

## **Role of Comprehensive Quality Management Excellence Model in Strategic transformation of organizations**

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**ABSTRACT:** *This study introduces and explains the model advanced quality management and comprehensive review of its role in the strategic transformation has been carried out. This article kind of research and development survey and its methodology is a library studies. Also, data collection is taking receipt. In literature, the subject of this article first principles of total quality management (TQM) have been discussed so as to better view this way to use this system in order to improve trade and is Organizational performance achieved. Strategic application of quality management to a comprehensive organization, the TQM movement in Japanese look and the use of this method in Japan is mentioned. The model in this paper, a comprehensive quality management model developed (TQMEX) called on the realities of TQM is built based on protocols and this is the model. If the survey questionnaire in Japan, Hong Kong and South Korea has been done, showing the importance of quality management system developed a comprehensive model of the Japanese, in order to implement a comprehensive quality management system is in organizations. Finally, results and information obtained from this research, standards and methods for organizations that provide experiences that companies are great addition to the two world oil crisis and the health of the Asian financial crisis have left behind, but growth During his two crises have continued.*

**Keywords:** *total quality management, change management, strategic change, financial crisis.*

### **I. INTRODUCTION**

Challenges from global competition increases the pressure on organizations to improve the skills, abilities and quality of products and services have been. Principles of total quality management (TQM), widely worldwide as a tool to improve organizational performance, improve the nature of organizations and how to deal with specific challenges have been accepted by the markets. Asian financial crisis in mid 1997 and the beginning of the financial crisis - Thailand, took place in cash, will trigger a chain of moves that almost all the Asian countries were affected. This crisis and conflicting changes there several lessons to improve the economic situation and development in various industries and organizations that Asian countries have caused extensive changes in the structure of these organizations has been. The great impact of changes in total quality management movement has had. Total quality management principles widely worldwide as a tool to improve organizational performance, improve the nature of organizations and how to deal with specific challenges have been accepted by the markets.

### **II. CONCEPT OF TOTAL QUALITY MANAGEMENT (TQM)**

In 1990, total quality management to a competitive strategy became very attractive for companies seeking the differences were significant others. Academics and industrialists to the attraction of quality management organizations to encourage a comprehensive focus on customer needs by improving the process and attention to improving cost, quality and customer satisfaction can be, acknowledged. Base was based on a comprehensive quality management actively pursue continuous improvement, understanding customer attitudes within the organization, training and institutional development in all aspects. But some also believed that total quality management philosophy has its own limitations. Sitkin findings (Sitkin) shows that comprehensive quality management topics such as selling surplus, dangerous and detrimental to its efficiency and performance and this is part of the disability is total quality management. Researchers now believe that total quality management into marketing industry has its own understanding of total quality management as a result of the implementation of comprehensive expanded. (Luthauns) believes that a comprehensive quality management is able to understand the upcoming changes and suggests that sufficient time be spent on total quality management. Groups also believe that learning organization because of the interdependence is the next logical step is a change in valuation. (Baran dost and Rahmani, 2003)

Comprehensive quality management in industry, Japan has led to surprising results. TQM is a way to succeed and remain. But what of the TQM has become a necessity. Comprehensive quality management is really a kind of general and comprehensive integration across an organization to achieve competitive advantage through continuous improvement in all activities of the organization. If individual words in total quality management as the means to individually include:

- **Quality:** All statements satisfy customers and their implied requirements.
- **Management:** an executive committee that if the full committee and become synchronized.

In the ideal case, all people within the organization must be organized and grouped. Deming based research in 1986, about 94% of quality problems are related to the management and systems by which they come into existence. Managers should therefore commit before the front line workers take place. Comprehensive quality management requires that all individuals within the organization including Director Forefront are involved in the process. So the definition of total quality management in listed above represents a balance between state and state literally perfect word. Despite years of educational experience in the field of total quality management training and conducting research in more than 30 cases with over 1000 total quality management-related subject, the experience and training in this article come.

The results obtained show that on average less than 20% of cases have found the desired result. In fact when I first implemented a comprehensive quality management process, I among the majority of that was 80%. I believe that the real value of this approach in this process is that this system shows that this failure was not to blame the workers, but also to take place, managers are responsible for this failure. Managers to implement programs and providing the proper tools to do what a responsible visitors spelling words.

In this study on the findings of the 1986 Deming doctor review takes place. Indeed in 1993, before he dies, his previous book, the new economy, the impact of the structure of 94% to 97% has changed. (Deming, W.E., 2002)

If this is true, then what way the agencies competent and qualified managers can develop and improve their own? Answer this question in the continuous learning that this is the only managers in learning organizations and learning takes place. For example, Ford (Ford) states that total quality management environment for creating learning organization provide. Success of total quality management with the ability to learn absorbs, adapt and implement organizational change attitudes and integrating them in the organization. Barrow (Barrow) admits that this relationship appears in two ways. First: is a cause and effect relationship, for example, learning organization results in the implementation of comprehensive quality management organization? Two: a strong correlation exists between these two systems, process improvement and organizational learning, and integrated approach that are running simultaneously.

Garvin (Garvin) explains that if a comprehensive quality management philosophy into a run, as well as a set of techniques, can be a cycle for learning organizations. (Baran dost, and Rahmani, 2003).

### III. ORGANIZATIONAL CHANGE PROCESS

An old proverb says, the only thing that remains constant in the world, is changing. If you changed as a part of our daily lives is, after what manner we can control it instead of mistaking controlled by change. When the change in the organization to become a long-term process, it will lead to change in corporate culture.

One example of this situation unfolds, or learning organizations are instructive. People in the organization that stimulates and are excited to present new ideas and identify shortcomings, these two really important factors in the success of the organization are.

Let's step back to throw and take a strategic transformation of traditional processes, which can take the form of five main steps summarized.

goal	Mission	Behavior	Action	Culture
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But the new models and methods, the process is as follows:

Action	Behavior	Mission	thought and purpose	Culture
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In fact, the first step is nothing new. Peter and Waterman previously (2002) based on research and findings from 46 companies were successfully obtained, showed that most of them act as a first step have been selected to progress through its business and achieve business. This is a new theory and practice is the only activity that leads to the change in employee behavior. (Peters T.J. and Waterman R.H., 2002)

This arises from the process of organizational learning. vessel mentioned in this context that there is no learning without action and no action without learning there.

If the learning process as successfully done in organizations, organizational behavior as a dynamic and challenging modes will be used. Ultimately it took the senior managers of the organization will change the mission. After the successful ones will be aware of the mission of the organization and the organizational behavior better and walk better. When senior managers of organizations Mission to run better, this new organization to Szh international competition will lead. Once the new organization structure is formed, it creates a new purpose in the organization will ultimately this will lead to a new culture within the organization.

One of the best examples of creating a new culture in the organization, the model is actually Kaizen is a Japanese word meaning continuous improvement. This new method is a lot of successful examples. Many successful companies have many U.S. and Japanese emphasis on the issue wide open workspace organization. Examples of this are very common in administrative processes in wide open spaces and office plant design. Companies like Sony-Hewlet Packard in Malaysia, its senior management meetings as are held wide open, through the organizational goals directly to all levels of an organization to transfer and sale. McDonald's restaurants started to build have completely open manner that even pedestrians can also process the product directly to view.

#### IV. CHANGING STRATEGIC QUALITY MANAGEMENT

Always changes in organizations are not leading to success. In fact, if the developments do not lead to true, this is like the Titanic issue that tries to avoid dealing with mountains of ice front, but the end result is

In other words, if the change does not lead to efficiency and not organized, is a better choice: The best change is that no change should not. For example, many Marine Engineers that if the Titanic on its front through a suitable design has against the Ice Mountain, the other would not drown.

Mr. R. Zhvran Conference 1995, subject to future predictions is as follows:

- to enter the market with multinational and social quality of the race will be very tight.
- Great demand will be created to provide Kingdom.
- 9000 ISO will take over the world.
- Awards including EQA-eg Balding Quality Award Europe cause irritation and companies will be raised and it spread around the world will be quality.

Zhvran predictions came true and will continue for years, especially in the last two years. Series 9000 ISO standards, like an explosion around the world and to spread truth has become known.

If the year 1990 as the base to consider, the number of registered companies that have used quality standards, have had 100% growth each year. In late 1997, the survey was conducted by the Mobil Company; it was found that about 200,000 companies worldwide have received the 9000 ISO standard. Some companies like British Telecom companies have tens of thousands of employees are. (Samuel KM Ho.,2006) with this anymore, why owners of quality standards to receive this certificate.

The most important prizes and certificates worldwide quality standard letters can be pointed to the following:

- Japan's Deming Prize Deming Quality Certificate
- Certificate of Quality America Quality Award (MBNQA) USA Malcolm Balding National

Deming prizes to be won exclusively by Japanese companies with the exception of the following three cases:

- Taiwan Tube (Philips)
- Florida Lighr Power
- Lucent Technology (power Division)

Quality certification of quality certification in Europe and America as both models is very strong. If your country component of any country not listed or the link, you can make one of these models as total quality management structure your organization choose. Or that of a comprehensive quality management system of your country.

Most likely type of system you use depends on geographical location or origin of your company and your company is. If your company is located in America or have a strong American origin is the result of a system that you choose and is appropriate, is kind of MBNQA.

Both models of the MBNQA and EQA are comparable to a rating in excess of 500 cases with 1000 points and ranking points are similar. The final decision probably the decisive factor, geographic location is the organization that determines the quality standard is. After the desired model was chosen, it seems to turn the equipment needed to implement quality models in the organization can provide. (Samuel K. M. Ho.,2006)

Implementation process, comprehensive quality management system ISO 9000 is very similar. Apart from the process of implementing Quality Management System, TQM should be to improve the quality factor to attract customers (such as standard ISO 9004.4)

A suitable method for implementing TQM in fact miniature companies which are putting the system to successfully implement in your company have. UK leader in Europe implement ISO 9000 and this move led to a huge start in Europe.

Foundation and Great Britain as a leading quality organization and leading it in Europe, caused the EQA model, widely spread in Europe and many companies of this model to evaluate their use. Heads of F. In fact this is the CEO of the companies in the UK are encouraged to use this model. Mr. Frank Malkom believes that using this method makes the changes in the organization be created that will lead to organizational improvements.

Unlike the model of ISO 9000, self-assessment models such as the model mentioned Tuesday, the organization says that what they should do. Methods have also noted that the ability to tell people what kind of action should be and how to do it and how to support it. Therefore, to achieve qualitative methods mentioned need is a proven model.

#### **Advanced models of comprehensive quality management**

Because a comprehensive and systematic way to implement a comprehensive quality management should first have to develop a concept model. This model should be simple and logical enough to be comprehensive. These models also have the ability to tolerate and use highly variable in terms of new parts also has.

During the last position and the position I was in foreign countries, as the expert responsible for design quality in Malaysia in the quality system, the 5-year plan for industrial applications in Malaysia was.

Of results obtained from previous experiences that the mission had also achieved the best performance of the research on implementation of total quality management had a comprehensive quality management, total quality management model below as the best way to implement a comprehensive quality management have secured . This idea is included step by step process that is global implementation capabilities and ultimately lead to implementation of total quality management is the best possible in a number of graphs is shown.

#### **Figure (a): total quality management model developed**

Advanced total quality management model to support a comprehensive quality management system integrated and coordinated approach uses. This management system is really a process of continuous improvement is that the organization is committed to being based on the quality of that management.

These models include the holder elements which are formally based on the philosophy of TQM and its implementation at all levels of the organization is widely. Elements TQMEX ISO 9000-TQM model that has already been brought, as has been stated more concise.

#### **Japanese Model 5 S.**

S. 5 is actually a technique to create and maintain a healthy work environment with high organization. This word actually represents five Japanese words which are in Table (1) the meanings of these words in the English equivalent and the specific examples are presented.

Specific examples of the concept of equivalent English words Japanese

Discard worthless things organized Structurize Seiri

Retrieve a file in 30 seconds how to enjoy Systematize Seiton

Personal responsibility for cleaning up the health Sanitize Seiso

Transparency in data storage standardize Standardize Seiketsu

5 S. daily to do to create clarity Self-discipline Shitsuke

## 5 S. Technique

This technique is as broad in Japan were used. Most people who have used this technique, believe that this approach only for physical beauty and improve the work environment is not appropriate, but use it to improve processes; organizations would be also very useful. 5 S. Apparently techniques in all aspects of life are used. Many everyday problems can TYK. T this is resolved. Unfortunately, unlike other methods of quality in the world using this powerful method to improve quality in the world, West is not known. In order to implement this method can simply lists of Czech and certification by the author (Ho SK, 2005) has been prepared to use.

For example, using this technique, the Hong Kong based on previous successful Mvzhay, industry government recently adopted a plan under which about 2500 people from countries undergoing industrial training managers fall into this technique, and while the cost and budget plan will be financed through the government and the person responsible for project implementation is developed techniques that visitors should project over a two-year program to implement in industrial countries.

### Re-engineer business processes and organization (BPR)

Hammer and Champ Reengineering have defined the following: re-thinking about the foundation and structure, redesign processes as fundamental and radical organizations in order to achieve tangible and significant improvements that the same critical functions such as company expenses quality, service and speed performance of the organization takes place. Actually makes reengineering managers to look at this old and traditional processes and their organizations have committed to it that your focus and attention focused on their customers. Mother and leader of many companies in the world through the application and re-engineer their present state has found. Companies that re-engineering techniques have been used to considerable results have found such as:

- Improve customer relations
- Lower life cycle in relation to markets and marketing
- increased ability to produce company
- Reduce defects and imperfections
- increased ability to benefit companies

In fact, some re-engineers techniques known and certain uses in order to improve organizational results and more efficient traditional organization structure. This technique method such as accurately defining the work processes, precision measurement of it, and re-engineers the organization Fndhay to improve customer satisfaction and uses various other methods.

### Quality control (QCC)

Quality control circles in fact a small group composed of individuals and corporate employees who are working together to have things like this way to improve organizational performance, respect for individuals and employees, creating working groups with high morale and improved through the development potential without unqualified to help group members.

The Japanese have experienced that about 95% of quality problems in many organizations can through a simple quality control methods such as the seven quality control tools (7QC) is fully resolved

The seven tools are:

- Parity
- cause and effect diagrams
- Rating Info
- Data recording sheet
- Histogram

- Control Tables and Graphs

This tool will help to control the quality of Brainstorming sessions to take place systematically and critically the existing problems and to speed analysis.

### **ISO 9000 (ISO 9000)**

ISO 9000 family groups consisting of seven types of standards that are being burst. Seven out of these standards, only the standards are important and noteworthy include: ISO 9003; ISO 9002; ISO 9001. In fact, approximately 99% of companies registered in Ayzvhay type ISO 9001, ISO 9002 are. 14 standard remains the only sentence that guide and help. The aims of this paper express only ISO 9001 is more detailed review that was presented. In fact, ISO 9001 quality system is a model for quality assurance in the design, development, production, installation and service. The standard model in quite Ja quality systems is provided by the ISO.

### **Lean production maintenance (TPM)**

Japanese delegation at the 1972 Maintenance Company JIPM, this technique as one of the maintenance units was defined. In fact, this system ensures that all equipment and facilities in every part of the organization including design, manufacturing, construction and maintenance without fault in his working lifetime consumption. Since the purpose of this technique to increase productivity and equipment is capable of producing, as the term TPM is known as lean production management.

### **Comprehensive Quality Management Advanced Credit Model**

One of the important features of this approach that can through a step by step process to achieve total quality management. In addition, each of these stages can be separately and exclusively be. The results of each stage separately also be evaluated. This feature is actually a huge advantage. Because companies can choose the option that focuses on their activities. And even the possibility that even if the company did not step off, the company can Brgdd previous steps.

This model actually a model is simple and flexible. In order to prove that this model provided by TQMEX kind and efficient models and has a perfect management and quality aspects are good, I'm with Mr. Fang questionnaire based on inspections and investigations of Japanese companies, Hong Kong and the UK we've designed. The results of this study in the Journal of HO and Fung were published. Analysis of results from research provided evidence that indicates similarities and differences in different companies is to implement TQMEX. All companies to issue a comprehensive quality management TQM are very important and it shows that TQM today just were not used in Japan but is a global approach.

Tuesday Question and final major consideration in the survey were told were:

1. Merit
2. Defects and defects
3. Possible improvements in their quality management systems (including ISO 900, or based on TQM)

Results and quality issues by executives in Japanese companies was presented, contain some important information and suggestions regarding TQM can be used by companies that want the system to implement in your company.

### **A) Company NEC**

- Competence and merit: the company's employees focus on strategic objectives in competitive markets
- Perfect: the only requirement for presentation to foreign markets through ISO 9000 certification creates.
- Development: including call quality concepts such as: safety, environmental protection and so on. Their goals and expand the dimensions and other issues.

### **B) Sanyo Co.**

- Competence and competency: creating consensus and collective agreements between the executives. Spirit of giving members of the organization and promotion activities, reform and productivity in the organization
- Flaws and defects: indirect sectors organizations require greater compliance with TQM are at a greater comparisons.
- Improvement and development: emphasis on human factors in the organization, led by senior managers. Customer orientation throughout the organization.

### **C) Electricity Distribution Company, and Tokyo:**

- Merit and competence: the staff entirely with the concept design - do - inspections - was introduced to the reaction. Quality controls were very advanced.
- Perfect: managers and authorities to improve the organization and development activities and thus forgot about the shape and appearance of action rather than primary surgery was considered.
- Progress: causes and develop a comprehensive quality management system was to specialized companies. TQM organizations should be run by its managers, not by consultants TQM. These way managers must be fully explained.

### **D) Novae Motor Company:**

- merit and competence: All employees at every level of Sazma order according to the multitasking are committed to the customer put miniature work together with the main methods of quality control personnel in the system to approach were considered to improve the company.
- Defects and deficiencies: There were flaws in the runtime.
- Improvement: TQM concept in order to create strong foundation for organizations to continuously under any circumstances is continued. Although it is natural that a comprehensive quality management concepts are emphasized with regard to changing conditions, should be changed (according to environmental changes). For example, according to the environment, or marketing strategy on employee satisfaction. Evidence obtained from a successful implementation of TQM in companies around the world, this clearly shows that as total quality management that organizations can travel through it to go wherever they want, or reach. Expectations of the managers of this system are simply to create great changes in the organization with the goal of being better.

So no problem to understand why these companies not only in the last two crises (oil crisis and the Asian financial crisis) not only remain but have also grown. In fact, these companies during the past 50 years, the foundation and its structure based on TQM principles have been laid, and their business models based on the quality offered by leaders such as Deming, etc. (Ho S.K., 2005).

Despite differences in the ways that these types of companies to apply these companies however should always and continually monitor a case than I have and it should have the ability to complete and it is organizational learning. Mr. Deming died at age 90, but still favor the concept that the only and recreation, learning.

## **V. CONCLUSIONS AND CONCLUSIONS**

This article about the concept of total quality management was to review this through the proper perspective in order to progress and improve business processes achieve. Concept of integration requires a comprehensive quality management systems and techniques are used in quality. Based on the experience derived from implementation of comprehensive quality management system is achieved by Japanese companies, realized that to implement a comprehensive quality management needs is a step by step process. Both theoretical grounds, the personal experiences and results of studies confirming that it is to implement a comprehensive quality management systems need to implement 5S, re-engineering, quality control circles, ISO 9000 and Lean Production Management, which we It developed a comprehensive quality management models mentioned.

Also in this paper proved that the concept of total quality management model developed for all levels of organizational and senior management is applicable to large organizations. As a result of this model is

suitable for companies that want to be superior. More results are available for organizations that want to progress in trade organizations and leading companies in the world achieve.

Furthermore, total quality management models can be developed as a system for achieving quality awards and certificates such as the EQA used. This model, which is a comprehensive mechanism in order to make strategic changes in the organization can be used. Using this model to move organizations toward the improvement permanent and continuous business growth are targeted.

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