TOTAL QUALITY MANAGEMENT IN THE LIGHT OF EUROPEAN QUALITY STANDARDS

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Abstract:
Quality has now become a strategic element of the overall management of the business because it causes the highest degree of competitiveness of products and services domestically and internationally. Quality control is a major factor market through which the client has the right to choose what best fits his needs and his expectations.

Quality management system can help organizations increase their customer satisfaction. The client is what determines product acceptability. As needs and customer expectations are not fixed due to competitive pressure and technical progress, organizations are encouraged to continually improve product quality and processes.

Key words: TQM, standards of quality, SME, QMS

1. Introduction
Quality has now become a strategic element of the overall management of the business because it causes the highest degree of competitiveness of products and services domestically and internationally. Quality control is a major factor market through which the client has the right to choose what best fits his needs and his expectations.

Within the European Union there is a vast campaign to form a "European quality culture" through:
- achievement of a common infrastructure quality
- dissemination of large amounts of information in order to brace single European market;
- Europeanization of business by promoting a European policy of quality. Businesses operating within a national framework, but harmonized with European standards.
- need for a strategic vision of quality in all countries.

2. System of Total Quality management
In a global economy, quality is a key to competitiveness of European companies. And market competitiveness rests on three basic pillars: quality goods and services, price and delivery. It thus promotes, ideas and systems that enable companies to improve the quality of their products and services while reducing costs and concerns.

Most buyers require from their suppliers not only an appropriate quality for their needs but also ensuring that quality remains long term. To provide this security, providers are required to demonstrate that working internationally recognized systems of management and quality assurance.

Quality management system can help organizations increase their customer satisfaction. The client is what determines product acceptability. As needs and customer expectations are not fixed due to competitive pressure and technical progress, organizations are encouraged to continually improve product quality and processes.

Quality management system encourages organizations to analyze customer requirements, determine the processes that contribute to a product acceptability to consumers and to control these processes. Quality management system creates the necessary framework for continuous improvement that allows increased likelihood of customer satisfaction. Quality Management System, its content, provide organizations and their customers confidence in the ability to deliver products that fully satisfy the quality requirements.
3. Importance quality management in terms of European Quality Standards

International standards ISO 9000:2000 family of quality have been developed to assist organizations, regardless of their type and size, to implement and enforce an effective quality management system.

International Standard ISO 22000 takes into account only concerns of food safety issues but also integrating the organization to other aspects of the management system elements, such as quality in general and / or environmental protection.

Organizations wishing to take into account such matters may do so by implementing international standard ISO 22000 with EN ISO 9001:2001 and / or EN ISO 14001:2005.

Both ISO 9001 and TQM are suitable to achieve an organization's quality expectations, but are different in terms of systematic approach applied in order to maintain the system and achieve continuous improvement. Total quality management, as its name says, is not only dedicated to the production process, but also to other parts of the organization.

Total quality management approach is education system oriented, linking the company to meet customer needs, improve product quality and organization. Integration of management systems and environmental quality ISO 9001, ISO 14001, ISO 17025 and GMP best practices / GLP / GCP with TQM will lead to an organization capable of achieving a high level of customer satisfaction and company personnel. Companies should seek a spirit of initiative and creativity, organizational responsibility and involvement of staff. To achieve long-term customer satisfaction is important to focus on continuous improvement and specific, as a function of customer needs. To achieve the objectives of total quality management is important for an organization to create a quality philosophy, the principles of fundamental self-reflection and self-examination, continuous training and collaboration with the team that are important to attain total quality management. Basic criteria such as customer orientation, leadership involvement, skills development, long-term perspective, process orientation, social responsibility and partnership management by facts should be well-known and implemented total quality system.

The ISO 9004 on quality management is a quality loop comprising eleven activities relating directly and indirectly to quality. The first one is studying business marketing market quality requirements.

In any organization, top management is responsible for organization efficiency and quality of products and services they perform.

The success of the company in achieving quality depends on the ability of managers to develop human relationships, to recognize and evaluate each individual characteristics and talents, to give each person the opportunity to achieve their maximum potential.

Starting from the idea that living organizations, managers have reached the conclusion that human resources are the soul of an organization. Thus, in various management theories, TQM philosophy of management practices that focuses on human resources firm reliance on the work, i.e. those based just on providing quality prestige.

In all spheres of activity, the human aspect of TQM is integrated with other aspects of quality. This vision can be considered as the foundation of other activities, because the human element is omnipresent.

Thus, the extensive changes that trigger a quality management system is primarily aimed at the human factor, in terms of quality of treatment not only of a technical problem, but of a comprehensive approach in which the human factor is generating value, and the five functions H. Fayolle manager's proposed new values acquired in the context of their integration into working for quality.

Statistical data on the perception of quality presented in order of importance, ways to increase training quality and how quality culture, on top of being in staff training (76%), process control (45%) and changing the mentality at company level (41%).

Changing to a culture of quality should be generated by managers. When a company aims to orient their quality culture major changes are involved. The same happens automatically and the value system of human resources. Any experienced manager knows that to be successful, developing and training its employees is the key.

In a number of organizations, the responsibility for coordinating all quality management activities are entrusted to "CPU" at senior management level (quality manager). This "unit" is intended to support management and policy makers in developing quality departments, providing also the necessary technical support for activities related to quality in all departments. Some organizations consolidate, in this unit, the assurance activities quality, but certainly it is the case of large organizations, the small ones might...
wrongly believe unjustified the cost of hiring on full-time basis a quality manager. In many organizations (such as the Japanese ones), the manager himself is responsible for quality assurance.

If a company has several production lines, one may be a quality service for each of these lines. In the case of different processes can also be set up as separate services. An organization that adopts structure projects can have a quality service for each project.

According to some authors, decentralized organizational structure most suited to the requirements of a quality approach, because these benefits require adoption of such organizational structures. The people are directly involved in current activities, decisions and actions relating to quality can be well founded and necessary measures to solve problems identified can be taken with greater efficiency. Decentralization has, however, the drawback that requires great efforts to integrate and coordinate activities relating to quality, but these can be achieved by setting up teams of quality control processes, quality improvement teams, kaizen teams, quality circles - in a word, communication and teamwork.

Decentralized vision would best serve a matrix structure. Matrix structure creates, however, a two-headed structure, and a quality management system (QMS) with the quality manager is responsible to the general manager. However, there are notable advantages of such a structure:

- They added a more horizontal coordination of what is possible in a functional structure, thus increasing the chances of success of a QMS viewed as a trans-functional "macro-process";
- they Promote teamwork and thus allow the distribution and redistribution of personnel, equipment and systems effectively, depending on the situation. For these, there are required, however, extensive modifications of the organizational culture which favor increased collaboration and communication needs.

The foregoing emphasizes the importance of human resource functions in implementing a quality management system. In a decentralized vision of quality, there are two types of organizational structures.

First, taking the form of a centralized human resources department into a functional representation, the quality department can find the place on the same hierarchical level manager (director) human resources, which implies a working relationship / relationships with and subordination to all departments in the field of human resources manager.

In the second variant, where large companies such as holding companies or corporations, the human resources function is decentralized, each unit manages its own human resources activities are closely correlated with the quality requirements. Working in the human resources functions have specific duties and responsibilities of this function, perfectly adjusted to the required quality standards in force in relation to: recruitment and selection, hiring, training and professional development, career development, assessment and reward.

Among these activities, the units remain responsible for recruitment, selection, hiring, remuneration and training, and the corporation establishes benefit plans or profit distribution. Bringing responsibilities of the unit and their managers can provide decision-related specific objectives of the unit.

Choice between a vision of a decentralized and centralized on quality is influenced by several factors, such as social objectives, company structure, dispersal units in terms of geographic size of the firm. A simplified organizational structure, flattened and flexible, can lead to better information and awareness and rapid quality objectives pursued, while for multi-level hierarchical organizational structures, the same objectives requires time and effort.

Continuing to consider only the quality of technical problems, managers are faced with a dilemma: both non-quality costs and quality. They discover just how important quality when hit by a general problem, in fact, non-quality.

The necessity of change in mentality and the adoption of appropriate strategies for culture change must be identified by content elements of structure quality, sound quality intended, expressed by quality indicators.

TQM strategy focuses on improving the company's competitive advantage by improving the customer perception and attractiveness of products and services. The Japanese call it "quality that fascinates" that represents a paradigm that makes the whole culture of the organization.

Fully satisfying customers is the permanent goal of the organization and an integrant part of everyday work of all employees. Strategy development and customer desires are inseparable. Total quality is the only constant in a dynamic business environment, it is a way of life.

SME counseling project is to improve social skills of managers of SMEs, thus promoting the implementation of TQM principles to improve performance. In addition to quality management systems,
already used by many SMEs, it is possible to improve further sustainable, by applying total quality management (TQM).

TQM criteria provide practical and useful questions, which require organizations to put their important questions and seek a new level of excellence. Quality assurance that such an operation does not affect quality, whether it is done by a company or a nonprofit organization. Attitude is what people put things in motion. Changing attitudes is a difficult task. The only way to achieve this is through knowledge and training established practice. To make an organization realize the impact it has on direct customers and its dependence on customers in the company chain relationships with suppliers, sponsors customers and society. The starting point for achieving success in this respect is to develop a common vision on the combined role of Quality Assurance and Total Quality Management.

At EU level, continuous training is held to promote the development of key concepts of knowledge-based economy. As it is apparent from feedback received by the Commission during an extensive consultation process undertaken to adopt Communication "Making a European Area of Lifelong Learning a Reality 'approaches to continuous professional training at national level are very different. Thus, most Member States consider the guidance and counseling a priority.

At company level, access to continuous training activities are still restricted to those who are self-motivated (which already have a fairly high skill level). In addition, regardless of the training offers available, the employees of SMEs rarely involve in the professional training process, for several key reasons:

- employers are not aware of the competitive advantages offered retraining and motivating employees (usually considers that the existing skills that their employees possess sufficient, even if there is an incompatibility between the gap of skills and qualifications available on the market and versatility required small business)
- scarcity of resources (human and financial) available, combined with lack of incentives / internal constraints (such as those promoted by trade unions, large enterprises).

Even when a decision is made to ensure training, relatively few SMEs are interested in assessing actual skills and training needs of their employees. Choosing appropriate methods of training (internal courses, external courses, training "at work, conferences, workshops, job rotation, quality circles, auto-didactics) is based on" fashion "and external trends.

Therefore, managers of SMEs must have the social skills necessary to meet the needs of employees.

4. Conclusions

The main challenge for Romania is to identify key factors for establishing an environment where entrepreneurship and business activities can develop. It will take policy measures to stimulate entrepreneurship both in the market "unique" and the domestic market through an appropriate approach to increase the number of entrepreneurs and the development of a large number of companies.

In Romania, the risks associated with entrepreneurship are not adequately balanced by the prospect of rewards, requiring a reassessment of the balance of risks and benefits associated with entrepreneurship. Entrepreneurs should be supported in developing skills necessary to adapt the business continuing dynamic economic environment. Sharing experience and work in associations and networks can help entrepreneurs find ideas and guidance, access to technology and information and identify partners. Encourage the creation of networks may also be particularly effective in supporting certain sectors or groups of entrepreneurs, and minorities ethnic, and other industrial concentrations.

Finally, TQM is a management strategy in a changing environment of constant challenges. It is a strategy focused on cultural development organization in which employees are able to meet these challenges and to determine whether the change.

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