

THE TOTAL QUALITY MANAGEMENT AND QUALITY CONTROL GROUPS

Gülay ARIKAN*

Abstract:

The Total Quality Management has been gaining importance as a system having economic, sociological and psychological qualifications. For the employees, it is very important to make working conditions and working environment meet human needs, to meet their economic, psychological and social needs, expectations and desires, to decrease the problems of business life; it is important to increase the productivity and profitability for the enterprise. Quality Control Groups contribute a lot to the development of the organization in solving problems related to the work by the application of the Total Quality Management.

The aim of this study is to reveal the necessity of the applications of the Total Quality Management in enterprises and the importance of human factor in the organization management.

Özet:

Toplam Kalite Yönetimi ve Kalite Kontrol Grupları

Toplam Kalite Yönetimi ekonomik, sosyal ve psikolojik nitelikleri olan bir sistem olarak gün geçtikçe büyük önem kazanmaktadır. Burada çalışanlar açısından, çalışma koşullarının ve çalışma çevresinin insana uygun duruma getirilmesi, çalışanların ekonomik, psikolojik ve toplumsal gereksinimlerinin, özlem ve isteklerinin karşılanması, çalışma yaşamından kaynaklanan sorunların en aza indirilmesi; işletme açısından ise verimlilik ve kârlılık önem taşımaktadır. Bir işletmede Toplam Kalite Yönetimi uygulamasında, işe ilişkin sorunların çözümünde Kalite Kontrol Grupları etkin rol oynayarak örgütün gelişmesine katkıda bulunurlar.

* Ass. Prof. Hacettepe University, Department of Sociology.

Key words: The Total Quality Management, Quality Control Groups, Productivity
Anahtar Sözcükler: Toplam Kalite Yönetimi, Kalite Kontrol Grupları, Verimlilik

Bu çalışma; günümüz işletmelerinde Toplam Kalite Yönetimi uygulamalarının gerekliliğini ve örgüt yönetiminde insan faktörünün önemini konu edinmiştir.

Introduction

Globalization requires small scale enterprises follow the modern technological developments while integrating into macro economies. Making use of the best and the newest management and production technologies is not luxury but obligation. In other words, the necessity of the development of the quality of organizations came into being for surviving an enterprise in a competitive condition in a rapidly changing business life. Two conditions for competition are the production at a lower cost and the production of qualified products. Quality is the prerequisite to open to a market and to survive in that market. Having poor quality is stemming from deficiencies and irregularities in the process of production. Consequently, enterprises have begun to search new competition strategies in order to be able to compete. One of these new competition strategies is "The Total Quality Management".

The Total Quality Management is to give responsibility and authority to the employees in a simple organization structure by making them participate actively; to increase the productivity of human sources; to establish an effective network all around the organization; to produce qualified goods and services by directing the cross functional groups to team work (Imai 1986:15).

It is necessary to support the Total Quality studies in the organization by an effective motivation program. The following points should be included in this motivation program: the human factor should be emphasized as in Mc Gregor's Y-type management model in which the human factor is important in the understanding of management; working conditions should be ameliorated; a demand for an active total quality program should be raised; a reward and being known system should be developed (Ersen 1997: 129).

The main idea of the Total Quality Management is the question of "for whom product and service are produced?". This discussion continuing for years has an end by accepting the idea that quality is equal to the satisfaction of the client. The Total Quality Management is an enterprise strategy and management activity at the same time. Quality Control is a unit in the management activities. Here if we look at the definition of the quality concept, we come across with the following points:

Quality has saved its prior position in the science of management from the very beginning. Arguments within this context have been focused on the inverse proportion of quality/cost. Quality is expensive, on the other hand cost must be kept low. So, demands of people for purchasing quality at a reasonable price are forwarded. In management science, concepts like quality control, quality assurance and the definition of the quality reflect the reality of the necessity for increasing the productivity in order to decrease the costs. Today quality is defined as the degree of the appropriateness of the goods and services and meeting the expectations of consumers. Shortly, quality is expressed as "appropriateness for utility" (Morgil and Küçükçirkin 1995: 29).

Moreover, since Total Quality is one of the modern management techniques, it necessitates the analysis of the sociological and psychological factors beside technical, mechanical subjects and solutions because it has close relations with the branches of science like sociology and psychology which are related to human being, as well as with the approaches in engineering (Ersen 1997: 21).

It is generally understood from the development of the business life quality, to make working, working conditions and its environment suitable for human being, to meet employees' economical, psychological and social needs and their desires and demand, efforts for decreasing the problems originated from business life to the minimum level (İncir 1991:231). In other words, the quality of business life is a concept which clarifies behaviors and ideas about various system facts like employees' payment, physical working conditions, organization of the establishment, culture, leadership, cooperation conditions, communication, independence, knowledge and skill improvement, devotion to work, being known and appreciated, planning, solving problems, participating in decisions.

According to Denis and Cheras, efforts for increasing the quality of business life can be actualized in the following areas; ameliorating working conditions (job-safety, work health and regulations related to environment); job-assurance; suitable payment for life conditions; payment equality and other encouraging factors; autonomy of working; social interaction; self-respect and ability to participate in decisions; work satisfaction. In short, participating in decisions, restructuring the nature of the work, ameliorating working environment and determination of the structure of rewards are basic principles on which business life quality development programs are based (Hian-Einstein 1990:18).

There are four functions in developing the quality of business life or the Total Quality Management; a.) to solve problems work-related; Quality Control

Groups; Zero Error Circles; Project Teams; b.) to make cooperation among groups; manager-worker participation programs, c.) to organize the work and to ameliorate working conditions; to enrich and enlarge working schedules, self-managing teams, using flexible working hours; d.) the management of human sources; plans of sharing income, in-service training (Hian-Einstein 1992:19).

Industrialization puts forward "group dynamics" as well as the increase in occupational specialization as a result. Beside occupational specialization, it also emphasizes the education of adults in organizational life. Organization and the organizational life and as a result of industrialization, working together as great masses may cause people excessively individualized and alienated from the society in which they live. Being excessively individualized, being alone and being alienated may bring some problems related to business life. In order to solve these problems, "group dynamics" should be used, so the education of employees is very important. In this study, Quality Control Groups will be explained in terms of "group dynamics" concept.

The most important concept in Quality Control Groups is voluntarily participation, and the fact that collective working is essential in practice instead of individual working. According to Likert system, industrialized nations at a higher level use authority system less while moving towards "participant-group" system. Many research also show that successful managers have the same intention (Likert 1976: 124). For example, European, Japanese and American samples reveal that participation in management develops high morale, high productivity and high work-satisfaction at work.

As an example, the basic idea of the Japanese people's success is the continuously improvement, that is "Kaizen approach". The most important quality signal in Japanese society is low cost and zero error. Japanese organizations show respect to their employees' ideas and thoughts. Specialisation is not important for them. The person who enters the organization becomes a specialist of that organization as a whole by working at different units of the organization. Employment for whole life is the most important feature of Japanese work-culture. Team work is essential because of not having a negative competition among the staff. A successful application of the Total Quality Management is based on respect human beings as in Japan (Ersen 1997:35).

Shortly, two basic aims can be mentioned in the improvement of the business life quality; providing the employees' satisfaction; increasing the productivity and profit at the enterprise. If a management wants to be successful, they must be careful about their personnel's satisfaction. On the other hand, trade unions have the equal responsibility with managers in terms of

improving the business life quality. They are expected to play creative role in this matter. In this study, the necessity of applications of the Total Quality Management at enterprises and the importance of human factor in the organization management are investigated. Here our hypothesis are as the follows;

Hypothesis 1: Today's organizations in which a continuous development is necessary need "human resources management".

Hypothesis 2: Communication in the organization is a link which makes employees work harmoniously as a social group and ties them to each other.

Hypothesis 3: While transmitting into the Total Quality Management in Organizations, it is important to give information to employees and to make them participate in decisions.

1. Historical Development of the Total Quality Management

1.1. Quality Management before the Industrial Revolution

Productions done by employees in small number in small workshops and producers' relations were regulated by guilds before the industrial revolution. Guilds as autonomous and social systems were related to both human and production quality. There were also regulations related to work morality. Besides having worked at all steps of the job, a worker knew all details about his job in the guild system (Özevren 1997:7). Today "job rotation" and "job enriching" techniques are also used for the same purpose.

1.2. Quality Management after the Industrial Revolution

While foremen and masters of the traditional production have become the qualified labour power of the new system coming out as a result of the transition from workshop style production to mass production and fabrication after the industrial revolution, it is seen that the quality began to decrease when the unqualified employees are employed in parallel with the increase in production.

F. Taylor tried to put forward a solution for this problem by "Scientific Management Approach". He recognised the effect of the group and "group" fact on individuals while trying to make employees produce more and work more productively. Based on this point, he emphasised that employees should be worked as a group (Taylor 1947:51-52). At the same time, Taylor disagreed

with daily or hourly payment and developed the piece rate system. In this system, the individual is paid in terms of the work done by him, when he exceeds the determined rate, his payment will increase in terms of over rate.

On the other hand, he evaluated management-worker relation on the basis of "functional rationality" concept; supposing that people behave by economical motivations he defended that management-worker cooperation could be increased by the common profits, in other words by the increasing of production (Kırçıl-Arkış 1984:10-11). Shortly, Taylor saw working people as the elements of a machine. Taylor's "Scientific Management" approach reflects the mechanical model which is one of the Total Quality Management Models.

In the same period with Taylor M. Weber tried to conceptualize the most rationalist structure by using his "Bureaucratic Organization" model, in which there were human activities. He wanted to put forward the ideal way of an organization. Weber's model is a theoretical model which can be used in the transition period from small scale enterprises to large scale enterprises. Weber established this model on the basis of "authority", "legitimacy" and "social behavior" concepts (Kırçıl-Arkış 1984:17). As a result, classical theory emphasized totally the anatomy of formal organizations and the functions of managers. The structures of organizations and the functions of managers were taken into consideration in the frame of "functional rationality" concept which is valid in technological area.

These approaches had good results under the conditions of those times, but by the time they caused some problems like estranging employees and decreasing of employees' loyalty. Some piece of research were made in order to solve these problems. Especially Elton Mayo and his friends' study at Hawthorne Electricity Co Lt. put forward the importance of "the human being factor in management" (Koçel 1995:45; Tolan 1985: 157-159). In other words, the importance of Hawthorne studies is just due to the fact that they showed the invalidity of "rational human behavior" or "economic human" concepts and the necessity to evaluate human behaviors as social behaviors not as individual behaviors.

According to the studies of E. Mayo and his team, it was seen that job productivity of small teams got increase under every physical condition because the relations within these teams were warm, sincere and unhierarchical. Moral encouragements are more important than materialistic encouragements. By this way, people work more enthusiastically and faithfully. It also increases the quality and productivity. It is also possible to see that these studies are the basis of today's "Quality Control Groups" and "Team works".

Weber's "Bureaucratic Organization" approach and E. Mayo and his team's "Hawthorne Studies" can be given as examples for "Social Model" which is one of the models in The Total Quality Management area.

"Social People" period began after the "Hawthorne Studies". In 1950s "social people" or "human relations" approach was ended, "industrial humanism" or "human being who realizes himself" period began (Kıral-Arkıç 1984:56-58). Here it is suitable to mention the "socio-technical system" concept which is developed by the Institute of London Tavistock Human Relations and the first general and systematic approach related to the business life quality. The socio-technical system was coming into being as a new alternative organization project for Taylor's production organization and management, and for bureaucracy which is increasing and defined by Weber together with the development of the technology level and scale. This system proposed the fair profit share among management, employees and consumers by developing the business life quality to provide productivity increase.

2. Models Related to the Total Quality Management

Models related to the Total Quality Management can be studied in three sections:

2.1. Mechanical Model

In this model, organization is seen as a machine and employees are seen as the parts of this machine. Management is the commanding panel. While planning job processes, mechanical organization is at the first step. Employees are not allowed to have authority and all things that are ordered are seemingly applied. In this model, in which employees are not appreciated, the application of Total Quality stays among the files (Ersen 1997:62).

2.2. Biological Model

According to the biological model, organization is like an organism. Brain is the upper management, employees are arms and legs. The elements which are out of the necessities of human physiology are not important in the planning of job processes (Ersen 1997:63).

2.3. Social Model

Here organization is seen as a social unit. All employees have their own ideas and aims. The success of management is to provide the reciprocal

interaction among employees in order to reach at the general aims. Job processes are planned for employees' conscious participation. The most important task among the manager's basic tasks is to provide employees' success feeling. Because employees are the most important source for managers. To keep the performance of this source at the maximum level is the success of management. The performance of the employees is maintained by open communication atmosphere, motivation in organization, participation, which create the organization culture at the same time (Ersen 1997: 63).

3. The Ideas of Three Leading Authorities on Quality Who Were Famous in the Total Quality Management in 1950s.

According to E. Deming who is an American quality control specialist known all over the world, a participant management system - quality control groups etc.- creates effective working conditions by establishing relations among employees in a job, and also develops the quality and makes the organization be objective (Bowman-French 1992:58). According to him, the reason of the illness and the unemployment of American Industry are the faults of the higher rank managers (March 1986: 180). Deming mentions that low costs at business life, more happy people, more job and better competitive positions for enterprises can be created by developing quality.

J. M. Juran, another important figure on quality, defines quality as the trust of users for the quality of product and/or service, they are the ones who use the product or the service by knowing his own needs and his aim to use them. Juran defends that higher level management has to have the whole leadership and encouragement in order to be successful in organization.

Another famous authority on quality is P. B. Crosby. Crosby's message, who founded "Crosby Quality College", was for the managers; his aim was to change their ideas and behaviors about quality. Generally quality is thought as a concept which is difficult and needs high technology. But according to Crosby, quality means the appropriateness for conditions; the product can be produced with high technology, in other words, each product must meet its own quality necessities (March 1986:188).

Managers should provide quality in order to compete with other establishments. According to Crosby, if the quality is improved, then, total costs will decrease and the firm will actualize an increase in productivity; so, he defines quality as "free". The aim of the improvement of quality is zero fault, this can be achieved by prevention long before the last control step (Crosby 1979: 1).

As a summary, each authority agreed that the development of quality is due to a team work. Managers and professions who emerge as new unit in organizations have great responsibilities in determining the quality objectives in organization, formation of the philosophy of quality, the precision of parameters, training of employees and keeping them to participate in the programs. Although each authority has his own program, similarities of their programs are observed. Especially the common points of Deming and Crosby in the improvement of quality can be expressed as the following;

Providing the management's contribution, determining the objectives, establishing the new quality philosophy, specifying the quality parameters, improving the process, altering the system continuously, improving on-job training, forming modern supervising groups, training the advisors, informing any errors and problems created by employees without hesitation to the management, removing the barriers of communication among the units of the organization, organizing the quality teams and consulates and making them work actively and properly.

4. Quality Control Groups (Quality Control Circles)

Some concepts and processes like "The Total Quality Management", "Quality Control Groups" or "Quality Circles" are based on studies done by experts on motivation. Maslow, Mc Gregor, Herzberg and Mc Clelland are the famous figures. These concepts were developed in 1960s in Japan. By using above mentioned concepts, Japanese managers have increased the quality of product and labour-power productivity (Yager 1982:2).

"Quality Control Groups" are formed in order to improve the quality in an organization. They are also called "Problem Solving Groups". Although they are not obligatory, these groups as a Japanese management application have 4-12 people who are volunteer employees/working people coming together in order to solve problems related to the job and to offer the solutions to the management.

The aims of these Quality Control Groups are to contribute to the development of the establishment, to make the workplace lively, to increase the respect for human and to make use of the labour-power's skills (Ishikawa 1980:21). Shortly, the application of Quality Control Groups is to unify working people and the organization by increasing their devotion to the job and working team.

In fact, Hawthorne Studies are the application of Quality Control Group and both of them have similar philosophy. Lack of relation among people in an organization, monotony, employees' indifference for their organizations and

feeling invaluable in their organization decline the productivity. In order to prevent these problems, a better working condition for employees should be created. Being in a group, feeling of belonging to a group are important human needs. Voluntarily participation gives opportunity to continuous and long-term relations and makes the group members participate in decisions. Here there is a continuous relation with the management. By this way, unification of management-worker in order to reach at the establishment's objectives comes into being.

Shortly, in Quality Control Groups, employees take their own decisions about their own subject and they have close cooperation with the management to apply these decisions. Work-groups meet the employees' needs and they cause to unite people at the very low rank and the management. In this way, the unification of formal organization and social organization is actualized.

Quality Control Groups can be applied not only in industrial enterprises but also in all areas like higher education and health services. Total Quality Management anticipates that universities analyze accurately their weak and powerful points, put forward clearly the opportunities and dangers for themselves and determine their goals to increase the quality in this direction. Deming's principle "constancy of purpose" has been accepted as the most influential principle for organisations to keep up with the changes and to compete (Bonser 1992). Mathews (1993) explains that the university management and the quality management come across at four points: details, operation, general management, education and researching. When the universities apply the Total Quality Management, they will play an effective role in science and country's development by getting hold of dynamism through carrying out a mission which cannot be fulfilled by other universities. According to Özcan, by the application of the Total Quality Management philosophy to health services in Turkey, it can be transmitted into the recognition step for the solutions of hitches by analyzing the present condition of the health system which has a complex structure and a dead end. In other words, quality in services, employees' satisfaction and motivation, flow in the decision mechanisms, documentation of information systems, working of communication mechanism, patients' pleasure, development of team soul and team work, and the most important one, economical profits gained in terms of "public interest" will be provided by the application of the Total Quality Management system to hospitals (Özcan 1996:14).

4.1. Some Techniques Related to Quality Control Groups

The aim of forming Quality Control Groups is to determine the problems and to solve them. So, techniques related to this subject are brought forth with

the Quality Control Groups activities. Some of these techniques are as the following: Brain storming, data collection, data analysis, pareto analysis, cause-result analysis, histogram, etc. Here only brainstorming, pareto analysis and cause-result analysis will be handled.

4.1.1. Brainstorming Technique

This technique is a process which is planned carefully to produce ideas, avoiding untimely evaluations. This process is a discussion which is not limited and realized at a condition in which new ideas and approaches related to the solutions of the problems have come out. Brainstorming overlaps with "Group Discussion without Criticism" which is one of the experimental techniques applied in "Small Groups Sociology". Group members are expected to express their opinions about the solution of two problems, as they feel them and without any fear of being criticized. With the application of "Brainstorming Technique" effectively, the group will get more powerful and attain itself-trust (Prokopenko 1992:180). "Brainstorming Technique" helps a lot in the process of problem solving, enables the integration among the group members in the meeting environment which is formed by the technique, helps for a collectively performed work by eliminating such problems as interpersonal strife.

The rules for the efficient usage of Brainstorming are as the following:

- The leader should make brief reminders about the rules in each meeting. The members should be encouraged and supported. The atmosphere of the meeting should be relaxed provided that it should not be beyond the purpose of the meeting. The ideas which are put forward during the meeting should be written on a chart board by the leader, none of them being excluded. At this stage, it is important that as many ideas as possible should be let to emerge (Arkiş-Kırçıl 1990:62).
- No positive or negative criticism should be done during the meeting.
- If the members go out of the context of the meeting, the main subject should be returned by projecting such questions as Who, What, Which, Where, How and Where, in order to maintain the flow of the meeting again.
- Members select with their votes one or two ideas to get them examined thoroughly (Prokopenko 1992:181). These ideas are made use of in the solution of the problems.

4.1.2. Pareto Analysis

“Pareto Analysis” is named after the Italian economist Pareto who has attracted attentions with his principle also known as the 80/20 principle which suggests that the 80% of the result is attained with the 20% of the input effort. Since the Pareto analysis concentrates attention on the few important subjects or problems, and since it helps for the determination of priorities, it is a useful research for efficiency analysis. This principle of the analysis is being used in various production and management areas such as marketing, quality control, stock analysis, purchasing, sales analysis, and waste minimising procedures (Propenko 1992:160).

4.1.3. Cause and Result Analysis

After brainstorming, selecting the problem and narrowing the limits of the problem by making Pareto Analysis, the reasons of this problem should be determined. The classification of the problem reasons under certain titles and showing their interrelations is a more productive way. It is useful to draw a cause-result chart for revealing reasons like this. While drawing this chart, firstly the problem is written at one side of a large paper in a frame, then a line is drawn on top of this frame in order to write the reasons of the problem, then titles of four main reason groups are written in separate frames on top of the previously drawn frames and they are attached to the biggest line drawn firstly. After this procedure, group members determine the possible reasons in these main groups by brainstorming. Each reason expressed by each member appropriately in accordance with the brainstorming rules is written in the suitable group. After writing all reasons, 3-4 ones seeming more valid are selected with votes. The leader counts the positive votes by tackling each reason, each member can vote for every reason those s/he wants. Several reasons that take the most votes are separated from the others by putting into a frame and they are voted together. This time each member votes just for one and the most valid one is selected (Arkış-Kırçıl 1990:69-71).

5. Management of Human Resources

In recent years, developments in management area, specifically in the Total Quality Management, have changed organizations; individual studies and successes of units in classical organizations have left their places to “team work” understanding. Organizations have become more simple, hierarchical steps are decreased as much as possible. In this frame, modern “Human Resources Management” combining the future of organization with today’s individual - group work relations and system has come out. Human Resources

Management should provide change in management by constructing a dynamic structure in the organization (Ersen 1997:101). Today Human Resources Management is considered as "Change Management".

In this context, it is thought that Human Resources Management is a complementary element of Total Quality. Organization should work in coordination with human sources unit while planning the total quality politics and they should determine these politics together. For, the employees of an organization are the ones who will develop the quality of the product. While providing the Total Quality improvement, basic politics should be formed about education, communication, present behaviors and manners, efficiency studies and analysis used in planning and structuring of the performance management programs. All of them are among the tasks of Human Resources Management (Ersen 1997:55).

The productivity of an organization goes parallel with the sum of qualifications and skills of employees. Human Resources Management has the greatest responsibility in increasing the qualification of the employees. If the organization does not take care its employees, whatever high technology it has, it has to accept the high cost stemming from the badly usage of the equipment. On the other hand, being fair of all the systems in the organization, showing respect to the ideas of the employees, ameliorating the workplace conditions, social and cultural activities, open communication, sensitive high rank management are the factors that can make inside-clients (employees) happy and productive. The relation between productivity and quality production is also valid in the relation between inside client and outside client. One of the approaches that should not be forgotten by organizations is "the happiness of outside client is based on inside client's happiness". Human Resources Management is active in all kinds of studies on the inside clients. In order to establish the inside client - outside client link, it is necessary for organizations to prepare Total Quality and human sources politics for the same purposes in parallel with each other (Ersen 1997: 71).

The Total Quality Management is also applied in banking as well as other fields like industry, military services, high education and nearly all other areas. The Ottoman Bank can be given as an example. In an interview with Aclan Acar, the general director of The Ottoman Bank, using the word "team" continuously, defines the mission of The Ottoman Bank as making "employee, client and shareholder" triple coexist at the minimum common points, establishing and keeping a structure in which the satisfaction of this triple is provided for a long time and in a balanced way. While mentioning the most important factor in service sector as "human resource", Acar also says that "the human resource of an establishment" is the most outstanding factor which

separates the establishment from the others in the last analysis, in spite of the increasing importance of technology (Hürriyet- İnsan Kaynakları 1998:1). The most important investment on human resource is education. There are two types of education given at the Ottoman Bank: education for improving job knowledge, education for interpersonal improvement.

Acar explains the new structuring at the Ottoman Bank as the following: "We train our personnel as to work in a team; we transfer the bank into a structure in which a group of people work as a team and have common interests. The basic idea of the change at the Bank is a team work having "we" consciousness".

As in the above example, it is emphasized the importance of team work and education given to the human source of banking by the applications of The Total Quality Management at the Ottoman Bank in order to compete with the other banks and to be the leading one in the sector.

6. The Importance of Communication in the Total Quality Management

Communication is the basic procedure providing individuals' and organization's harmony and interaction with other people and organizations in the system. In short, communication is a mean to provide human-human, human-organization and organization-social system relations. Moreover, communication is a procedure of transition knowledge and understanding from one individual to another (Ersen 1997: 130). There are 6 elements in communication:

Message: Sent knowledge, demand, need, expectation, result, satisfaction

Sender: The person who sends the message (client or personnel)

Channel: The way of conveying the message (sign, written or oral)

Receiver: The person who receives the message (clients or employees)

Feedback: Sender's perception

Environment: Factors which effect sender and receiver of the message

6.1. Organizational Communication

Organizational communication is a way of communication which is realized in terms of certain rules in order to provide the control of taking decisions, education, evaluation, flow of information, coordination, which are

all necessary for production and management process to reach at the goals of the organization.

The functions of the organizational communication can be ordered as the following:

- Organizational communication is a basic sub-system to connect the employees and units in an organization.
- Organizational communication is message dealings done by the individuals and groups in an organization in parallel with the common goals of the organization.
- Organizational communication may provide a healthy knowledge dealing with the outer world and the organization.
- Organizational communication is the most important mean of the organization management. Planning, coordination, decision-making, motivation, providing control in the organization necessitates organizational communication.
- Organizational communication has an important role in determining the hierarchical steps and establishing the authority.
- Organizational communication plays an important role in constructing the relations among each small group of employees in the organization and the whole organization.
- Organizational communication helps the amelioration of the industrial relations among organizations, the regulation and improvement of the employee-employer-syndicate relations (Ersen 1997:132).

Productivity and quality can not be obtained without good communication and human relations in an organization.

On the other hand, there is a close relationship with the communication increase and democratization of the management. Communication channels have two directions; bottom-up and top-down. A well-organized communication network in an organization is incentive for both managers and employees.

Although quality control groups seem as small groups working separately, they communicate with other groups through their leaders.

Another fact about communication is its effect on change. Changes in management systems go parallel with the communication increase and the improvement of technology.

7. Applications of the Total Quality Management in Turkey

The Total Quality Management in Turkey began with the application of Quality Control Cycles in some enterprises in 1983. The second attempt about QCC was realised in 1988. A study done in 1989 reveals that there were 23 enterprises having 168 circles and these enterprises were among the biggest 150 industrial establishment of ISO.

According to this study, these enterprises applied these Quality Control Circles for the following reasons:

- To improve the team soul among their employees (86.96%)
- To decrease the unquality costs (68.87%)
- To solve communicational problems (52.17%)
- To create a participation condition for the personnel of management (34.78%)
- To complete the efforts of re-structuring (17.39%) (Düren 1990: 119-120).

Turkish companies who could not withstand the competition stemming from globalization and big companies of foreign countries, who tried to pierce the quotas, began to merge in terms of their common benefits. Turkish enterprises who merged especially with Japanese and American enterprises began to learn the basic principles and applications of the Total Quality Management by the help of their partners. For example, Lassa which is a holding company of Sabancı changed its name as "Brisa" by emerging with Japanese Bridges Stones Company. Brisa who applies the Total Quality Management techniques gained the TÜSİAD-KALDER quality reward in 1993 and the European Quality Reward in 1996 (Özveren 1997:31). This is a good example showing the applicability of the Total Quality Management techniques successfully in Turkey.

The intensive application of ISO 9000 system standards since 1989 in Turkey, is another fact which supports the Total Quality Management in our country. ISO 9000 is a useful application in terms of firm's gaining consciousness of a standard system, who have difficulties in meeting the clients' expectations changing all the time. This application is a client oriented study which guarantees a system to produce the qualified products that the client demands (Özveren 1997: 32). But it is not a prerequisite for the transmission into the Total Quality Management at a firm.

The Total Quality Management in Turkey has been applied mostly at big firms and international firms having foreign partners. On the other hand, the main aim is to attain this application to small and medium scale firms.

8. Advantages of the Total Quality Management

With the application of TQM, a quality consciousness has been occurred and people have begun to research better and more beautiful things. Especially by the help of ISO 9000 studies, a quality system has been established at enterprises.

On the other hand, productivity and activity studies at enterprises existing for a long time get rapidity and become being done more consciously.

The client's satisfaction has gained importance.

Factories have become more clean and neat.

Inside and outside communication of firms have increased. Gaining importance of communication has necessitated the establishment of the information flow network.

With quality management, new management, control mechanisms and new organization structures have been established.

Procedure management has gained importance.

Lucrativeness and depending on this, ability to compete has increased. Enterprises have inclined to be the leader of the world.

Academic studies have gained importance.

The personnel have become more productive, willing to participate, creative and renewals.

The idea of team work has been enforced by the quality management, participatory management applications have begun.

Self-control has gained importance, individuals have begun to self-criticize (Özevren 1997:33).

Conclusion and Suggestions

Stephen R. Covey says that "the perfectionist movement completed its period, now the goal is to be an establishment known all over the world". It is necessary to develop qualified organizations in order to survive in a competitive environment of the rapidly changing business world.

Consumers of 1990s are getting more consciousness, attempts to purchase the qualified products and services at a reasonable price have become more dense; conditions of business life have been developing very rapidly; employees can express themselves more freely and talk about the firm's problems about working conditions and wages in both in-organization cycle-type groups (quality control cycles) and at syndicates without hesitation. On the other hand, it is difficult to say that traditional management understanding has been disappeared totally together with these optimistic relations. But it is a truth that this revolutionary approach to the quality is widening in the world.

According to the modern organization theories, organizations which are sufficient for themselves and think of long-term profit can be more successful in today's world. Another important point is that organizations should not pay attention to the result but the procedure itself. This approach will bring also the continuous development and profit. Besides, factors like the coordination of human sources, team work, responsibility etc. can be overcome by this organizational approach. (Saraph and Sebastian 1993:6).

In the application of the Total Quality Management, human and technological views are together: human sources are important, the base is the humanization of the job. The improvement of the quality of business life serves for the improvement of both the enterprise and the government. The quality of business life has been gaining importance day by day as a system having economical, social and psychological qualifications. Here, efforts for making working conditions and environment suitable for human, meeting the employees' economical, psychological and social needs, desires and demands, decreasing the problems stemming from business life have been gaining importance.

In order to continue the applications of the Total Quality Management successfully and permanently, some rules should be obeyed. Ralph Bettman's suggestions(Bettman 1993: 105-107) related to the subject are as the following:

High and middle rank managers' participation should be provided in the Total Quality Management applications. Employees should be informed about the functioning of the organization. Everybody who completes their quality

training programs must be given the chance to participate in quality control groups. Quality Control groups must be motivated. The practice of quality control groups must be appreciated as a cultural transformation. If the behaviors of the employees are to be changed, the environment in which they work must also be changed. Successful organizations accept quality as a long-term strategy; at this point, it is of essential use that the employees accept the concept of continuous change as a routine of their work.

Despite the fact that Quality Control Groups having tasks like increasing the quality, guessing the organization problems and solving them, job-training, increasing the motivation of employees, supplying the manager-employee harmony, realizing the in-organization communication and participation are practiced in big-scale enterprises, they also have some advantages that contribute to the success of the practice, as they could be effective for the authorities of the small-scale managements. The most obvious disadvantage of small-scale managements against big-scale ones is that they have difficulties in competition in respect of quality as they make use of a more retarded technology. Their greatest advantage, however, is that they do not have rigid and limiting bureaucratic structures as opposed to big-scale enterprises. The distinguishing specification of small-scale enterprises is that they neither have an expert team to apply quality control techniques, nor a department to actualize quality control function. For this matter, Quality Control Groups is a more suitable method for small-scale enterprises (Kırçıl 1987: 10-11). Small-scale enterprises, which do not have the financial possibilities that big-scale enterprises do have, can put into practice Quality Control Groups by making use of the advantages of their human sources and the structure of their organization, so that they could increase the productivity of production duration and the quality of their products.

There are some people who liken the Total Quality Management applications in Turkey to sowing seed on a barren ground. If there is a negative situation in Turkey, it is necessary to widen the Total Quality Management applications whose basics are to arrive at zero-fault, correct the mistakes, faults and wastes. Some suggestions can be put forward for the creation of quality consciousness and widening The Total Quality Management studies as the following;

The studies of the Total Quality Management should be spreaded even to the lowest units by beginning from the highest rank as widening of the politics. State, media and voluntary groups should work in cooperation in order to raise the quality consciousness among politicians and statesmen about the Total Quality Management. Universities have important place in the matter of quality. Universities should apply the Total Quality Management firstly at their own

establishments. There is a great mass of waste and irregularity in Turkey not just due to the lack of source but the lack of quality consciousness. Strategies in order to prevent this prodigality should be determined (Özevren 1997:37).

The improvement of the Total Quality Management in Turkey depends on the quality consciousness of high rank managers. The manager should be the leader in the Total Quality Management. S/he can combine the knowledge, experience and skills of the employees with the inside and outside clients' satisfaction. S/he should establish and operate all the systems for this purpose. S/he should create a safety and cooperative environment in the organization. S/he should give importance to team and group work and help the employees to improve themselves. S/he should be open to the new things and take care the ideas of the employees and put them into practice. S/he should take care all the works done by everybody in the rank from the unqualified workers to the manager.

Another point is that s/he should give importance to in-job-training in the frame of a program in the organization. The given education should change the behaviors and the learned things should be applied in the organization. Every enterprise should keep a separate budget for the Total Quality Management. The Total Quality Management should be applied not only at the production level but also at all units and at all levels. It is also important that the sub-structure should be established in order to apply the Total Quality Management. As a result, the economic development of Turkey depends on the creation of the quality consciousness among all people and enterprises. Its prerequisite is education (Özevren 1997:38).

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