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Group Assignment: Total Quality Management (TQM)

បង្រៀនដោយសាស្ត្រចារ្យ៖ ទិត្យ ឡានមីន

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វិទ្យាស្ថាន ចាន់ដា

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Topic:

1. Explain what are the driver in changing of the mindset (way) of organization today to works quality?
2. Explain how would quality improve the competitiveness of an organization?
3. Explain why is quality the responsibility of every employeo in an organization?

Lecture by: Prof. Tith Lamin

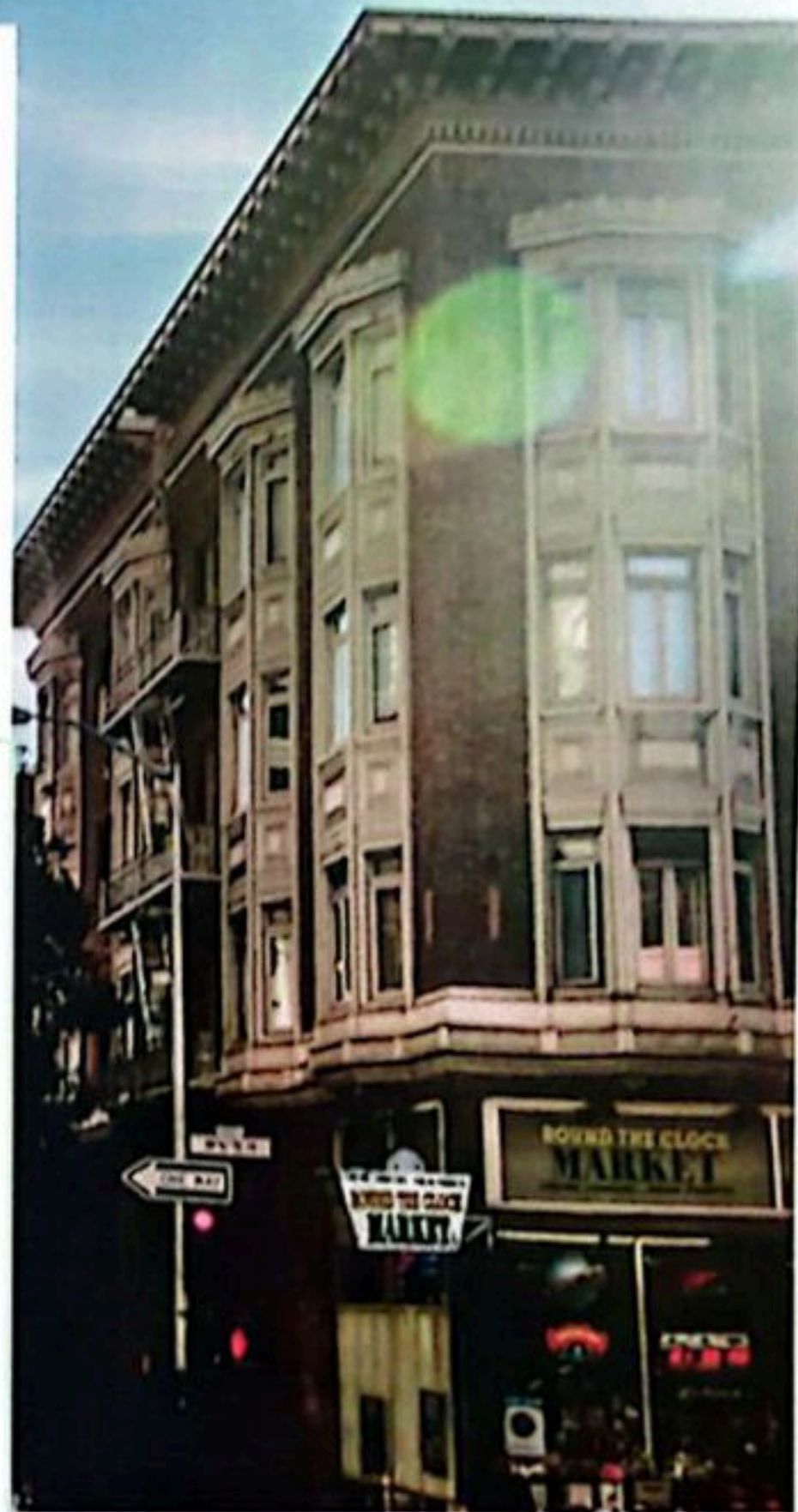
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ABSTRACT

The past decade has seen many firms focusing on total quality management (TQM) as a means of improving profits, market share, and competitiveness. QTM is important that effect in organization. This article will define mindset of organization to works quality, quality improve the competitiveness of an organization, and quality is the responsibility of every employee in an organization.

Key Words: Mindset, Competitiveness

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CHAPTER 1: INTRODUCTION

1.1 Introduction

Total Quality Management is an organization approach that began in the 1950s and has consistently turned out to be better known following the mid-1980s. Generally, the term 'Quality' is connected with customer satisfaction. Therefore, enterprises and associations attempt to ensure that the items launched or marketed by them should be well prepared to fulfill the buyers 'need. Total quality management is a depiction of the way of life, attitude and organization of a company that endeavors to provide customers with items and services that fulfill their requirements. The identification of contextual factors effecting the successful TQM implementation has thus recently emerged as an important research agenda (Douglas and Judge, 2001; Sadikoglu, 2004) Within the context of successful TQM implementation, there is increasing recognition of the importance of human factors in quality management (Brah et al., 2002; Chen, 1997; Fok et al., 2000; Golhar et al., 1997; Montes et al., 2003). Many of the basic elements of TQM involve people, such as teamwork, participative management, creativity, effective communication, customer feedback, employee involvement and empowerment, employee and management trust and support (Guimaraes, 1994). For an organization to realize the benefits of TQM, the consideration of human factors is critical for the successful implementation of TQM. Human factors previously identified in the TQM literature include management (leadership) style, type of employees, departmental interaction, management commitment, employee's attitude toward change, authority to empower employees, rewards/recognition for innovation and citizenship behaviors (Mann and Kehoe, 1995; Montes et al., 2003).

Chapter 2 Explain what are the drivers in changing of the mindset (way of organizations today towards quality?

Nowadays, companies are naturally in a constant state of change since they must operate in a completely multicultural environment in which changes occur constantly. These changes range from demographical changes to the outsourcing of the workforce.

Technology also plays a role in this process, given that it is constantly evolving (Judge & Robbins, 2009). Therefore, organizations must be flexible about change, either in a proactive manner – creating opportunities for itself – or in a reactive manner – taking advantage of opportunities. One important characteristic of a flexible organization is the ability to modify or develop new products in order to satisfy consumers (Moreira, 2014). This change becomes a natural process over the life of an organization, in response to several external forces.

The terms ‘organizational change’ and ‘organizational culture’ have a very close connection with total quality management (TQM). Organizational culture has been highlighted as one of the contextual variables that may explain the success rate of quality management (Asif et al., 2009). In the context of the present study, there has been a shift of focus among studies of total quality management from its “hard” aspects, which are more notable, such as tools, techniques and systems, to the “softer” behavioral and cultural aspects of TQM, which are more difficult to measure and change (Prajogo & McDermott, 2005). This shift of emphasis has been driven by the fact that many TQM implementations have failed, thereby preventing companies from obtaining potential benefits due to an ignorance of cultural factors (Becker, 1993; Dale & Cooper, 1992; Oakland, 1989; Thomas, 1995; Van Donk & Sanders, 1993; Wilkinson et al., 1998). The literature on organizational change contains two classifications for change, relative to the impact caused on organizations: 1st order and 2nd order. A lack of understanding of the management of particular change, as well as an absence of preliminary studies, may result in the failure of management systems, programs, tools and standards related to quality. According to Simón-Elorz et al. (2005), the management of change is the most important challenge for organizations.

In order to add value to a company, in terms of the quality of its processes, products and services, it is necessary to execute changes in a reasonable manner. Thus, the elaboration of a classification model with multicriteria support is important in this context.

❖ Change management

The product life cycle, a new type of treatment for the workforce, increasingly demanding consumers and progressive competition are responsible for the increase in the number of companies that undergo restructuring or profound changes. Companies are constantly seeking to change in order to prepare themselves for the various modified and dynamic scenarios that can emerge on a daily basis (Wood Junior, 2010). In recent years, many authors have used different techniques to address the term organizational change in articles and books, including academic approaches and intervention processes (Wood Junior, 2010).

Neiva & Paz (2012) defined change as any alteration, planned or not, in components that characterize the organization as a whole, due to internal and/or external organizational factors that can have a positive or negative effect on the results and survival of the organization.

The process of change is a key component of organizational management; if there is no change, the cycle is not complete. The literature available on change processes is extensive and contains several definitions. However, constant external environmental alterations are now commonplace. According to Bilhin (2010, p. 5), change management happens when imbalances are due to low performance, highlighting the need for change in the organization. When faced with changes that occur in the external environment, organizations need to respond and transform quickly. For an organizational change to be successful, it must involve the organization as a whole and provide a clear understanding of the environment. This comprehension and involvement will enable the organization to identify the variables that are causing the changes (both continuous and discontinuous), since acquired knowledge enables the implementation of changes, an increase in organizational efficiency and greater organizational survival (Bressan & Lima, 2001).

Judge & Robbins (2009) highlighted the six strengths that stimulate organizational change.

❖ Six strengths that stimulate organizational change.

• Types of change

- According to Schermerhorn Junior et al. (2008), changes in an organization can be perceived as simple organizational changes or changes that break the structure, which are those that result in important revolutions in the systems that compose the organization. Usually, these changes happen when a new director or president arrives. In this scenario, the change involves everybody and is intense.
- Similarly, for Mintzberg & Westley (1992), change can occur at various levels (both conceptual/broad and in a more specific way), with two types of scope: the organization (basic state) or the strategy (guidance). According to these authors, change can occur on the following levels:
 - Revolutionary: the change happens throughout all of the organization;
 - Fractional: the change occurs on many independent levels;
 - Focused: the change occurs on many levels, but only in one part or sector of the organization;
 - Isolated: when the change occurs in a more specific way.

While many authors argue that changes cannot be managed, a large number of studies have shown that it is possible and have stressed that the type of changes that occur within an organization helps managers to make decisions. Moreover, except for few works like Bartunek & Moch (1987; 1994), which proposed a third-order change, almost everyone who spends much time thinking about change processes seems to conclude that the world changes in two fundamentally different modes (Watzlawick et al., 1974).

The organizational change literature identifies two major types of change that a company may decide to implement: radical changes, also known as second-order, revolutionary, transformational, strategic, episodic, discontinuous, and total system changes; and incremental changes, also known as first-order, evolutionary, transactional, operational, continuous flow, continuous, and local option changes (Fuentes-Henríquez & Del Sol, 2012; Dominguez et al., 2015; Bai et al., 2016). In a general way, discontinuous, or second-order change, transforms fundamental properties or states of the system and continuous, or first-order change, occurs within a stable system that itself remains unchanged (Meyer et al., 1990). The distinction between first- and second-order change has been linked to that between simple motion and acceleration (Watzlawick et al., 1974). Consequently, as different terminology has been used for these two types of change.

❖ Types of organizational changes.

The first order changes, since they are low-impact changes. These changes occur every day in organizations and provide little advantages without considerable changes. The second order changes are in the second column. These changes occur in the essence of the organization and are considered radical because they affect the structure of the organization.

This discontinuous change that is experienced by companies pursuing quality standard registration is a non-linear dynamic process, the outcomes of which cannot be ensured even with the best-made plans of experienced and professional change agents (Dawson, 1995; Meyer et al., 1990). Failure in the implementation of a quality management system can be the result of a lack of clear goals, unrealistic team expectations, inadequate management support, no implementation strategy or limited training (Dawson, 1995). In the implementation of a quality management system, it is recommended that management change an organization to a form that is flexible, agile, adaptable, responsive and value-adding (Dervitsiotis, 1998).

Silva et al. (2014) argued that many studies insist on assuming one dichotomous situation, namely, the presence or absence of cooperation (in that specific case: Type I change and Type II change in the organizational field). These authors emphasize that

this kind of discrete strategy seems unrealistic in the context of organizational problems. Thus, the classification “Intermediate Change” should be considered.

Given the variety of approaches and existing implementation models in literature, such as Kotter’s eight-level model (1996) and Doppelt’s seven-level model (Doppelt, 2003), a preliminary understanding of three types has a fundamental role in the implementation process. Thus, these three classifications were adopted (the extremes, type I—low-impact changes and type II—high impact changes, as confirmed in the literature, and an intermediate, proposed herein). Based on Boer et al. (2015), the intention is to seek a deeper discussion regarding the types of organizational change. This is especially important because our proposal comprises two new aspects: (i) a proposal of an intermediate change type; (ii) and a systematic quantitative analysis based on a multicriteria method for the classification of changes.

times (dead time), and reducing the amount of stocks (materials or products). Various management concepts have been applied to achieve higher production efficiencies. Those developed at the beginning of the twentieth century, in which the production process is organized through a detailed division of labor, with each employee performing a specific sub-task along the assembly line, are particularly well known and widely used. Although this "Taylorism" or "Fordism" has led to large efficiency increases, it has also established a division between "doing" and "thinking" at the workplace.

2. Quality: a good product

Total quality management principles can provide guidance for the application of management practices relating to all the factors of competition mentioned above. This means that the TQM philosophy and quality management techniques are at the very heart of enterprise-level competitiveness. A study made among 700 companies in Western Europe (KID, 1996) reports that companies which have effectively applied TQM principles are characterized by higher consumer satisfaction, increased personnel participation, greater quality awareness, cost reduction and improved business results.

3. Reasonable delivery time

As well as providing the client with the right price, quantity and quality, short and reliable delivery times for products and services can be the next crucial factor in achieving better competitive performance for an enterprise. Especially in the case of clients who apply operational quality management techniques in the production process (such as Just In Time procedures), the delivery time for material supplies is very important and is often related to optimization of the logistic processes of the company which may have consequences for the lead time in functional areas other than distribution, such as production and new product and process development. Choosing a suitable organizational structure, or the way (process) functions are grouped, is important in optimizing delivery times. For example, the organizational structure may be classified by the type of activity (function), product or service and/or geographical location.

4. Flexibilities: product diversely or uniqueness

Flexibility refers to the ability to deal with the increasing differentiation and volatility of markets. In the recent discussion flexibility is associated with the capacity for the timely production of the right variety and quantity of products according to market demand.

The incorporation of flexibility will have consequences for the organization, structure and planning of the production process, with efficiency, quality and delivery time as important parameters. Obviously, new products are not excluded from this approach, and therefore flexibility and innovation may be overlapping terms. Flexibility in the production process in order to respond adequately to market demands usually means shorter periods of adjustment.

5. Innovation: new product

In recent decades, companies that operate in global markets have competed successively in terms of by price, quality, delivery time and flexibility. In view of the tendencies towards larger and more open markets and increased consumer purchasing power, consumer demand in global markets is likely to shift to products that are of higher quality, more unique and make incorporate the latest innovations. Moreover, companies will specialize in sub-markets through advanced the technology and automation, resulting in more rapid time, ageing and depreciation of products and machinery. In the near future, it may therefore be expected that determining additional competition factor in their global markets will be innovation.

Chapter 4 Why is quality the responsibility of every employee in an organization?

Quality is not a one-time activity. It is a continuous process. Quality is not the result of efforts of one single person. It is a combined effort of the whole team. It is not enough if one department or one person who is in charge of quality, works towards this. To achieve the goal of 100% perfect quality every employee connected to the company have to do their work on time, in an accurate manner. Accuracy of data and punctuality in the data delivery are very important aspects when it comes to proper Quality Management System. As Aristotle has rightly said "Quality is not an act. It is a habit." It has to become a way of life. Only if Quality is inculcated in the daily routine of an employee his or her work output will automatically be accurate and will also be punctual.

Quality is a way of thinking about work, how you approach work every day for yourself personally, for those you work with and ultimately and for those who depend on you for delivering quality service. It's not about the right turn of a phrase, a slogan, or a single department. Quality is about making change, getting results. Activity doesn't equal accomplishment.

Quality improvement frequently requires a fundamental shift in perspective — a cultural, almost philosophical evolution — that some organizations have to attain in order to really understand quality and be able to achieve it. Quality has to connect to an organization's mission, its strategic vision. It has to be part of the warp and weft of the very fabric of the organization.

To retain a strong market position and remain competitive in the current global market, companies find themselves without any option than to integrate the philosophy of total quality management in running their activities today. That is the case with Etisalat Telecommunications Company. It is the case when everyone is striving to be the leading service provider of choice as customers demand quality products and services at all levels. Total quality management has been identified as a critical

component in eliminating waste and placing Etisalat Telecommunications Company at a competitive position, a critical element in its continued existence and sustainability.

To oversee the implementation of total quality management and continuously evaluate overall organizational total quality management performance and implementation, the quality management department was tasked with the sole responsibility of identifying and setting total quality management implementation processes for each employee in their domains, ensure approaches and strategies are set to ensure effective total quality management organization-wise, measure and analyze all total quality implementation within the company, initiate actions to monitor, evaluate, identify quality deviations in each department and recommend corrections necessary for total quality management, assess total quality implementations for each employee domains, and document further requirements to drive the company further in its total quality management endeavors in satisfying customer needs and meeting their expectations(Easton, 1993).

Employees in this department are responsible for setting a total quality improvement corporate culture as a continuous process and ensure strategies are set to integrate all organizational tasks and functions and focus them at customer satisfaction. The responsibility ensures that employees in this department educate other employees appreciate and focus at customer satisfaction, inculcate a culture of competence in all employees, ensure teamwork within the organization, ensure total employee involvement, and drive the organization into achieving its total quality management goal. The goal is to continuously improve customer satisfaction at the lowest cost while maintaining a strong customer base and sustained profits.

Each of these employees ensure the culture of integrity, training, effective communication, and trust are inculcated in overall organizational employees in pursuing organizational leadership in total quality management geared towards customer satisfaction. Each of these measurements and evaluations are done against internationally recognized and established total quality management standards. Among the standards include ISO 9000 and QuEST, among other total quality management standards.

III. Conclusion

Quality is one of the most important aspects that most companies strive to achieve and maintain. Total Quality management is an improved version of quality management which focuses on improving the internal operations of companies and ensuring maximum customer satisfaction.

Customer satisfaction is crucial for companies since it portrays a good image and builds the reputation of the company. In addition, customers who gain satisfaction from a company continue being loyal to the company. All the aspects of internal operations of a company and customer satisfaction are addressed by TQM which has been adopted by many companies. It is a trusted way of shaping the workplace by addressing all quality problems.

In sum up, Total Quality Management is practiced by many business organizations around the world. It is a proven method for implementing a quality conscious culture across all the vertical and horizontal layers of the company.

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