCE

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## ABSTRACT:

This study came to the role of the Quality management in organizational performance. Any organization uses a management system to make out the needs of each stakeholder, to transform these needs into internal requirements, to procure the resources needed to meet all the requirements and to review the performances. Quality management is defined as a strategy that essentially aimed to establish and deliver high quality products and services that cover all customers' demands and achieve a high level of customer satisfaction. This paper discusses the principles of total quality management effective implementation and organisational performance. Nowadays, all organizations have to face some challenges in their business environment: the economic crisis, globalization, as well as the competition in its market. Moreover, the increase in technology and especially in IT, requires new actions which can be done by only quality management.

Key words: quality, management, organization and business.

## Introduction:

Every organization is need to quality management for different activities and tasks to make sure that products and services offered, as well as the means used to execute them are suitable. It helps to perform and maintain a desired level of quality within the organization. Before understanding quality management we should know to quality and management separately.

There are various definitions for the Management System of an organization but I want to give here only two definitions to understand management system.

## Management:

“A management system is the framework of processes and procedures used to ensure that an organization can fulfill all tasks required to achieve its objectives.” / wikipedia.org

“A management system describes the set of procedures an organization needs to follow in order to meet its objectives.” / iso.org

By the above definition we can understand to management system that each organization has its own activities and internal processes, and these internal processes must be continuously improved, based on the analysis of the results.

## Quality:

We can understand the term of quality by ISO family that gives a very brief definition: “**quality - the degree to which a set of inherent characteristics fulfils requirements.**” (ISO 9000:2005-3.1.1).

Note: At this time, the ISO 9000 and ISO 9001 standards are under revision.

Above definition tell us the sense of quality but The Chartered Quality Institute (thecqi.org) which gives the following definition: “an outcome – a characteristic of a product or service provided to a customer, and the hallmark of an organization which has satisfied all of its stakeholders.”

So, we should consider the need of customer and the degree by which fulfils the product or service for all stakeholders. Thus we can say the quality of a product or service that is “poor”, or “good” or “excellent”, but this must be in accordance with something, we should have a intimation to give such a description. Nowadays, every organization has to face some challenges in business environment such as economic crisis, globalization, and competition in market. Moreover, information technology has also a vital role in present time. For example it is well known that the e-commerce has opened new opportunities in business, which means enlarge competitive environment like as social media, online marketing etc. such organizations that has not the "quality" of products or services have no chance to stay in the market. And we can say finally “Quality” is very important for every business!

After understanding separately the meaning of both words management and quality we can easily understand the meaning of quality management, Returning to ISO 9000:2005, we can find this definition: “management system to direct and control an organization with regard to quality”.

In other words, a Quality Management System is “a set of interrelated or interacting processes used to guide and lead an organization so that its products or services meet the established requirements”.

*Specifically, the Quality Management System focuses on the processes of the organization, customer and continuous improvement.*

## Components of quality management:

There are four components of quality management which following are.

1. **Quality Planning** – The process of identifying the quality standards relevant to the project and deciding how to meet them.
2. **Quality Improvement** – The purposeful change of a process to improve the confidence or reliability of the outcome.
3. **Quality Control** – The continuing effort to uphold a process' integrity and reliability in achieving an outcome.
4. **Quality Assurance** – The systematic or the planned actions necessary to offer sufficient reliability that a particular service or product will meet the specified requirements.

**Objective of the study:**

- To analysis the organizational performance with quality management.
- To study the techniques and methods of quality management.
- To discuss the principles of quality management.
- To analysis advantage of quality management for an organization.

**RESEARCH METHODOLOGY:**

The Research Methodology of this study to examine organizational performance by quality management and discuss its components and principles. The secondary source of information will be used for this study. The data and the necessary information will be collected from journals, books and websites.

**The History of Quality Management:**

If we talk about the history of quality management, it is originate in middle age. At that time which Work was completed by journeymen and apprentices was evaluated and inspected by the skilled worker. To make sure that quality standards were met in all condition of the finished goods, ensure the satisfaction of the buyer. The history of quality management has gone through a number of changes since that time to this time; it was the time 1920's when quality management system, started to surface. While the focus of quality management was still on the end product, it was the first time that statistical theory was applied to product quality control. The quality control of product was determined through inspections. This consists measuring, evaluating and testing the products, processes and services opposite to particular requirements to make sure that each element stand by guidelines and standard. This process worked for a long time. With the time to time, however, businesses began to extend and grow. The products were manufactured more and more throughout the day. Companies have got the experience to difficulties in following through with quality control standards. It felt that there was a great need for changing for progress. The development change was brought onward the 1940's by industry leader and experts like Deming, Dodge, Juran and Roming. As we know that it was the beginning of total quality management. By the production personnel were inspected now. They were responsible for inspections of particular production intervals. It would change the focus from simply inspecting the last product to actually preventing last product problems through early detection on the production line. It was the time of 1940's that Japan was progressing in Total Quality Management. At that time, Japanese products were marked of poor quality imitation. Hearing about the success of quality management in the west, Japan employed the assistance of quality management experts like Deming and Juran. Very few person the Western culture knew at that time, Japan would soon progress and set new standards in TQM. In the first international quality management conference in 1969, Feigenbaum used the first phrase of Total Quality Management. However, It assumed that The Western culture would soon adopt it .The Western culture would take notice of Japan's success and start to set and adhere to higher Total Quality Management guidelines by the 1980 s. At this time, however, it was not clear as to what exactly TQM involved. The U.S. Government would soon be accountable for making those standards and guidelines make clear with their development of the Malcolm Baldrige Award; an award that could be won by businesses that display quality management excellence. Other countries, like Europe, would follow in the United States' guidelines and develop same awards. Today, the companies all over the world compete for the hundreds of Excellence Awards now given. The aim of quality management, however, still remains the same as it has, all through history – to ensure that customers receive an excellent, quality product.

**Principles of Quality Management:**

There are various principles of quality management that the International Standard for Quality Management taken. These principles are used by top management to regulate an organization's processes regarding improved performance. These following are.

**1. Customer Focus**

The primary objective of any organization should be to focus and meet to the customers' expectations and needs. When an organization can understand the customers' present and future needs to them, it follows in customer loyalty which is change in increases revenue. The business is also able to make new customer opportunities and satisfy them. When business processes are more effective and quality is higher then more customers are also be satisfied.

**2. Leadership**

A success of an organization depends on good leadership. A good leadership makes good unity and goal among the workforce and shareholders. A successful company provides good culture with an internal environment that allows employees to fully use their potential and get actively involved in achieving its objectives. The leaders should consider the employees in creating clear organization goals and objectives. This motivates to employees, who can significantly better their productivity and loyalty.

**3. Engagement of People**

The involvement of staff is another fundamental principle. The management attract to staff in making and delivering value whether they are full-time, part-time, outsourced or in-house. An organization should motivate the employees to constantly become better their skills and sustain consistency. This principle also include motivates the employees, involving them in decision making and admitting their achievements.

**4. Process Approach**

Organizational performance is important according to the process approach principle. This approach emphasizes on performing efficiency and effectiveness in the organizational processes and better processes proceed in increase consistency, sharp activities, lower costs, waste removal and regular improvement. An organization progressed when leaders control and manage the inputs and the outputs of an organization.

### 5. Continuous Improvement

Every organization should actively involve in continuous improvement with its objective. Businesses should have potency to enhance continually experience improved performance, organizational flexibility and increased ability to embrace new opportunities. Businesses should be able to discover new processes continually and adapt to new market situations.

### 6. Evidence-based Decision Making

This principles helps Businesses should approve a factual approach to decision-making. Businesses have a good knowledge to make decisions based on verified and analyzed the data to improved marketplace. They are able to perform work that exhibit desired results and even justify their past decisions.

### 7. Relationship Management

Relationship management is related to mutually profitable activities with retailers and suppliers. The organization should conduct the supply chain process well and promote the relationship between the organization and its suppliers to optimize their impact on the company's performance. When an organization conduct its relationship with interested parties well, it is more likely to get sustained business collaboration.

### Techniques and methods to improvement the quality:

The process of quality management consist a collection of guidelines that are developed by a team to make sure that the services and product exhibit with the proper standards for purpose. After that takes the following actions that are insist to measure the quality.

There are three methods used to improvement the quality of product, product improvement, process improvement, and people-based improvement. There are several methods of quality management and techniques that can be used. They are Kaizen, Zero Defect Programs, Six Sigma, Quality Circle, Taguchi Methods, the Toyota Production System, Kansei Engineering, TRIZ, BPR, OQR, ISO, and Up down & Bottom Up approaches among others.

A proper example of high quality management is the implementation of the Kanban system by Toyota Corporation. Kanban is an inventory control system that was developed by Taiichi Ohno to make visibility for both the buyers and suppliers to help limit the upsurge of excess inventory on the production line at any given stage in time. Toyota used the method to perform its Just-in-time (JIT) system, which helps aligns raw material orders from suppliers directly with the production schedules. Toyota's assembly line increase in efficiency and the company got enough inventories at hand to meet customer orders as they were being generated by these techniques and methods.

### Advantage of Quality Management:

- It helps an organization execute greater consistency in tasks and activities that are include in the production of services and product.
- It enhances efficiency in processes, lower wastage and improves the use of time and other resources.
- It helps increase customer satisfaction.
- It empowers businesses to market their business effectively and achievement new markets.
- It makes it easier for businesses to integrate new employees and thus helps businesses conduct growth more seamlessly.
- It enables a business to continuously improve their products, processes, and systems.

### Conclusion:

In brief, we can conclude the performance of Quality management in organization is important to make sure structure in its processes as well as its services and products. In business, customer satisfaction is very important in quality of services and products which are purchased, the supplier's main objective should always be to make sure that what they produce is of consistent and fine quality. There are some other points given below to understand the conclusion of this study.

Quality management is the act of overlooking all activities and tasks needed to sustain a desired level of excellence.

Quality management consider the determination of a quality policy, constituting and implementing, quality planning certainty, quality control and quality improvement of in organizational performance.

TQM requires that all stakeholders in a business task together to improve processes, products, services and the culture of the company itself.

Now we can say quality management plays a vital role in organizational performance and its activities, product and services to maintain the status of business and improvement. It has dynamic principles and components to improve the quality of products and services of a business or organization which helps to organizational performance. In last we can say in brief quality management plays a very important role in organizational performance.

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