Ethical guide to total quality management

Işık ÇİÇEK*, Nasrin Mohammadi Lanbaran [1]

[1] Necmettin Erbakan Üniversitesi, Konya

(nasrinmohammaadi@gmail.com) Email of the corresponding author

Abstract – The focus of quality management practices on concepts such as customer satisfaction, reducing costs, increasing profits, providing faster product or service with continuous step-by-step improvements also draws attention to ethical behavior in the long term in achieving the targeted results. In reaching the goals in the long term, the values that the employees of the institution will adopt and the behavioral norms they will develop will be a matter to be considered in the enterprises for this purpose. Until now, studies on quality and ethics have focused on health, education sector, and accounting specialties, and there has been no study that discusses the compatibility of quality management principles and determined ethical standards together.

In this study; the principles of total quality management such as leadership, customer orientation, participation of everyone and communication, teamwork, continuous improvement "Kaizen", management with goals and data, process management, prevention-oriented approach, continuous education and learning organization elements are theoretically related in ethical context.

Keywords – Quality Management, Ethics Principles, TQM, Quality Tools, Moral

I. INTRODUCTION

Total quality management is a management philosophy that aims to increase "quality" in organizations. In this management approach, the goal is to increase the quality of products and services and increase efficiency in line with the demands and expectations of the customers. In the philosophy of total quality, satisfaction, motivation and rewarding of employees, use of performance evaluation and measurement methods, elimination of errors and mistakes in the organization, emphasis on teamwork, benefiting from the experience of successful organizations (benchmarking), strategic planning and similar objectives are emphasized in order to increase quality and productivity in total quality philosophy (1).

Quality is the satisfaction of customer requests and expectations by exceeding them. Quality; It is an investment for businesses, satisfaction for the customer, efficiency, effectiveness and effectiveness for the business. Quality is compliance with a set program and process (4), (1), (22).

Total quality management is a management philosophy. Thanks to total quality management, the work to be done during a certain process gains the direction of action. In the process, the answer to the question of reaching the highest quality with the least cost is obtained. It takes into account the rapidly changing dynamic conditions of the world and prepares options for them. Provides understanding of the rules in the dynamism of development, concentrates on all resources and quality increase (7),(1).

Total quality management aims to inform and empower all employees, and to continuously improve all processes with teamwork (20).

In total quality management, there is a promise of "people first". It realizes the individual transformation in people and motivates the employee. Starting as an individual in total quality management is a must. Leadership, customer focus, participation of everyone and communication, teamwork, continuous improvement "Kaizen", management with targets and data, process

management, prevention-oriented approach, continuous training and learning organization, system approach in management, and the focal human element in mutually beneficial relations with suppliers. For this reason, in this management philosophy, the ethical dimension gains importance in the ethical value orientation of people and the attitudes they will develop in the business (6),(1).

How will ethics guide people in the philosophy of total quality management, as a philosophy discipline that investigates the values, norms, rules that form the basis of individual and social relations established by people from a moral point of view such as right-wrong or good-bad? Will ethical climate, ethical codes, social norms and organizational structure components be effective for the formation of ethical norms in total quality management practices?

In this study; It has been discussed how the elements of leadership, customer orientation, everyone's participation and communication, teamwork, continuous improvement "Kaizen", management with goals and data, process management, prevention-oriented approach, continuous education and learning organization, which are defined as the principles of total quality management, will be related in ethical context.

II. LITERATURE

A. *Total quality management*

Initially only in quality development, planning and control research has expanded further and a new management philosophy called Total Quality has been developed prepared his birth. There are many elements that reveal the product quality, and all these elements constitute a dimension of quality on their own. Product quality is essentially the result; The main quality factors that determine this result are: Leadership quality, Management quality, Human quality, System quality, Process quality, Hardware quality (6),(11),(1).

In total quality control, human quality comes first. Total quality control, It is based on 'processing quality for people'. A company that can commit quality to its employees. It means that it has already halfway through quality production." (8),(1). "In a narrow sense, quality means product quality. In a broad sense, quality, quality of work, service quality, communication quality, process quality, workers, engineers, managers and managers

quality of people, system quality, firm quality, quality of goals, etc. (9). We can list the main features of the quality of goods and services as follows: (15).

Image. The physical tools and equipment in the organization, the communication tools of the personnel position in terms of image.

Reliability. Ability of the organization to perform the service in a timely and reliable manner status

Responsiveness. The organization's ability to respond appropriately to the wishes of its customers service availability.

Sufficiency. Employing quality personnel in the provision of services.

Kindness. Whether the staff treats customers with courtesy and respect

Credibility. The honesty and credibility of the personnel employed in the organization.

Security. Confidence in the services rendered in the organization; manufactured goods and absence of danger, risk and doubt in services.

Accessibility. Easy access to service and personnel.

Total quality management defines "goods and service quality" and more broadly "organizational quality" and reflects all efforts to be made in the organization to continuously improve the quality of means. The reason for adding the word "Total" before the words "Quality Management is development is intended. quality in all areas that will increase organizational performance (1), (22).

The main purpose of total quality management is to achieve customer satisfaction. For this reason, total quality management is also known as a "customer-oriented management" approach. To provide goods and services that meet customer demands and expectations, "continuous education" and "continuous improvement" (Kaizen) are important. Besides these continuous control of processes in the organization by using statistical tools, it is necessary to continuously measure the existing errors and errors (1), (19), (23).

Deming states that the application of total quality management in organizations with all its dimensions will increase efficiency in the first place. Increase in productivity causes reduction of costs; reduction in costs, cheaper prices; ,the increase in the market share of the organization, new investment, new job and employment opportunities (1).

The first thing to be done in the process of implementing total quality management is to inform about the quality management of the top management and to reveal the commitment of the senior management on quality. It is not possible to implement the management and achieve success in total quality without the determination and belief of the leader and top management. As a second step, a "quality vision" and "quality philosophy" in the organization on total quality should be created. As the third step, A Quality Council should be established in management as the top level in the organization on total quality. After that, the customer needs in the organization preparing strategic quality planning, areas for improvement need to be identified. Continuing education on total quality in the organization is extremely important. Another important steps is important to evaluate and measure performance in the organization (2), (1).

The principle of total quality management are leadership, customer orientation, everyone's participation and communication, teamwork, continuous improvement "Kaizen", management with goals and data, process management, prevention-oriented approach, continuous education and learning organization (24).

Another dimension of total quality management is "total moral management". Quality and morality complement each other. Morality where there is no quality; It is not possible to reach quality where there is no morality (1). Therefore, it is important to develop **all dimensions of ethics** (leadership ethics, management ethics, human ethics, system ethics, professional ethics, work ethics, etc.) in the organization.

B. Ethics

Ethical behavior is moral, as opposed to "bad" or "wrong" in a given situation. It is defined as behavior that is accepted as "good" and "right" (Sims, 1992). Ethics, individual or group behavior according to what is right and wrong, is the code of values and moral principles that guide. Ethical behavior both legally and morally acceptable to people for broader community (12).

Ethical behavior in an organizational context is a top-level leader's (CEOs) ethical standards and the culture to which they contribute greatly is defined (3).

Moral, values and behaviors, national and organizational culture some antecedents of ethics context. **Ethics climate, ethics codes, social norms**, **organizational structure parameters can be utilized the design ethic side of total quality management principles** (22).

C. The Guide of Ethics for Total Quality Management Principles.

Ethical guidance for total quality management is related to **all levels of personal ethics, professional ethics, business ethics-managerial ethics and social ethics.**

Ethical responsibility to all stakeholder is considered for designing ethics context (24).

Principles and ethics element to design ethic context (24).

Customer orientated organization: Organizations;
*Understand current and future customer needs
*Must comply with customer requirements
*Strive to exceed customer expectations.
For this reason;
Understanding all customer needs and expectations, Providing a balanced approach between the needs and expectations of customers and beneficiaries, Measuring customer behavior based on customer satisfaction and results, Managing customer relations
For this principle, ethics codes and organizational structure parameters can be utilized. The layers of professional ethics, business ethics and societal ethics are considered.
Leadership: Leaders determine the purpose and direction of the organization. In order to achieve the objectives of the organization, an environment should be created that will ensure the participation of people.
For this reason,
Being proactive and referral with examples, Understanding and reacting to the external environment, Consider the needs of all beneficiaries, including the customer, owners, people, suppliers, local community and the community at large, Establishing shared values and ethical role models at all levels in the organization, Build trust and eliminate fear, Provision of people who are provided with the necessary resources and can act freely with responsibility and credibility, Making employees' cooperation natural,

encouraging this and making them aware of it, Promoting open and honest communication, Teaching, training and on-the-job management of people, Setting challenging goals and objectives, Implementation of strategies to achieve these goals and objectives

For this principle, ethics climate, social norms, and organizational structure parameters can be utilized. The layers of personnel ethics, business ethics and managerial ethics are considered.

Employee Participation: Employees are the foundation of an organization. Their full involvement in the work enables them to use their talents for the benefit of the organization.

For this reason,

Ownership and acceptance of responsibility for problem solving, Actively seeking opportunities for improvement, Actively seeking opportunities to strengthen knowledge and experience, Freely sharing knowledge and experience in groups/teams, Creating opportunities to focus on creating value for the customer, Being creative and innovative to advance organizational goals, Better represent the organization to customers, local communities, and the community, to be satisfied with his/her job, Being excited and proud to be a part of the organization,

For this principle, ethics climate and social norms, can be utilized. The layers of business ethics and societal ethics are considered.

Process Approach: Desired results can be achieved more effectively if appropriate resources and activities are managed as a process.

For this reason,

Description of the processes to achieve the result, Completion and measurement of inputs and outputs of processes, Define the interfaces of processes with organizational functions, Evaluation of potential risks, the sequence of the process and its impact on the customer, supplies and other benefits from the process, Clear responsibility, authority and accountability for the management of processes, Identification of internal and external customers, suppliers and other beneficiaries, In order to achieve the desired result in process design, attention should be paid to process steps, activities, workflows, control measurements, training needs, equipment, methods, information, materials and other resources.

For this principle, ethics codes and organizational structure parameters can be utilized. The layers of professional ethics and business ethics are considered.

Systems Approach for Management: The system formed by interrelated processes for a specific purpose; determination, understanding, management increases the effectiveness and efficiency of the organization.

For this reason;

Identification and development of processes that affect a specific goal, Effectively configuring the system to achieve the goal, Understanding the dependency among system processes, Developing the system through measurement and evaluation, Putting resource constraints before activities

For this principle, ethics climate, ethics codes and organizational structure parameters can be utilized. The layers professional ethics, business ethics and managerial ethics are considered.

Continuous improvement (Kaizen): Continuous improvement should be the most enduring goal of the organization. The aim in continuous development is not to meet a certain standard, but to constantly improve it regardless of the level.

For this reason,

Implementation of developments, Conducting periodic reviews using established excellence criteria to identify potential areas of improvement, Continuous improvement of the effectiveness and efficiency of all processes, Promoting prevention-based activities, Education and training to equip every person in the organization with appropriate continuous improvement tools and methods, Monitoring improvements, placing metrics and targets for guidance, Noticing the improvements,

For this principle, ethics climate, and organizational structure parameters can be utilized. The layers professional ethics and business ethics are considered.

Data-driven decision making: Effective decision making depends on the analysis of data and information.

For this reason,

Taking measurements about targets, collecting data and information, Analyzing data and information with sufficient accuracy, reliable and accessible valid methods, Understanding the value of appropriate statistical techniques, Using logical analysis results balanced with intuition and

experience mainly for decision making and initiation of action

For this principle, ethics climate and ethics code can be utilized. The layers personal ethics and professional ethics are considered.

Mutual benefit relations with suppliers: Although the organization and its suppliers are independent of each other, a mutually beneficial relationship creates value.

For this reason,

Identification and selection of key suppliers, Establishing a supplier relationship, taking into account short-term gains and long-term reputation, taking into account the organization and society, Open and qualified communication, Combined improvement and product/process improvement initiatives, Clear placement of customers' needs, Sharing of future plans and information, Recognizing supplier improvement and success

For this principle, ethics climate and ethics code can be utilized. The layers professional ethics and business ethics are considered.
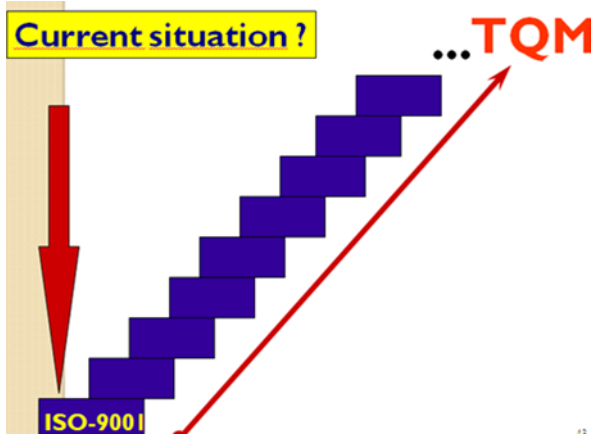

Figure 1: Kaizen approach (adapted Zehir, 2023)

III. CONCLUSION

Ethics codes are remarkable tools for designing desired ethic cultures directing quality management applications. Ethics climate is closely related to social norms that appears through organizational culture. Individual, groups, and organizational level ethics attitudes depend on social norms improved with national values and individual moral values.

Some ways to guide to total quality applications with the context of ethics for the organizations

1-Ethical Leadership (character and integrity, ethical thinking, community/individual orientation, Motivation, Empowerment, Ethical responsibility management)

2-Building an ethical corporate culture

3-Developing a culture of error in applications such as teamwork.

4-Incentives for employees to take initiative

5-Ethical dimension of reward mechanisms

6-Overcoming resistance to change with ethical principles

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