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A REVIEW ON STRATEGY AND ORGANIZATION CHARACTERIZATION TOTAL QUALITY MANAGEMENT

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Abstract

TQM is a recent advancement in management, where every activity is focused on enhancing customer satisfaction through ongoing process improvements. Research in TQM has evolved from the practical needs of organizations adopting this philosophy, with much of the literature being conceptual and geared toward practitioners. TQM is a business management strategy focused on enhancing the quality of an organization's products and services through continuous improvement. There is a deficiency of a solid theoretical framework that categorizes past efforts and directs future research. To address this gap, a study of the existing TQM literature has been conducted. A comprehensive review, classification, and analysis of TQM research over the past two decades is provided. Additionally, it offers future research directions and serves as a valuable reference for the TQM literature. The proposed research suggestions aim to guide future advancements in the TQM field and contribute to its development into a formal discipline.

Keywords: Customer satisfaction, quality, Organization competitiveness, continuous improvements, TQM failure Implementation.

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Introduction

Total Quality Management (TQM) has significantly contributed to the advancement of contemporary management. Quality, now viewed as a crucial strategic element for business success, is more essential than ever for thriving in today's global marketplace (Divan & Evans, 1994). It has become a central focus as organizations aim to gain a competitive edge in markets shaped by liberalization, globalization, and increasingly knowledgeable customers. Several studies in contemporary management have explored the philosophy and methods of Total Quality Management (TQM), particularly in relation to company performance. TQM research often draws on case studies, definitions of TQM, discussions of TQM principles, the use of quality management techniques, and the teachings of prominent figures in the field such as Deming, Juran, Crosby, Feigenbaum, and Ishikawa (Dale et al., 1998). TQM emerged as one of the dominant business strategies of the 1990s (Lee and Leung, 1999). The evolution of TQM into a widespread management philosophy was shaped by the works of Crosby (1979), Deming (1986), Feigenbaum (1983), Ishikawa (1972), Juran (1988), and Taguchi (1982) [1].

A broad array of management issues, techniques, and approaches have been unified under the TQM framework (Black and Porter, 1996). Leadership is not only about creating a vision but also about ensuring its realization through excellent execution. A leader's ability to establish a solid foundation, develop, and steer a long-term vision for the organization—driven by constantly evolving customer requirements—is guided by interrelated core values and principles. TQM thrives in organizations through sustained leadership with a clear purpose, effective communication among teams, and total commitment from top management, all entered on customer satisfaction. In contrast, many

issues in the current management system are addressed in an ad hoc manner, leading to decreased organizational efficiency. TQM leaders provide clear direction, foster a customer-centric focus, establish visible values, and set high expectations for performance. The TQM leader is responsible for formulating strategies, policies, and techniques that drive excellent performance, foster excellence, and build knowledge and capabilities among employees. TQM leaders inspire, motivate, and encourage the entire workforce to contribute, develop, learn, innovate, and embrace change [2].

They serve as role models through their ethics, commitment, and active involvement in planning, communication, and coaching the workforce. In organizations, managers and leaders draw energy from meeting customer needs and ensuring organizational survival, which is the core philosophy of TQM. Total Quality Management is a comprehensive, holistic approach to quality improvement that has focused on enhancing performance in terms of quality and innovation over the past two decades [3,4]. Organizations that implement TQM experience numerous benefits, such as higher-quality products, reduced costs, and improved financial performance when successfully executed. In addition to excellence in business management models, which consider quality and innovation as both simultaneous and complementary concepts, TQM has a significant positive impact on overall performance. This paper begins with a literature review that explores the current state of TQM, the relationship between TQM, quality performance, and innovation performance. It then continues with factor analysis and regression analysis to test the proposed model. The final section discusses the findings, limitations of the study, and provides recommendations for future research. This review aims to analyze the article "Total Quality Management Strategy and Organizational" published in the journal Total Quality Management & Business Excellence. The review will summarize the article while also examining its structure and assessing whether it effectively communicates the information to readers in an accessible manner. Additionally, the review will critique the article by evaluating its authority, currency, objectivity, and coverage. Overall, the article is considered a reliable source, offering clear and valuable information for the reader [5].

Definition

Total Quality Management (TQM) is a management framework grounded in the belief that an organization can achieve long-term success by engaging all its members, from frontline workers to top executives, in the continuous improvement of quality. This focus on quality ultimately leads to enhanced customer satisfaction. This management approach is used to streamline supply chain management and to identify, reduce, or eliminate errors. TQM requires organizations to emphasize continuous improvement. It focuses on ongoing internal and process enhancements over the long term, thereby enhancing the quality of the products produced [6]. All departments involved in the creation of a product or service, including design, engineering, and marketing teams, participate in TQM. Management plays a key role as a facilitator by providing quality staffing, offering training, and setting goals. While there is no single, universally agreed-upon approach to TQM, it is guided by eight core principles that focus on continuous improvement and enhancing quality [7].

Objectivity

The article presents research-based information, supported by the insights of well-known researchers, whose contributions are acknowledged. It focuses on the research conducted on Vietnamese companies, analyzing the reasons behind their business successes and failures. The article highlights key factors to consider when measuring success or failure, emphasizing that these outcomes are largely influenced by the quality of the products or services delivered.

The quality of a company's products or services depends on various factors such as size, industry, and innovation performance. While the research draws several valuable conclusions, it could have been made more comprehensive by including additional examples from different regions [8]. Nevertheless, the study has a positive impact, offering insights that can guide decision-making regarding the success factors linked to quality.

History

1930S TQM history

The history of TQM can be traced back to Elton Mayo's Hawthorne experiments, conducted from 1927 to 1932. These experiments demonstrated that worker participation in decision-making processes could enhance productivity. In the 1930s, at the Hawthorne plant of the Western Electric Company, studies were conducted on various factors such as lighting levels, workday lengths, and rest periods to optimize productivity. One of the key findings from the lighting level studies was that when the lighting was brighter, worker productivity increased. This change in behavior among employees is known as the Hawthorne effect, which suggests that when workers are involved in studies or decision-making, their productivity tends to increase [9]. In addition, during the 1930s, Walter Shewhart developed control charts, a statistical tool used to monitor and control processes, helping to identify variations and maintain consistent quality in production. 1950s TQM History

In the 1950s, Edward Deming taught statistical methods, while Dr. Juran introduced quality management techniques to the Japanese, significantly influencing the development of quality practices. Armand Feigenbaum wrote Total Quality Control, which became one of the foundational works that shaped many Total Quality Management (TQM) theories. In 1954, Abraham Maslow developed his hierarchy of needs, presenting a pyramid structure that categorized human needs, including self-actualization, in terms of work levels. This framework influenced the understanding of employee motivation and performance in organizational settings [10].

1. **Physiological:** This level includes basic human needs such as food, sleep, and shelter, which are essential for survival.
2. **Belonging:** This level refers to the need to be accepted and loved by family, friends, and social groups, fostering a sense of connection and community.
3. **Esteem:** This level involves the need to be respected, valued, and held in high regard by others, which contributes to self-confidence and a sense of achievement.
4. **Self-Actualization:** This level represents the desire to achieve one's full potential, striving to become the best version of one self and realizing personal growth, creativity, and fulfillment.

1960s TQM History

In the 1960s, Douglas McGregor developed the Theory X and Theory Y leadership models. A **Theory X** leader adopts a negative approach to management, assuming that most workers dislike work and will try to avoid it. In contrast, a **Theory Y** leader believes that workers are inherently motivated to do a good job.¹¹ They view employees as willing to contribute solutions to problems and actively participate in problem-solving processes. According to Theory Y, involved employees are more likely to be productive, fostering a positive work environment and encouraging collaboration [12].

1970s History of TQM

In 1968, the Japanese coined the term Total Quality Control (TQC), which became a company-wide quality control philosophy. This approach played a crucial role in establishing Japan as a global leader in quality during the 1970s. The focus on TQC helped Japan achieve significant advancements in product quality and manufacturing processes. While Japan remains a quality leader to this day, the global competition has significantly closed the gap, with many other countries adopting similar quality management practices.

1980s History of TQM

In the 1980s, the U.S. Naval Air Systems Command coined the term Total Quality Management (TQM), basing many of its principles on the Japanese Total Quality Control (TQC) philosophy [13]. During this decade, many companies began adopting TQM, and its popularity spread rapidly. As a result, numerous organizations saw significant improvements in productivity and quality. However, despite its initial success, many companies struggled or failed to implement TQM effectively. This failure was often due to a reluctance to embrace the necessary organizational changes and commitment required for long-term success.

1990s History of TQM

In the 1990s, TQM evolved with the introduction of new methods that further supported its principles, including lean manufacturing and Six Sigma. These methodologies focused on eliminating waste and reducing variation to improve quality and efficiency. During this time, organizations could also become certified to ISO 9001, a standard for quality management systems that ensured consistency in product and service quality [14].

2000s History of TQM

In the 2000s, ISO 9001 was revised to place greater emphasis on business planning, quality management, and continuous improvement. During this period, additional certification standards were introduced, such as AS9100 for the aerospace industry, expanding the reach and application of TQM principles across various sectors.

2010s History of TQM: In 2015, ISO 9001 was further revised to include knowledge management, reflecting the growing importance of information and data in quality management. Although Six Sigma originated in the 1990s, it became the dominant problem-solving methodology for quality management in the 2010s. The term Lean Six Sigma emerged as a fusion of lean thinking, 5S, and Six Sigma to form a comprehensive approach to quality improvement [15]. Additionally, experts began to incorporate concepts such as Kaizen, Gemba, and Hoshin Kanri into TQM practices, focusing on continuous improvement, real-time process observation, and strategic alignment.

Benefits of TQM:

Improvement of quality

Quality Improvement (QI) is a framework used to systematically enhance processes and systems within an organization. As the name suggests, the goal of QI is to continually identify opportunities for improving the quality of an organization's outputs, which can include products, services, or outcomes [16]. This ongoing effort focuses on refining processes to achieve higher efficiency, effectiveness, and customer satisfaction.

Employee participation

Employee participation is a strategic approach that ensures all employees are involved in decision-making processes and share responsibility for outcomes. This collaborative method fosters a strong sense of belonging and ownership, helping to create an environment where the collective potential of the workforce can be harnessed to achieve business goals. By engaging employees in shaping decisions and actions, organizations can enhance motivation, improve performance, and drive innovation.

Team work

Teamwork involves groups coming together to pool their resources, knowledge, and skills to achieve common goals. In the context of Total Quality Management (TQM) and Quality Circles, teamwork plays a crucial role in fostering continuous improvement. These approaches emphasize empowering team members, encouraging collaboration, and involving employees at all levels to identify areas for improvement and implement solutions. By working together, teams can drive quality enhancements, increase efficiency, and contribute to the overall success of the organization [17].

Working relationship

A working relationship refers to the professional connections you establish with individuals in the workplace, including your boss, teammates, colleagues, and clients. These relationships are formed to achieve specific goals, complete tasks, and fulfill job responsibilities. They are typically built on mutual respect, collaboration, and communication, allowing individuals to work together effectively to accomplish organizational objectives. Strong working relationships contribute to a positive work environment and enhance productivity.

Customer satisfaction: Customer satisfaction is a measurement that evaluates how content customers are with a company's products, services, and overall capabilities. Information on customer satisfaction, often gathered through surveys, feedback, and ratings, provides valuable insights that help a company understand its strengths and areas for improvement. By analyzing this data, companies can make informed decisions on how to enhance or modify their products and services to better meet customer needs and expectations [18].

Employee satisfaction

Employee satisfaction refers to the degree to which employees are content and feel their needs and desires are being met in the workplace. It is a key indicator of the overall health of an organization, as high levels of satisfaction suggest that employees are happy with their work environment, job roles, and how they are treated by their employer. When employee satisfaction is high, it often leads to increased productivity, lower turnover rates, and a positive organizational culture

Productivity

Productivity is a measure of performance that compares the output of a product or service with the input, or resources, required to produce it. These inputs can include labor, equipment, time, and money. A higher productivity level indicates that more output is generated with fewer or more efficient resources, which leads to greater efficiency and cost-effectiveness within an organization [19]. Tracking productivity helps businesses identify areas for improvement and optimize their operations.

Communication:

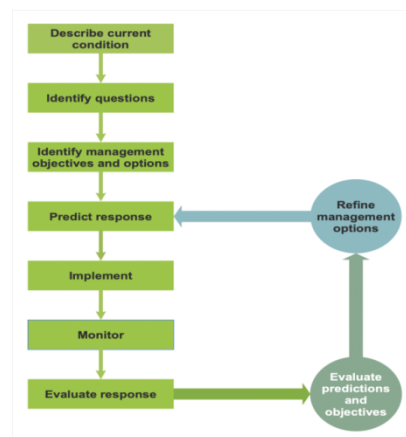
TQM (Total Quality Management) is a process that involves the transmission of messages between senders and targeted receivers through communication channels. In TQM, communication focuses on key aspects such as to whom the message is being sent, what information is being conveyed, how it is communicated, who is transmitting the message, and how effective the transmission is. The communication model in TQM typically involves five primary elements:

1. **Sender:** The individual or group who initiates the message.
2. **Message:** The information or content being communicated.
3. **Channel:** The medium or method through which the message is transmitted (e.g., verbal, written, digital).
4. **Receiver:** The individual or group who receives the message.
5. **Feedback:** The response or reaction from the receiver, which helps to assess the effectiveness of the communication.



Organization Layout of TQM

Total Quality Management (TQM) is a structured approach to organizational management that aims to enhance the quality of an organization's outputs. The implementation of TQM within an organization is based on a Quality Management System (QMS), which is a formalized framework that outlines the policies, processes, and procedures necessary to achieve quality objectives. This system provides a clear direction for the organization, ensuring that all employees, departments, and functions work together toward improving quality across every aspect of the business, from production to customer service, and continuously meeting or exceeding customer expectations [21].



Elements of TQM

Total Quality Management (TQM) is a management philosophy centered around achieving the best possible outcomes by focusing on customer satisfaction. Successful implementation of TQM requires continuous improvement and active participation from all members of an organization. The core principle behind TQM is that long-term success can only be achieved by delivering a high-quality product or service that fulfills the needs and requirements of the customer. As such, every element of TQM is defined through the lens of customer satisfaction [22].

TQM is built around eight core elements, which are grouped into four categories, following a building metaphor to symbolize its structure and implementation. These elements are:

Foundation

Just as every building needs a strong foundation, TQM relies on certain core values that shape its approach to the world and guide organizational behavior. The foundation of TQM includes three key elements designed to create a productive attitude and atmosphere within the organization. These foundational elements help establish the mindset and culture necessary for TQM's success [23].

1. Customer Focus: Ensuring that customer satisfaction drives every decision and action taken by the organization.
2. Commitment to Quality: The organization's commitment to quality improvement at all levels, fostering an environment where everyone works together to achieve high standards.

3. **Involvement and Empowerment:** Engaging all employees in the TQM process, encouraging their active participation and ownership in the pursuit of quality.

These foundational elements provide the base on which TQM can be effectively built, ensuring that an organization is aligned with its customer needs and committed to continuous improvement.

Ethics

Ethics plays a critical role in Total Quality Management (TQM). It focuses on the study of right and wrong, and TQM emphasizes the importance of understanding what is ethically correct for both the organization and its individuals [24]. A strong ethical framework ensures that all actions and decisions taken within the organization are morally sound. TQM encourages organizations to operate in a morally responsible manner, promoting trust and respect among employees, customers, and stakeholders. To reinforce this ethical culture, organizations are expected to implement a clear code of conduct that guides employees in making ethical decisions in their day-to-day activities.

Training

Training is a vital component of TQM, as it ensures employees are equipped with the necessary skills and knowledge to perform their roles efficiently and contribute to quality improvement. Since TQM is a comprehensive, organization-wide management approach, it requires that all employees receive consistent training to understand the principles of TQM and how they can contribute to achieving quality objectives. This training not only improves individual performance but also helps employees understand their collective responsibility in creating value for the organization and its customers. Proper training empowers employees to take ownership of quality improvement, making them valuable assets in the TQM process.

Trust

The successful implementation of Total Quality Management (TQM) hinges on fostering a relationship of trust among all individuals within the organization. For TQM to work effectively, it is essential that employees collaborate in an atmosphere of mutual respect and trust. When this foundation is established, team members can communicate openly, share ideas, and solve problems more effectively. In such an environment, recognizing and addressing problems becomes easier, as there is a sense of shared responsibility and a commitment to improving processes. Furthermore, decision-making is streamlined because employees feel empowered to contribute their insights and suggestions, knowing that their input is valued [25]. This trust-based collaboration ultimately leads to better problem-solving, innovation, and the continuous improvement of products and services, all of which are central to TQM's success.

Teamwork

Achieving common goals and delivering the highest level of customer service in a Total Quality Management (TQM) organization requires teams to work together efficiently and effectively. For this to happen, individuals must understand how to collaborate and communicate, ensuring that the team environment fosters open discussions about problems and solutions. By doing so, teams can address issues more proactively and drive continuous improvement across processes.

There are three main types of teams in a TQM organization

Quality Improvement Teams (QITs)

These are temporarily formed teams focused on addressing specific quality-related issues or improving particular processes. They typically work on short-term goals and disband once their objectives are achieved. Their primary aim is to drive improvements that enhance product or service quality.

Problem-Solving Teams

These teams are formed to tackle specific problems within the organization. They are usually cross-functional, meaning members come from different departments to bring diverse perspectives to the problem. These teams are problem-focused and work together to identify solutions, implement corrective actions, and ensure that issues are resolved effectively.

Natural Work Teams

Unlike the first two types, natural work teams are more organic and long-lasting. These teams consist of individuals who work together on a regular, ongoing basis. They typically handle day-to-day operations and are empowered to make decisions, solve problems, and continuously improve their processes. These teams tend to be more self-managing and have a strong sense of ownership and responsibility for their work. Each type of team plays a vital role in TQM by promoting collaboration, problem-solving, and a shared commitment to improving quality and customer satisfaction across the organization [26].

Leadership

While training and teamwork are essential for preparing members to be valuable contributors to an organization, leadership plays a pivotal role in unlocking and guiding that potential. It is crucial that all supervisors and managers have a deep understanding of the TQM philosophy and methodology to effectively lead their teams toward achieving quality goals.

Communication

The all-encompassing mortar of the TQM framework is communication. It begins at the foundation, binds the core elements together, and extends to the very top. Continuous improvement and optimal performance can only be achieved when information and ideas flow freely across all levels. Communication should be ever-present within the organization, extending beyond internal teams to include external entities such as customers, partners, and suppliers. This flow of information ensures alignment, fosters collaboration, and supports the collective effort toward quality excellence.

Roof

Just as the roof completes a building, in the case of TQM, recognition serves as the final key element that tops off the entire framework. Recognition acknowledges the hard work, dedication, and achievements of individuals and teams, reinforcing their commitment to continuous improvement and motivating them to maintain high standards of quality.

Recognition

This element emphasizes the importance of providing positive feedback and encouragement for both achievements and suggestions within the organization. Supervisors should actively seek out contributions and offer recognition whenever they occur. This not only boosts morale and enhances performance but also motivates members to remain engaged and productive in the TQM implementation process. Recognizing individual and team efforts fosters a sense of accomplishment, reinforcing the commitment to continuous improvement and driving long-term success [27].

Challenges of TQM

Companies are constantly moving ahead towards improving the quality of overall activities so as to prosper and serve the market in a better way. But still there are challenges that halt the purpose of quality management:

1. **Constraints Imposed by Quality Culture:** The absence of a genuine quality culture creates significant challenges, as resistance to change often arises. Employees may be reluctant to adopt techniques that differ from the current way of working, hindering the potential for improvement.
2. **Autocratic Leadership Style:** When top management adopts an autocratic leadership style, it fosters an environment of fear. This may prevent employees from contributing fully, leading to decreased productivity and negatively impacting the overall quality of work.
3. **Lack of Employee Commitment:** Since employees are directly involved in the production process, a lack of commitment from their side can undermine the entire quality management effort, rendering it ineffective.
4. **Improper Communication Channels:** Effective communication is essential for the success of any quality management plan. Information must flow at the right time and in the right manner throughout the organization. However, gaps or inefficiencies in the communication channels can act as barriers, preventing the achievement of desired quality results.
5. **Quality Certifications Viewed as Bureaucratic Exercise:** In some companies, quality certifications are seen merely as a bureaucratic process designed to meet client requirements or contractual obligations, rather than a genuine effort to improve quality. This perception can reduce the effectiveness of the certification process, as it is not fully embraced as a tool for continuous improvement but rather as a means to gain a competitive edge in the market.
6. **Problems in Identifying Customer Needs:** Companies often struggle to accurately identify customer needs, which can be caused by factors such as inaccurate data, poorly conducted surveys, or misinterpretation of information. As a result, businesses may end up delivering products or services that do not align with customer expectations, ultimately undermining the core objective of customer satisfaction.

Importance of TQM

In the context of Enterprise Resource Planning (ERP), Total Quality Management (TQM) plays a crucial role in ensuring that an organization effectively integrates quality control into its processes. This is important for achieving long-term success and maintaining a competitive edge. Here are the key points that highlight the relationship between ERP and TQM:

- **ERP integration with TQM:** ERP systems must align with TQM principles to ensure that quality is seamlessly integrated across all departments. TQM principles should be part of the organization's overall corporate strategy to achieve continuous improvement, which is essential for sustaining competitive advantages [28].
- **Quality shift from inspection to prevention:** Traditionally, quality control was seen as an inspection process

after production, where the product was tested to meet specifications. The shift from inspection to prevention, where quality is built into the process from the beginning, is a vital step in manufacturing excellence. By using ERP systems to monitor and manage quality throughout production, organizations can proactively address quality issues before they arise.

Benefits of integrating TQM in ERP

- **Increase productivity:** ERP systems streamline processes, and with TQM's focus on quality improvement, they enhance overall productivity.
- **Help establish long-term success:** Consistent focus on quality through ERP and TQM helps businesses build a solid foundation for long-term growth and success.
- **Reduce waste and defects:** By embedding TQM into ERP, organizations can identify inefficiencies and defects early in the process, reducing waste and improving overall product quality.
- Enhance supply chain management.
- Foster a culture of ongoing improvement.
- Assist in identifying skill gaps.
- Establish cross-functional teams.
- Boost business competitiveness.

Strategies of TQM

Total Quality Management (TQM) offers numerous advantages that have significantly impacted organizations and analysts worldwide. Some of these benefits are outlined below:

Customer satisfaction

Customer Satisfaction: A key objective of Total Quality Management is to deliver the best possible experience to customers, who are always at the core of the organization. By adopting TQM, a company can proactively anticipate customer complaints and needs, resolve them at the source, and continuously enhance its products and services.

Employee engagement

Attracting and retaining top talent is one of the biggest challenges for any organization. By implementing TQM, a company can engage and motivate its employees, empowering them to reach their full potential.

Increased market share: A company's reputation in the industry plays a crucial role in increasing its market share. By continuously improving products and services, the company can expect long-term growth in both revenue and market share, ultimately leading to sustained competitive advantages.

Productivity and less waste of resources

TQM significantly helps organizations reduce resource waste, while also boosting employee productivity by enabling more efficient use of time.

Improved processes

TQM focuses on enhancing the processes within a company, ranging from customer service to manufacturing. For example, to prevent product defects, manufacturing processes should be carefully analyzed and refined as needed. Additionally, internal operations can be optimized by adopting best practices and processes that have been successfully implemented in other industries.

STRATEGIC AND SYSTEMIC APPROACH

TQM requires careful planning, clear goal-setting, and the development of a strategic roadmap to achieve those objectives. It encourages organizations to be both analytical and creative in formulating strategies that meet stakeholder expectations and maintain a competitive edge. TQM also enables organizations to adapt to the evolving dynamics of the global economy. To implement TQM effectively, organizations must invest in employee training, provide quality management certifications, and clearly define goals. Since it is a long-term process, TQM should be approached in phases to cultivate a culture of continuous improvement. Ultimately, TQM is a comprehensive methodology aimed at driving overall organizational transformation. The theory of TQM has proven to be effective across various fields, as long as the management possesses the capacity to implement it successfully [29]. As mentioned earlier, it enhances every process, employee, and individual within the organization. TQM aligns seamlessly with the organization's business plan and can have a significant positive impact on customer satisfaction and market share growth. By fostering a culture of continuous improvement and focusing on quality at every level, TQM drives long-term success and competitiveness.

Conclusion

By adhering to the core principles of Total Quality Management, organizations can foster analytical and creative thinking in developing strategies that not only meet the expectations of their stakeholders but also enable them to stay ahead of their competitors. This approach encourages continuous improvement, innovation, and a strong focus on customer satisfaction, helping organizations navigate challenges and sustain long-term success in a competitive marketplace. TQM enables organizations to adapt to the evolving dynamics of the global economy by fostering continuous improvement and innovation. For successful implementation, organizations must invest in training employees with quality management certifications and clearly define organizational goals. This investment ensures that employees are equipped with the necessary skills to contribute effectively, while clear goals provide direction and alignment towards achieving excellence and meeting customer expectations. The implementation of TQM is a gradual and phased process that focuses on building a culture of continuous improvement over time. As a holistic approach, TQM drives organizational change by enhancing every process, employee, and individual within the organization. When effectively executed, TQM integrates seamlessly with the organization's business plan, leading to improvements in overall performance. This, in turn, positively impacts customer satisfaction and contributes to increased market share and long-term growth. The success of TQM depends on management's ability to effectively implement and sustain the methodology, ensuring its benefits are fully realized across all areas of the organization.

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