

A Comprehensive Total Quality Management Strategy And Organization

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Abstract:- Study presented in this paper, the proportion of total quality management operations mediating role between organizational strategy and performance checks. With a comprehensive review of quality management in relation to strategy, the study seeks to improve understanding of total quality management philosophy in the field is wider. The conflicts in the literature about the relationship between total quality management and cost leadership strategies and organizational distinction there, look again and goes away. Experimental data from this study surveys 194 Senior and junior Iranian companies were gathering. Results show that total quality management significantly, positively related with the separation of strategy and partially, the relationship between strategy and three separate performance criteria (product quality, product innovation and process innovation) will play a mediating role.

Keyword:- organizational strategy; mediating; product quality.

INTRODUCTION

The relationship between strategy, organizational structure and organizational performance in a classic topic of strategic management literature, with the basic assumption, which determines the strategy and organizational structure, affects the performance of the organization. Tries to study the relationship between strategy (cost leadership and differentiation), organizational structure (the comprehensive range of quality management implementation) and organizational performance (quality and innovation) to consider.

Logic of this research, the need to examine the relationship between these three groups of variables due to some contradictions and conflicts in these relationships are identified. Scientists to study total quality management total quality management in organizational texts integrating factors such as business environment, corporate culture and strategy in particular have attempted. While a number of researchers between quality management and comprehensive review of organizational performance have none to careful review and comprehensive relationship between quality management strategies have not paid certain. Especially need to review the role of total quality management as part of the implementation strategy, the impact on the relationship between strategy and organizational performance when the effect is important to the general model is proposed Porter Competitive Strategy. Porter stressed that each strategy requires different resources and institutional settings because of access to basic strategy will target.

Literature Review

Literature review is provided in three parts. In the first part of the relationship between total quality management and organizational performance review is a basic understanding of the other two relationships provides. (Relationship between total quality management strategy - strategy and performance related)

1 -Comprehensive quality management and organizational performance

In reviewing the relationship between total quality management and innovation, and Prajgv Sval competitive two topics identified. In the first topic suggest that a comprehensive quality management has a positive relationship with innovation performance. Why quality management, culture and the system total creates an environment where the potential for innovation in organizations update is provided. The second topic states that the implementation of total quality management principles and operation can be prevented organizations from being innovative. Among several key principles of total quality management, customer focus, with its negative effect on innovation special attention has been attracted. As discussed by scientists, customers can focus on primary organizations in the livestock markets and pockets appointed them focused on satisfying the needs of existing customers and hence trade, business itself only from the perspective of existing customers is assessed. As a result, these companies ignoring the potential of existing markets, will be defeated.

2 -Strategy and total quality management

Many researchers and between the comprehensive quality management strategy are discussed, especially in the pattern of general strategy developed by Porter. Some scientists view that total quality management to a strategic model adopted by the Organization, have strong support, so the total quality management philosophy successfully, the quality management operations of the operational level to strategic level improved. However, Dean and Bowen argue that strategic management perspective, more comprehensive quality management implementation or deployment strategies are related to strategy choice or decision. So the issue is that any kind of comprehensive quality management strategy is in particular.

"Reject" raises the content of total quality management can be based on the following business trends are distinct from each other: the customer-oriented, process-oriented. Under the customer-oriented organizations focus on market access will benefit, so they provide more customers through distinctive products, and attract competitors from outside their field. Under the customer -oriented, comprehensive quality management strategy is associated with differentiation.

Companies to eliminate waste and shortages, improve the efficiency of the process will follow. This view footprint statistical quality control principle of his has. Kaizen concept during 1980 and 1990 total quality management literature, it was overshadowed by the importance and process improvement vs. product innovation was emphasized. "Reject" noted that the concept of continuous improvement, the importance of reducing costs through prevention of waste increases. The categories and also by Vaughn Hakmn was

Considered

Comprehensive quality management is fundamental is that the cost of poor quality (such as inspection fees, and work again ...) much more than the cost of developing processes that higher quality products and services they produce.

So "rule" proposed under Frayndgray thinking, ultimately leading to total quality management performance advantage is cost leadership strategy, which reflects the charge.

Another argument about the relationship between total quality management and leadership, drive and costs by Gvbly proposed. Their total quality management as a value leader was named. When process innovation versus product innovation, more emphasis is placed, with a focus on process innovation, total quality management strategy can lead to costs related to Porter. They also insist that only a comprehensive quality management leadership does not seek costs and looking for leadership and its total value is also means that a comprehensive quality management at a competitive price on quality production focuses.

3 -Strategy and organizational performance

Like the previous section, several of confusion in the literature related to the relationship between organizational strategy and organizational performance, especially in terms of quality has been identified. Blvhlva argues that the term quality in a range of methods can be defined, so the quality cannot be attributed to a specific strategy. He also argues that to achieve a higher level of quality, excellent potential for pursuing cost leadership strategy and differentiation in the market creates.

Porter suggests that the differentiation strategy to produce unique products for customers will help. Company that will adopt this strategy, specifications and features some of the comments that seem important to customers to choose and this will lead to price increases. Phillips states that the distinction between multiple sources, quality is a way in which the differentiation strategy is described. The reason is that the quality of a sense of competitive advantage through customer loyalty with customer Minimal sensitivity to price creates. They also reminded of a common vision to achieve higher quality, which usually requires the use of more expensive components, manufacturing technology, management and other technologies with which to achieve lower costs is inconsistent. Although in their empirical studies, concludes that beneficial effect on product quality through market share of state costs will apply. This category theory advocates a comprehensive quality management that quality is negatively associated with costs, match. As discussed in the previous section, however, total quality management in the field suggest that these quality directly at the level of cost reduction through operational affect market share. Deming on the concept of improving the quality chain "should be emphasized that organizations compete by improving the quality of the Pzryshan resulting from cost reduction through the removal and re-disposed work is achieved, increase. Then reduce the cost to capture a larger share of the market will result. Crosby Yvran and also support this argument and affirm. Money suggests that improvements in the quality, reduce production costs has. The results of this discussion are that the goal of quality can meet the cost leadership strategy.

Research framework and hypotheses

In summary, the literature review, several assumptions on the nature of the conflict between competitive strategy, total quality management and performance of the organization has identified. Therefore, experimental study testing three variables with high relief the ambiguities were designed. We believe that these

results are important. Study the role of total quality management performance in relation - to test and review strategy. In the analysis, three sets of assumptions based on research findings known in the literature were developed. The first set of assumptions by testing the nature of the relationship between total quality management and organization of each strategy (cost leadership and differentiation) are related. As previously discussed, the relationship between literature and comprehensive quality management strategy and cost leadership supports the resolution.

Hypothesis 1-1 - positive and significant relationship between total quality management Operations and strategies there are distinctions.

Hypothesis 1-2 - positive and significant relationship between total quality management Operations and strategies are cost leadership.

The second set of assumptions, to examine the relationship between each of the two organization strategies (cost leadership and differentiation) and corporate performance (innovation and quality) is concentrated. As mentioned in the literature, it seems the quality of performance and cost leadership strategy is proportional to the separation, while, the innovation performance of publicly only with the separation strategy is associated. So we will place the following four

Hypotheses

Hypothesis 2-1 - a significant positive relationship between differentiation strategy and Innovation performance there.

Hypothesis 2-2 - a significant positive relationship between differentiation strategy and quality Performance there.

Hypothesis 2-3 - positive and significant relationship between performance and cost leadership Strategy is innovation.

Hypothesis 2-4 - significant relationship between quality performance and cost leadership Strategy does not exist.

As was stated in the literature, a comprehensive quality management clearly is associated with Quality performance. The three categories following hypothesis is offered:

Hypothesis 3-1 - total quality management operations partially separated between strategy and Performance is mediated by innovation.

Hypothesis 3-2 - total quality management operations entirely separate relationship between Strategy and performance quality to mediation.

Hypothesis 3-3 - total quality management operations Tvrcaml between the cost leadership Strategy

Standards strategy

Differentiation strategy scale included five repeated application of product innovation, the desire to overcome competitors in the market, being oriented innovator, compete aggressively pursue and the risk level was chosen. Cost leadership strategy scale three measurement range minimizing costs, use of cost control in all companies and boldness in decision-making process involves.

Comprehensive quality management standards

Total quality management operations at six benchmark operations, including organizational leadership, strategy and planning, customer focus, information and analysis, personnel management and management processes are embodied.

Quality performance criteria

In this study the quality of performance as defined by a combination of four indices: the reliability, performance, durability and features to match.

Innovation performance measures

Innovation measures in this study include the number of innovations, the speed of innovation, level of innovation (technological aspects of recently) and being first on the market. These four characteristics of innovation in both product innovation and process innovation were used.

Empirical data source

Experimental data randomly from thousands of business manager was. Most of them were middle managers or higher category in the operations associated with total quality management and innovation in Australian companies had sufficient information or knowledge. Random sample, different industry sectors were included. Level analysis of this study was limited to the factory every organization.

Data Analysis

Data analysis includes two major steps: the process of reducing and analyzing the structural relationship to the structure equation modeling technique. Reduced in the process reducing the number of variables and parameters in the model and research helped to manageable pattern. To analyze the structural relations between the simultaneous relationship between total quality management and performance of product quality, performance and product innovation, process innovation performance and also to examine the relationship between three variables were used in performance.

Discussion

1- Strategy and total quality management

Correlation analysis shows that total quality management and a significant positive relationship with differentiation strategy is. Operations, which usually means adopting a comprehensive quality management strategy leads to differentiation. Positive and significant correlation comprehensive quality management strategy and organizational performance distinction with three criteria (process innovation, product innovation and product quality) shows that total quality management can be an effective tool for implementing strategies to achieve performance differentiation organization to be used satisfactorily.

On the other hand, found no positive relationship between total quality management and cost leadership strategy does not show. Here there are two major obstacles discussed for companies to implement a comprehensive quality management operation has created. The first length and enormous financial investment in the process of implementation and the second broke a comprehensive quality management to achieve results in the short term. On the other hand, the cost leadership strategy, total quality management implementation costs of the potential benefits that can be expected from this will go beyond. Results analysis, the study of correlation between the conflict discussion and comprehensive quality management and proven leadership of the cost leadership strategy because the cost varies with several human factors, especially total quality management (leadership and personnel management), integrated operations, such as education and ability are negatively related. Run the operation on the management's commitment to providing the necessary resources including financial resources needed to run the process. Such cost efficiencies (IT software) directly to the hard use of public accounting or financial management systems are measured.

Moreover, it is important that clear distinctions between the leadership of the cost in terms of competitive strategy and the concept of competitive advantage to understand the text. The first case on the next strategic decision and strategic results indicate. The inverse relationship between differentiation of Deming quality and cost into consideration and understand that product quality with cost leadership only in terms of competitive advantage cannot be associated with competitive strategies, helped. In fact, Deming companies that are trying to profit from higher benefit costs - which often can lead to poor quality product - will warn that they are empirical concepts of quality management that rejection and ultimately to the implementation of total quality management in achieving important advantages injury deliver.

2 -Strategy and performance

The second section of the findings indicate that differentiation strategies associated with all three performance variables are positive and significant. This result suggests, quality and innovation Sylph hay appropriate organizations to distinguish them from their rivals are. While this study focused on innovative aspects of the separation strategy to be expected that a stronger relationship with innovation performance has to quality performance. In addition, these results suggest that the basic vision in creating competitive advantage through differentiation strategies, introducing innovative products that Fret unique products are competitors.

By contrast, cost leadership strategy, a significant correlation with any of the three variables did not demonstrate performance. As discussed in the literature review, are not expected to cost leadership strategy innovation performance because they are fundamental differences in philosophy, is relevant. On the other hand, a significant relationship between the cost leadership strategy and quality performance is more difficult, because, as initially discussed, supporters of comprehensive quality management and a direct inverse relationship between cost and quality offered, which means that improvement in quality will result in lower costs, and this seems to be the cost leadership strategy the lowest possible unit cost of production will search, be compatible. Can reduce costs by eliminating waste and thus reduce the cost of failure is achieved. When larger areas of quality in accordance with defined specifications, costs will increase and cause conflicts with the cost leadership strategy aim to be. In addition, total quality management advocates suggest that in order to achieve a reduction in failure costs, companies are forced at the expense of the other costs and fees assessed to preventive investment. These discussions are still positive relationship between the cost leadership strategy and quality performance supports our findings and the relatively strong correlation with the cost leadership strategy performance against the quality of the innovation performance of the show. This strategy led to the development of cost competitive advantage will be preferred and may be important relationship between quality and cost

leadership strategy to increase. This discussion also points out that quality in a specific point value strategy can eliminate the distinction. So in understanding differentiation strategy, product innovation organizations to product quality will prefer. Thus the results indicate that the differentiation strategy with a stronger product innovation is related to product quality.

3- Mediation role

The final section of results shows that the only comprehensive quality management part, the separation between strategy and performance of the three variables will mediate. Particular, this result suggests that direct effects on innovative product differentiation strategy and innovation process stronger than the relationship between total quality management and performance of these two criteria are. This relationship can be inferred that total quality management as a set of operations through which the differentiation strategy can be implemented is being considered, although under a comprehensive quality management strategy, differentiation leads to quality performance. Thus, when organizations want to innovate in terms of features that include the first being pure or trading in new markets through product innovation, pursue, total quality management less effective in achieving this goal and thus organizations will be forced through it other sources to complete. On the other hand mediate part of the comprehensive quality management of product quality, is desired. Coefficient of variance indicates that the quality of performance, poor correlation with the differentiation strategy and a stronger relationship with the most comprehensive quality management has operations. Findings of the first mediation model shows that a comprehensive quality management strongest relationship with performance is the quality. Alone is expected that fully integrated quality management role in mediating between differentiation strategy and quality of play, although our findings do not support the idea. When the variance of quality of performance directly to the differentiation strategy is no mediation tests, this finding in understanding the relationship between total quality management operations and the quality of performance is important when the quality of performance under the concept of strategy is differentiation. Organizations also require that certain resources that provide Manndmdyryt technology by providing comprehensive quality management are not. The idea for a face balanced understanding of quality management operations by providing technology that makes software such as total quality management is dominant.

Result

Tuesday has combined research, coordination between differentiation strategy, operations management and total quality organizational performance (innovation, quality) offers. Comprehensive quality management as a tool for developing effective differentiation strategy is introduced. However, it should be noted the role of differentiation strategies to check the quality of innovation is more effective. Results show that total quality management as a minor, the distinction between strategy and performance of the three variables (product quality, product innovation, process innovation) to the mediation.

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