



## SOME ASPECTS OF ADAPTATION ISO 9000 TO TQM

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**Abstract:** *Considering the many challenges facing businesses and the need for continuous improvement in all aspects, are desirable solutions to the corresponding evolution of business firms, as close to the path proposed in the medium-term development strategy and term. If passed, the entire production could be sold and services unproblematic in terms of customer appreciation, today organizations are forced to adapt to new conditions taking into account challenges due to customers' new technologies, competition increasingly fierce, and not Lastly legislation. Now companies must be more malleable to provide good services and to continuously improve the work. The right solution to achieve all expectations is the Total Quality Management.*

**Key words:**

Quality, customer satisfaction, total quality management, ISO 9000

**JEL Codes:**

Q23

### 1. The operation of Total Quality Management

TQM increase customer satisfaction by improving the quality and this is achieved by motivating the workforce and improve the working style of the organization.

Currently customers are more demanding and better informed and if the services are not up to expectations, they will drive the demand for a competitor.

Also, competition has become global, buyers may opt to offer coming from anywhere in the world, given the fact that there are areas in the world where production costs are extremely low.

Time-to-market of a new product greatly decreased and the products come to have a life expectancy much lower than before.

New advancements in technology now enable companies to make better products in less time and new materials obtained using biotechnology, fiber optics, ultrasound, neural networks transform ordinary products into existing products obsolete.

In this context, legislation on environmental protection, health and safety require companies to engage in risk-free and clean and this requires properly trained and motivated staff.

Despite these challenges, not all companies have adapted to reality and there are still companies that deliver defective products, which in today's competitive climate will start to lose customers.

Even successful companies can incur losses from time to time because their success can lead to inertia. They consider that the systems used will continue to

give good results in the future. Such errors increase costs and reduce customer satisfaction.

To avoid lose the interest of customers, organizations need to focus on the word "quality" it assuming the following:

- Reducing defects (errors, products that do not work, wrong documents);
- Increased productivity;
- Improve customer service;
- innovations.

You can get these four essential elements if all you have available staff uses his whole energy to achieve a higher quality and customer satisfaction.

### 2. Methods to improve the quality

The first attempts in this direction have used statistical techniques applied even within the company, and were introduced incentive payment schemes to increase productivity. Because the results were not as expected, were later introduced management systems such as ISO 9000 .

The latest methods are setting benchmarks, building partnerships production and upgrading of production processes. Because even they solve either the problem of quality supplier or product quality, all of which lead to a higher level in solving problems namely Total Quality Management.

TQM leads to customer satisfaction first and always assumed to be allowed employees to solve problems and to Elim losses. TQM is a management technique so as a true work style.

Achieve total quality is difficult or impossible in some circumstances but simply he tries to obtain this is a step in the right direction.

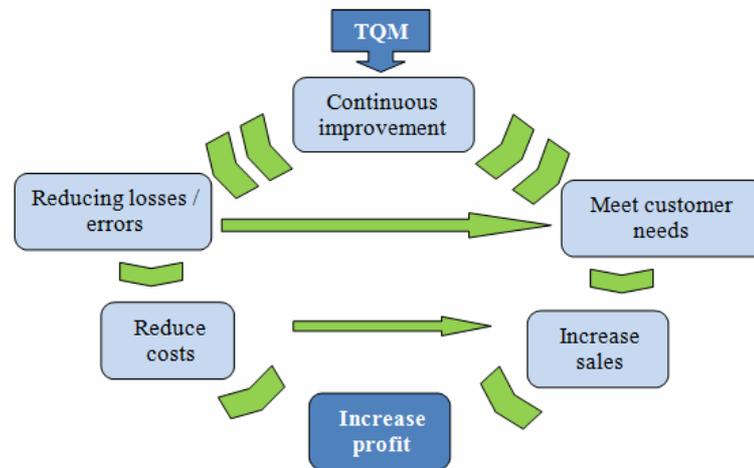
To better understand what is Total Quality Management (TQM) have to present its five principles:

- *Customer focus;*
- *Quality is an attitude. Do things right the first time;*

- *Communicate and train staff to know what is happening;*
- *Evaluate and record;*
- *Empowering employees.*

TQM programs reduce waste and improve quality and thus lead to increased customer satisfaction, increased profitability conditions.

Figure 1. Benefits of TQM



Source: adapted from Kit Sadgrove, *Quality Management Total în acțiune* Rentrop & Stranton Publishing, Bucharest, 1999

Total quality management presents real benefits for all stakeholders: customers, organization and employees. Confer leadership organization that adopts a TQM program is an incentive for teamwork; the company becomes more responsive to customer needs, ensures smooth transition to change and strengthens the relationship between members of different departments.

### 3. The relationship between ISO 9000 and TQM

Most activities are conducted according to a predetermined cycle, regardless of the activity of this and they all make mistakes.

ISO 9000 is a tool that solves these problems and provides a solid, unanimously approved system you can apply any organization interested in observing the following principles:

- *Transcript how tasks should be performed* (the main business processes). In this way, any time anyone will have information about how it should work and ensures that all activities are conducted in the most correct;
- *Keeping records* - specifying which records should be kept;
- *Regular checks throughout the system;*

- *Managing quality control* - they will clearly establish when and where they will do checks, thus reducing the possibility that a lot inappropriate to run before being found;

- *Delegation of responsibilities* - will clearly state who is responsible for each major area;

- *Control documentation.* This reduces confusion and makes any activity of the firm are properly met.

Although ISO 9000 is an activity clays reach, validating systems that are already using ISO 9000 is a system that is working quite hard because:

1. is bureaucratic;
2. is focused on domestic issues;
3. required by customers;
4. organization is reluctant to external evaluation;
5. organizations are not willing to pay for ISO 9000.

(1) *Bureaucracy can be avoided by designing a more streamlined system with ISO 9000, quite complex but easy to use;*

(2) *Focus on domestic issues. It is desirable not to lose sight of the reason is ISO 9000 apply, namely in the context of customer satisfaction;*

(3) *Required by customers. For successful goal, organizations should not assume that this standard has been imposed. And should not be viewed only as a means of obtaining a simple;*

- (4) *The organization is reluctant to external evaluation. But someone out easily detected some shortcomings which are observed by those working in the company. Therefore, validation of the body outside the firm is a very important means to maintain quality;*
- (5) *Organizations and special year small firms are not willing to pay for ISO 9000 or pay a body to assess. ISO 9000 is adding additional costs although these costs are recovered through higher efficiency, some companies even gaining new contracts after they introduced ISO 9000.*

Used properly, ISO 9000 can help companies to make products far better and provides a solid foundation for TQM.

#### 4. Adapting ISO 9000 to TQM

For ISO 9000 to work within an organization where there TQM program should be adopted the following principles:

- Develop procedures by staff. Employees should plan their own processes and establish their own procedures. They must not be imposed from outside, prepared by a consultant.
- All employees, including newcomers understand the system. Must show how each system and how it helps make the organization more efficient.
- Introducing standards to meet customer requirements. ISO 9000 can be oriented inward. He is often introduced by them in the manufacturing sector, which will ensure that it prevents mistakes, but often lose sight of the importance of customers. All procedures should be designed to meet customers.
- Orientation to action. There should be a bias towards action, not the bureaucracy.

- Looks like a fair system. In a perfect quality system, each employee knows how the system works because it participated in drafting or updating his use to prevent and correct errors. Employees use the quality manual as a source of information and to recall how to make the product.

Therefore, ISO 9000 complements and helps TQM mentality dealing enterprise when dealing with enterprise systems ISO and correlation programs is a must.

Various initiatives on quality certainly constitute a "quality wall" difficult hurdle passed nonconformities in an organization and in most cases the delimitation of a program the other becomes impossible.

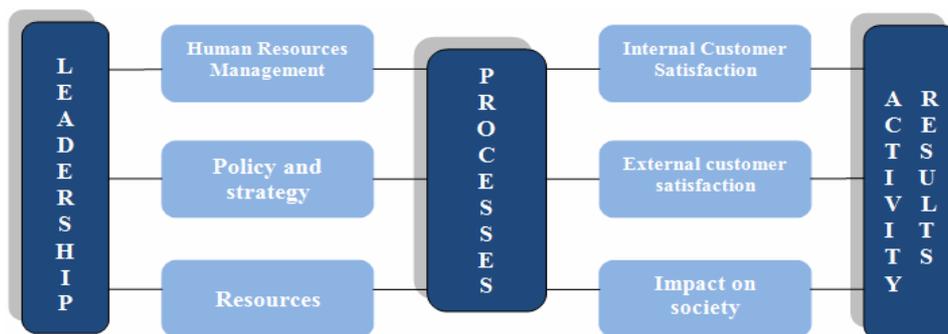
Most organizations use quality tools that brick wall and started with the introduction of ISO 9000, which is a solid. Follow TQM has the ability to guide internal and external customer attitude and will go to the adoption of specific tools (such as the analysis of reference points) to solve problems. All of these tools, however, do not provide a guaranteed way to reach the desired quality, but each organization must combine and use them properly, adapting them specific environment of the organization and timing of which require their use.

#### 5. Baldrige Quality Award, the European/British

As seen, the culmination of a quality program is the award given to quality and this allows the comparison of a TQM program to another.

For comparison, especially for evaluating TQM own program, organizations can apply to the Award competition. Currently Romanian organizations granted European award which is based on the U.S. Baldrige Award. European Quality Award is the most complete existing TQM model and is illustrated in the following figure.

Figure 2. European Quality Award



Source: adapted from Kit Sadgrove, *Quality Management Total în acțiune* Rentrop & Stranton Publishing, Bucharest, 1999

The award is the main advantage that a method of self that allows the organization to assess their progress and is based on facts more than other TQM

models, making it easier to quantify the success of TQM program.

Getting this award leads to favorable publicity, attract customers and a considerable improvement in the organization's activities.

The award is based on best practices in Europe, favoring the model using elements called "mediators" and results. Mediators are considered: conduction, policies and labor organization, resources and processes, and the organization use to get their results.

The model can be used to assess the progress of any organization, the results of the first evaluation is recorded in a full report, and of the subsequent analyzes can be passed only in a summary sheet.

Typically, firms start by deciding what sector or area to be examined. It can establish an evaluation team made up mainly of operational management that was prepared for this purpose. Sometimes you may need several months to gather information and report. During the evaluation teams working with managers and provides information and guidance, the following elements were analyzed by the evaluators.

## 6. Conclusions

Total Quality Management is an organizational strategy based on the idea that achieving a high quality performance is achieved only through the involvement of the entire organization perseverance in continuous improvement processes. The objective is to increase efficiency and effectiveness in customer satisfaction.

Total quality management involves, among others, a constant struggle to get "0" defects. Beyond the theoretical approaches that were imposed in 1985, as a new model of enterprise culture, total quality management (TQM) is an organizational strategy with the starting point of all activities of the enterprise customer satisfaction.

Implementation of total quality management is necessary for any company that has become the leading international claim. ISO 9000 series of standards provides the certification of quality management systems in any organization.

ISO 9000 is an excellent tool for quality management, its basic requirements the same global significance. All requirements of ISO 9000 are general and can be applied year all organizations, regardless of type, size and product market. They systematically addresses each area of business in which quality problems can occur. Series of standards provides managers a wide range of procedures, many of which are informal and can be implemented, but simply need to be documented and followed consistently.

There are both theorists and practitioners alike with the TQM principles of ISO 9000 quality standards. Between them but there is a major difference at least in the process: TQM is geared towards people who are

constantly challenged to find solutions when ISO 9000 is geared towards detailed procedures, written and checked frequently. TQM requires flexible and innovative people, ISO 9000 I want people rigor and discipline.

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