

TOTAL QUALITY MANAGEMENT APPROACH IN ORGANIZATIONS

ÖRGÜTLERDE TOPLAM KALİTE YÖNETİMİ YAKLAŞIMI

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ABSTRACT

In today's world, the changing environmental conditions of organizations make it difficult for these organizations to achieve success. The key to being successful is that organizations can comprehend the changing environmental conditions, keep up with these changes, and carry out continuous improvement efforts within the organization with all their employees.

In the understanding of total quality management, it should be considered as taking precautions before making mistakes, instead of detecting and correcting mistakes that can be made depending on changing conditions after they occur. Organizations that continue their activities within the framework of this understanding can meet the needs of their customers and the environment and continue their existence by increasing the quality of their products and services.

In this study, the principles and objectives of the concept of total quality management are examined, and the place and importance of these concepts in terms of organizations are touched upon.

Keywords: Organization, Total Quality Management, Customer

ÖZET

Günümüz dünyasında örgütlerin çevre koşullarının değişen bir yapıda olması bu örgütlerin başarıyı yakalamalarını zorlaştırmaktadır. Başarılı olabilmenin anahtarı da örgütlerin değişen çevre koşullarını kavrayabilmeleri, bu değişikliklere ayak uydurabilmeleri ve tüm çalışanları ile sürekli iyileştirme çabalarını örgüt bünyesinde gerçekleştirmeleri ile mümkün olmaktadır.

Toplam kalite yönetimi anlayışında değişen koşullara bağlı olarak yapılabilecek hataları gerçekleştikten sonra tespit edip düzeltmek yerine, hata yapılmadan önlem almak şeklinde düşünülmelidir. Bu anlayış çerçevesinde faaliyetlerini sürdüren örgütler ürün ve hizmet kalitesini artırarak, müşterilerinin ve çevrenin ihtiyaçlarını karşılayabilmekte ve varlıklarını devam ettirebilmektedir.

Bu çalışmada toplam kalite yönetimi kavramı ilkeleri ve amaçları incelenerek, bu kavramların örgütler açısından yerine ve önemine değinilmektedir.

Anahtar sözcükler: Örgüt, Toplam Kalite Yönetimi, Müşteri

ENTRY

Today, all organizations are faced with increasing competitive pressure. The best way to keep up with the rapid change and development in the world is to gain competitive power by increasing quality. This seems to be possible only with total quality management, which is accepted as a contemporary management style (Uyguç 1998).

In our globalizing world, organizations need to be able to meet the demands and needs of their customers, to have a say in the competitive environment, to realize price, timing and quality factors at an optimal level and to achieve success by integrating with the external environment of the organization. Therefore, how total quality management is implemented in the organization and how it creates change is determined by the quality of communication and integration. Open communication and effective cooperation at all levels increase the competitiveness of the organization. This can only be achieved by the motivation and flexibility of the employees of the organization. Employees with high work motivation bring success by providing quality production (Diemer 1994).

1. TOTAL QUALITY MANAGEMENT CONCEPT

Before introducing the concept of total quality management, let's answer the question of 'what is quality?'. Quality is defined as the amount (level) of a good or service that can meet the needs (Gümüşoğlu 1995). Total quality management, on the other hand, is an element that develops beyond standards and quality control. Total quality management is a modern business management model that includes all business processes, providing customer satisfaction and increasing loyalty to the business, preparing opportunities for its own employees and the market in which it will operate, and ensuring that all employees participate in the quality system. (Daft, 2000).

It is possible to define total quality management not only with the quality of the products to be produced or the services to be offered, but also as a management approach that aims to achieve better day by day with innovative approaches that never see themselves as sufficient, and where customer satisfaction comes first, business management is managed with continuous improvement approaches.

2. THE PURPOSE OF TOTAL QUALITY MANAGEMENT FOR ORGANIZATIONS

The main purpose of total quality management can be stated as ensuring quality management processes in all units in the enterprise. In order to achieve this, all units of the enterprise and everyone from the top managers of the enterprise to the employees at the lower levels should cooperate in quality practices and try to ensure quality as a whole (Kunii, 1972).

From another point of view; The aim of total quality management is to provide an advantage to enterprises by applying quality and to be ahead of their competitors in today's market where competition is intense. In this context, it is possible to say that it is an economic struggle against rival enterprises by using the resources of the enterprise efficiently. It is a necessary struggle for businesses to survive (Halis, 2000).

The management of organizations in accordance with the purpose of total quality management is ensured by the employees and managers within the organization acting by considering the interests of the operator. In addition, the use of the resources of the enterprise in order to provide quality production and quality service and the planning of studies to be carried out in this direction are important issues that should be taken into account in business management.

Total quality management aims to use the financial, commercial, organizational, technical and human resources related to the establishment purposes of the enterprises in an optimum way and to realize the management function by ensuring coordination in all business processes (Sevim, 1997).

It is possible to list the main objectives of total quality management in terms of organizations as follows: (Efil,1998):

- Preventing waste and waste by using resources efficiently,
- Increasing efficiency in production and other processes,
- Increasing quality at all levels,
- Ensuring cost optimization,
- Saving time in business processes,
- Ensuring quality and increasing business profitability by implementing continuous improvement and development practices in all processes.

The ultimate goal in total quality management is to create a structure that aims to continuously improve and learn, where the work done in all units is constantly improved, the goods and services produced satisfy the consumers and customer satisfaction is ensured, the business performance is evaluated in accordance with international standards, the satisfaction of the employees is ensured (Kantarıcı , 1999).

In another definition, the aim of total quality management is stated as a management approach based on human-centered knowledge and education, compatible with continuous improvement and change, and achieving optimum customer satisfaction (Ören, 2002).

Organizations attach great importance to total quality management. The main reason for this is that it is one of the applications that increase competitiveness (Türkel, 2000). Accordingly, the benefits of total quality management in business life where intense competition conditions are experienced can be listed as follows (Peker, 1993):

- To be able to address the demands of the market in which it operates more efficiently,
- To be able to use the management approaches necessary for the quality of the product produced and the service provided,
- To be able to continuously control all business processes in order to reduce the activities that hinder production and the rate of defective products,
- To determine the necessary developments for the business and to create performance criteria,
- To be able to create an effective competitive strategy that will provide an advantage to the business, provided that the strengths and weaknesses of the competitors of the business are determined,
- To provide an effective team approach in problem solving,
- To create an effective internal communication network,
- To be able to control all business processes within the scope of a sustainable product development strategy.

It is not possible to limit the aims of total quality management to this extent. Because with the principles to be realized within the scope of continuous improvement practices within the business,

it is aimed to increase customer satisfaction and to increase their loyalty to the business by providing better service to customers. It has become a very important element for businesses to be able to outcompete their competitors with the quality of the products produced or the services offered. In this context, it is possible to say that businesses that adopt the total quality management approach are more advantageous and luckier than businesses that stay away from this approach.

3. PRINCIPLES OF TOTAL QUALITY MANAGEMENT

Total quality management principles in organizations require a holistic commitment at all levels of business management, with oral and practical processes. In total quality management, the company is defined as a dynamic, customer-oriented organization that can constantly respond to constantly changing customer requests and needs and technological developments. The main purpose in these organizations is to include all employees in the total quality management process (Tükenmez, 1996). In other words, business managers who adopt the total quality management approach should apply this approach carefully in each unit. Businesses engage in various pursuits in order to enable their employees to participate in such practices. The issue of how to involve employees in the whole process should be carefully planned and employees should be made aware of this issue.

William Edwards Deming, who was one of the first to talk about the concept of total quality management, stated some of the basic elements required for total quality management as follows (Deming, 1996):

- A goal alignment should be established to improve the product produced and the service offered, and the goal of the enterprise should be to compete with competitors, to do business and to provide new business opportunities.
- New philosophy should be adopted. We are living in a new economic age, western managers should be able to see the benefits of this age, learn their responsibilities and therefore take the lead.
- Relying on control alone should be abandoned to achieve quality. In production, first of all, the need for control should be completely eliminated by making "quality" a part of the product and service.
- Rewarding the work done on the basis of the label price should be abandoned. Instead, the total cost of quality should be reduced. A single supplier should be employed for each item of raw material or material, thus ensuring long-term commitment and establishing a relationship based on mutual trust.
- Continuous improvement in the production and service system should be ensured in order to increase product quality, productivity and efficiency and reduce costs.
- On-the-job training and leadership should be institutionalized.
- It should be ensured that everyone works effectively and efficiently within the enterprise by eliminating the fear of the employees.

- Barriers between units should be removed. People working in research and development, design, production and sales should be a team. Only in this way, production errors and usage problems that may occur later in the product and service can be prevented.
- It is necessary to get rid of business structures, slogans and goals that try to guide employees with conditions such as zero errors and new productivity levels. Such businesses only create hostile relationships because the root causes of poor quality and low productivity are in the system as a whole, so there is nothing staff can do.
- Work standards, quotas and management by numbers and numerical targets should be abolished in factories. Leadership must be replaced.
- Problems that prevent hourly personnel, management and engineering personnel from taking pride in their work should be eliminated. The supervisors' responsibility should be quality, not numbers.
- An effective training and self-development program should be initiated.
- It should be ensured that everyone in the organization contributes to this transformation and works to make it happen. This transformation is the job of all employees.

Within the scope of the elements that Deming mentioned as the foundations of quality management, the principles that total quality management is based on; First of all, the concept of people can be listed as customer focus, participation of all employees and continuous improvement (Tekin, 1996).

3.1. Customer Focus

The conditions of today's business life have brought businesses from a 'doing what can be sold' situation to an understanding that 'makes what can be sold'. To understand what can be sold, it is necessary to know that the customer determines the quality. Organizations that aim to make meeting customer requests and needs a business philosophy feel obliged to create a business culture that understands customer satisfaction as a condition (Karcioğlu, 2001). In terms of total quality management, the most important factor determining quality is the customer.

The only evaluator of quality level is the customer. No business success is more important than the success of a business that understands what customers think of the products they buy or the services they receive. It ensures that the customer demands and requirements are fully determined and that the real success is to meet these needs (Karalar, 1997).

The practices related to customer satisfaction, which is the most important factor in total quality management, are an opportunity both for the company and for the people in the customer group. This approach leads to customer satisfaction and expands the customer portfolio by increasing the loyalty of customers to the business, and as a result, enables the business to win. As a result, businesses should determine customer requests and needs well and in the most efficient way; that is, they should make it a goal to provide quality products and quality service at the most affordable price and to meet them with customers (Ören, 2002).

3.2. Continuous Improvement (Kaizen)

Another meaning of the concept of continuous improvement is 'kazien'. In this understanding, businesses direct all their opportunities to this goal in order to increase and improve the quality of

goods and services (Ören, 2002). Kaizen, one of the most important principles of the total quality management approach, starts with the identification of the problem within the organization. If there is no problem, there is no kaizen, which means that continuous improvement practices are not needed.

Kaizen can be defined as a small-step, human-based, process-oriented, knowledge-sharing effort and a constant pursuit of the good. The basic philosophy of Kaizen: 'The best is the enemy of the good.' Not covering up the problems and being aware of the problems are the prerequisites for continuous improvement practices. In the process of solving the problems, teams with different fields of expertise are assigned. Organizations need to take steps to solve the problem from the root, rather than solving the problems in a short time. The aim here is to save the future with permanent solutions instead of saving the day with temporary measures. Otherwise, it should not be forgotten that the problem may reappear in a short time (Ulukanoğlu, 2001).

Organization management first determines the necessary business policies, necessary rules and practices for all its main departments and ensures that all employees comply with these standards. All these practices are perceived as 'the protection and improvement of standards' in the Japanese management approach. Kaizen indicates minor improvements in the existing structure as a result of continuous efforts and small-step applications. The concept of innovation, on the other hand, is the radical change of the existing organizational structure as a result of large investments in new tools and developing technology.

The starting point for improvement is identifying the need for improvement. If there are no noticeable problems, there is no need for remediation applications. The biggest enemy of the Kaizen approach is to be content with the current situation (Imai, 1997). Once the problem is identified, it should be resolved. With the solution of the problem, the improvement reaches a higher level each time. In order to consolidate this level of improvement achieved, the improvement should be standardized. The basic conditions necessary to realize continuous improvement practices can be listed as follows (Kavrakoğlu, 1998):

- **Seeing the current situation as insufficient:** Even if a system does its job flawlessly, there are certainly elements that need improvement. In addition, developments in technology and science, as well as customer expectations, raise the productivity criterion day by day.
- **Developing the human factor:** He is the person who does everything and decides everything. This resource is the most important asset for a business. In conventional management approaches, the evaluation of this resource is insufficient. However, every personnel should be made an element of these improvement practices.
- **Widespread use of problem-solving techniques:** The most important mistake made in the process of solving problems is to concentrate on the symptoms of the problem and not see the underlying causes. In order to solve problems effectively, it is necessary to observe every problem to the extreme and to solve the existing problem in a way that does not occur in the next periods.

The benefits of the continuous improvement approach, which will be formed by providing the basic conditions mentioned above, can be listed as follows (tusiad.org.):

- Mobility occurs in all activities of the organization.

- It is ensured that everyone works for the same purpose.
- Units run their own business more effectively and efficiently.
- The problems of the units interacting with each other are solved in a short time and permanently.
- The knowledge and skill level of all employees increases, and their work motivation increases.
- It shows a rapid improvement in the basic competitive elements and efficiency of the organization.

Kaizen, one of the principles of total quality management, creates vitality and mobility in the organization, ensures that all employees are connected to each other and increases their work motivation. It provides an effective communication between departments in the organization and plays an important role in solving problems. It carries out the necessary effort on behalf of the organization for the organization to walk in line with its goals.

3.3. Participation of All Employees

In order for total quality management practices to be successful, it is necessary to ensure that all employees participate in these practices in line with the same objectives. Applications to be made only at the management level will lead to a waste of time and effort as they will be disconnected and separate from other units of the organization. The implementation of a process in which all employees participate in the organization and the benefits it will bring can be stated as follows:

- Effective communication is ensured in organizations by eliminating the communication problems that may arise among the employees of the organization,
- The belief of all employees of the organization and their commitment to this process is an important factor in the success of total quality management.
- Participation of all employees in decision-making processes concerning the organization is ensured,
- The contribution of all organizational personnel to the continuous improvement of the processes and systems in which they operate, presenting ideas and participating in the decisions taken, expresses the principle of participation of all employees, which is one of the principles of total quality management (Şimşek and fri., 2002),
- Continuous improvement practices and total quality management activities necessitate the participation of all organizational employees by acting as a team and creating group dynamics (Gökçe and fri., 2004),
- Job satisfaction of all employees in the organization increases,
- Restructuring efforts in organizations are completed.

One of the indispensable elements of total quality management is to ensure that all employees act with team spirit by applying the mechanism of brainstorming and quality circles in many areas of organizations (Ören, 2002). Quality circles are a method that allows the potential creative power of people to be revealed. This method also contributes to the development of the person's decision-making and other characteristics, thereby increasing his interest. In this way, the opinions of the

employees of the organization are taken into account and the best suggestions for the solution of problems are evaluated (Paksoy, 2001). Implementation of quality circles will make significant contributions to the organization and all employees of the organization. The employee of the organization will not see himself only as an employee, but will feel important because his opinion will be sought when making decisions on behalf of the organization.

4. Function of Total Quality Management in Organizations

Organizations, which are the most important tools used by modern societies to meet their needs for rapid change, continue their existence by adapting to changing conditions (Ergun, 1981). In addition to meeting these needs, organizations also aim to make a profit and engage in new activities that affect the environment in order to ensure the continuity of their existence (Kazancı, 1978). The survival and development of organizations depend on certain conditions. These conditions can be listed as follows (Şale, 2001):

- Increase their market share,
- To increase the quality of products and services,
- to reduce their costs,
- Successful advertising and promotion efforts,
- It depends on the introduction of new products to the market before their competitors.

Total quality management practices have important effects on organizations. A customer-oriented management style is needed to provide advantages in markets where competition is intense with globalization. Total quality management, which is a management approach suitable for this purpose, is considered as a process that aims continuous improvement and ensures customer satisfaction. Total quality management, which is a management in which continuous improvement, innovation and creativity are prioritized and quality is determined as a philosophy and culture, is seen as a modern management approach that aims quality in all areas of life (Tekin, 2004).

According to the view that explains how total quality is a management approach for organizations, total quality management is a management model that ensures long-term organizational success by providing happy customer communities, in which systems and functioning are constantly improved. Total quality management is considered as the contribution of all employees of the organization to continuous improvement during their stay in the organization and their participation in improving the organizational culture in which they work (Summers, 2000).

The communication network to be applied to ensure quality in the organizational structure starts from the top of the organization. At this point, the top management should establish a route, determine the current quality level and aim for continuous improvement for the future. The route established for determining the quality level should be clearly explained to all employees of the organization. Everyone needs to understand the level of quality the organization is aiming for, and each staff member needs to understand how their job affects the overall quality of their products and services. After the targeted quality is explained to all employees of the organization, training should be given on the practices and techniques that will determine the quality of the product produced and the service provided and ensure this quality (Sower and fri., 1997).

In order to realize total quality, all employees of the organization should be aware of how important quality is. In order for the total quality philosophy to be applied to the organization at all levels, people who will deal with this department should be assigned in the organization. At the same time, each organization should implement the responsibility brought by total quality management by arranging it according to its own structure. In addition to the fact that the people who will provide quality training are talented and equipped, the success of the training will be possible if it is adopted by all employees (Taşkın, 2000).

One of the basic conditions for organizations to be successful is to increase the quality of products and services. Quality production can only be achieved with the joint responsibility of all employees in the organization. Today, it is not enough for the quality control units to deal with the problems related to the quality level, as it used to be. Likewise, it should not be forgotten that all organizational members are responsible for bad quality (Özok, 1990).

It is not enough to seek quality only in the product produced or the service offered. Because quality has to be in the entire organization. It is in question to evaluate it as a concept in which the responsibility assumed by everyone in the organization is shared. Failure to provide quality training to the employees of the organization and insufficient awareness of the employees creates some situations. In these cases, since the decisions to be taken on quality are largely subjective and depend on the personal opinion of the employee, the selection of the employees who will be authorized with the ability to control the product they produce is extremely important. Lack of understanding between quality and production units is one of the most common problems in organizations (Kamiske, 1990).

In today's commercial life, an organization's success by gaining an advantage over its competitors is possible by delivering products and services that will meet customer demands and needs at the lowest cost (Karcıoğlu 2001). Organizations that carry out their activities with this understanding will be less likely to fail. The understanding that is at the forefront in the globalizing world is to provide customer satisfaction by obtaining high quality with optimum cost, to increase the loyalty of customers to the organization and to ensure the continuity of the organization by expanding the customer portfolio.

It is also necessary to mention about the employees of the organization and the customer portfolio, which are two of the concepts mentioned in total quality management. The employee within the organization is called the internal customer, and the group in the external target market is called the external customer. Employees of the organization, who have a great impact on the successful implementation of total quality management, add value to the organization thanks to the increase in the quality level and the understanding of reaching the best that they have adopted as the organizational philosophy. The approach to quality of an organization management that does not act together with its employees is not in the expected quality. In addition to improving the quality of the product or service, the quality of all employees of the organization should also be increased. In addition, organizations should ensure that their employees take part in all kinds of activities and make them feel like they are at home.

The employees of the organization, who are defined as internal customers, have a significant impact on the organization's production of quality products and quality service. The target audience of the organization, which is defined as the external customer, will be satisfied by using the product from

the internal customer or benefiting from the service and will report their satisfaction (Karcioğlu, 2001):

Each person working in the organization produces a product or service for the employee working in another unit. According to the total quality management approach, each employee should act with the thought that another employee who uses the goods or services they produce is the customer of that product or service. However, as a result of a chain of relationships that will consist of employees with this mindset, it can be ensured that the quality of products and services reaching the external customer, who is the final consumer, is high.

External customers are the final consumers who use the products and services produced by the organization. Organizations should be in constant contact with their customers and everyone working in the organization should be aware that they work for external customer satisfaction and that the most valuable resource of the organization is satisfied consumers. Organizations should address their target audience, which is their external customer, by performing their activities within the framework of total quality management understanding in order to ensure customer satisfaction. Otherwise, in the business life where competition is an indispensable element, a dream may occur where the organization cannot meet the expectations and accepts not to respond to changing customer demands, but to stay behind the times. This situation contradicts the purpose of existence of the organization and the organization enters the process of extinction over time. The foreground issue in total quality management is the organization's constant renewing, keeping up with the demands of the age, and striving to find the better. A thought that customer satisfaction is more important than selling the product or service is to ensure the success of the organizations. In direct proportion to this thought, the understanding that customer satisfaction can only be achieved with quality products or services will provide profit to the organization in every aspect.

In this context, the elements defined as internal and external customers are of great importance for organizations. The internal customer, who is an employee of the organization, contributes to consumption both by producing products and services and as an external customer. The external customer element, which is the target audience, is the people who directly contribute to consumption. The human factor is the basic element of total quality management. Wherever there are people, there will definitely be production and consumption. The contribution of total quality management at this point will be to provide customer satisfaction as a result of producing low cost products and services with high quality level.

RESULT

In today's world, it has become an important goal for organizations to respond to the changing demands in the market in the conditions of increasing competition. Meeting customer requests and needs with fast and high quality products has been one of the most important criteria for organizations to increase their competitiveness.

The fact that the complex structures of organizations, business areas and target audiences are growing gradually in the globalizing world has become a situation that makes it difficult for them to be successful by adapting to changing environmental conditions. It has been seen that as a condition of being successful, businesses need to know the environment in which they operate, to be aware of

technological developments and environmental changes and not to stay behind the times, to keep up with the continuous improvement processes, to analyze their target audience and their own environment, and to act together with all their employees. In order to meet rapidly and continuously changing customer demands, organizations have to perform their activities with low cost and high quality. As a result, it is possible to gain an advantage in the competitive environment and find a place for themselves in the market.

In the understanding of total quality management, instead of finding and fixing the cause after the problem occurs, it should be to take precautions before the problem occurs. As a result of this understanding, it will be possible to increase the quality levels of the organizations and to provide good service to the customers in the target market and the organization environment.

Organizations that adopt and implement the total quality management approach understand that many issues that they see as wrong and unnecessary in traditional management approaches are necessary for the organization to show itself. Organizations that see this can show the ability to be open to other innovations besides total quality management. In a process where the traditional management approach has become a thing of the past, organizations that still persist in their old management understanding are lagging behind in the global market and are doomed to disappear.

The internal and external customer, which takes place in the organization as two types of customer profiles, reinforces the total quality understanding of the organization. Ensuring the satisfaction of both customer groups and increasing their commitment to the organization seems possible in organizations that adopt the total quality management approach. Ensuring customer satisfaction and expanding the customer portfolio allow the organization to win and to continue their existence in a competitive environment.

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