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A Literature Review: Quality Management

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ABSTRACT

The importance of understanding quality and quality management in the context of continuous improvement in an organization or company. For this reason, a literature review study was conducted in order to better understand the meaning of quality and quality management. This literature review study was conducted by collecting definitions, objectives, benefits, and factors from various sources. From the results of the literature review study conducted, it can be seen that quality is the quality of a product that can satisfy customers. Quality management is a comprehensive management function in the context of continuous improvement to achieve customer satisfaction.

Keywords: *Quality, Quality Management, Continues Improvement.*

Introduction

Quality is one of the important things that must be considered by the company. This is because quality is one of the keys that must be fulfilled to achieve competitive advantage. Quality is also considered the highest value of a product or service (Ribbins and Whale, 1991). In the world of education, quality is a good or bad measure of the process of changing the attitudes and behavior of a person or group in order to mature through teaching and training guidance. Quality has two aspects in a relative sense, which are 1) meeting the criteria and specifications of the requirements and 2) being able to fulfill the wishes of consumers/customers. Considering the importance of quality, it is necessary to control quality in order to create quality stability (Dorothea, 1999). Quality control is intended to maintain the company's reputation, reduce costs, increase market share, product liability, global impact, and appearance of products and services (Mitra, 2012).

Based on the importance of quality, every company or organization needs to do quality management. The purpose of quality management is to produce products with consistent quality. In its implementation, quality management can be started by determining quality standards which are then continued by creating a quality policy (Goetsch and Davis, 2000). The implementation of quality management is anticipated to inspire and regulate the improvement of product quality (Siva *et al.*, 2016). According to Yang *et al.*, (2011), The focus of quality management is long-term goals through short-term implementation. The implementation of quality management in an organization or company has many benefits, including:

- a. Capable of increasing customer satisfaction
- b. Understand customer needs
- c. Reduce the occurrence of errors that result in large budget expenditures
- d. Capable of enhancing profitability
- e. Capable of making good work practice policies
- f. Capable of controlling product quality

There are four components in quality management, namely quality planning, quality improvement, quality control, and quality assurance. Quality management is a combination of all management functions of a company into a holistic philosophy built on the concept of quality (Kawalla *et al.*, 2019). The implementation of quality management in an organization or company requires the cooperation of all stakeholders to improve the services, processes, products, and culture of the organization or company (Zimon *et al.*, 2022).

Based on the background of the importance of quality control and management above, the author conducts a literature review that aims to understand more about quality management in an organization or company, for the implementation of quality development and improvement in the organization (Pacana and Ulewicz, 2020).

Literature Review

Quality generally describes the characteristics of a product, such as reliability, aesthetics, performance, ease of use, and so on. In particular, quality can be defined as everything that can meet the needs of customers. In addition, quality can also be interpreted as something that determines customer satisfaction in the context of continuous improvement efforts (Deshpande, 2012). It is also stated by other professional who claims that something is regarded as excellent if it can exceed the wishes and needs of customers (Vanichchinchai and Igel, 2011). In addition, it is also stated in ISO 8402 that quality is a product characteristic that has the ability to satisfy specified needs. The definition of quality in ISO 8402 is also in line with the definition of quality found in ISO 9000: 2000 (Hoyle, 2015).

The characteristics contained in the term quality are things that are owned by-products which are divided into three types, namely sensor characteristics, physical characteristics, and behavioral characteristics. Problem-solving in the context of continuous improvement is also defined as the quality, according (Loke *et al.*, 2012). Continuous improvement is expected to provide satisfaction to customers. This is in line with the notion of quality stated by K Ishikawa. Every organization has customers in every part, called internal customers. There are three types of quality expressed by Dellana and Kros (2014), namely:

- a. Design Quality, where quality is a function of product specifications
- b. Conformance quality, where quality is the achievement of the requirements that have been made.
- c. Performance quality, where quality is the company's ability to improve long-term suitability.

According to Foster (2011), there are only two categories of quality: design quality and conformance quality. Internal customers can be satisfied, which will increase customer satisfaction throughout the company. The term "quality" can also refer to a degree of perfection. The operational definition of quality products is those that satisfy consumer expectations.

There are nine factors that directly affect quality, which are market, money, management, people, motivation, materials, machinery, technology, and production process requirements (Robinson and Malhotra, 2005). In addition, there are two paradigms in producing quality products, which are the old paradigm and the new paradigm. The difference in this paradigm is in the orientation of the production of goods. Goods produced are oriented to the capabilities of the company is the old paradigm. The new paradigm is oriented towards customer satisfaction, namely by adjusting customer needs (Robotham and Guldbrandsen, 2000).

One of the nine factors affecting quality is management. The definition of process consisting of planning, organizing, mobilizing, and controlling actions to achieve goals through the use of human resources and other resources. Based on the definition of management, quality management can be interpreted as continuous improvement to achieve organizational goals by involving all stakeholders in the organization (Sharma *et al.*, 2012).

Deming's quality philosophy in a book entitled *Out of the Crisis* cited by (Imran and Rizwan, 2013). stated that the quality problem lies in management. Deming saw that the main quality problem in the industrial world was the preparation of inappropriate plans. This is because senior managers usually make plans not to implement quality but rules that can and cannot be done. Deming's fourteen points are a combination of a philosophy of quality and a management approach to change.

quality failures can be overcome properly if managers can find out the causes of failures that occurred quality failure can be divided into two which are general and specific failures. System failure is the cause of general quality failure. This can be overcome if procedures, processes, and systems are changed. While special causes in quality failure occur through external causes, such as not following established procedures, lack of individual skills or abilities, lack of employee knowledge, and so on (Putri, 2020).

From Deming's philosophy, it can be seen that one of the most important things in creating quality is management, so quality management is needed to achieve the expected quality. Quality management can also be defined as a small project with the aim of building confidence and success and developing further improvements. This was stated by Kaizen in his book entitled *Total Quality Management in Education* cited by Perla *et al.*, 2013). Another definition of quality management is also expressed by Susilo (2003) who states that quality management

is a systematic effort through the functions of planning, implementation, inspection and control, and follow-up of all parts of the organization (Tribus, 2010).

Quality management is also defined as actions taken to maintain the quality desired by the company. The action aims to increase customer loyalty. The series of actions can include determining the desired product or service quality standards (Baird *et al.*, 2011). According to Kim *et al.*, (2012), Quality management has four main components, which are: quality planning, quality assurance, quality control, and quality improvement.

The Corporate Finance Institute summarizes six principles in quality management, including:

1. Leadership
A good leadership style can provide the same perception of the organization's vision and mission to employees. This can provide motivation to employees which will have an impact on the process and quality of production that is maintained.
2. Focus on the process approaches
This approach focuses on the process that runs must be effective and efficient, so optimal and consistent results can be obtained.
3. Continuous improvement
Determining quality standards objectively in the quality planning stage will make the company continue to make improvements so that goals are achieved.
4. Making decisions based on data
The decision-making process is one of the important things in an organization. This is because making decisions based on data will make the company better understand the cause and effect of each decision taken.
5. Focus on the customer
This principle is the most basic thing in quality management. This is because when the company is able to produce goods needed by customers optimally with quality that meets customer expectations, customers will become loyal. This strategy is commonly referred to as customer oriented.
6. Relationship management
Companies need to maintain relationships between suppliers and retailers. This is because both parties have an important role in the business process.

Functional management by taking a continuous approach that focuses on improving quality, so that the products produced are in accordance with the quality standards expected by the customer is also the definition of quality management expressed by (Lagrosen and Lagrosen, 2005). Another opinion of quality management expressed by Siregar in Rasit *et al.*, (2018), states that quality management is quality control based on the philosophy of meeting customer needs. Quality management is also a system that focuses on employees. The marketing mix is the mixture of variables in a marketing plan, a variable that can be run by any businessman and can impact the consumer's response. a marketing mix is a form of product marketing as mixture that can generate competitive value This study adopts the previous research conducted by Barusman (2019), which proves that marketing mix has an important impact on student parents' decisions. The decision variable is replaced by repurchase intention because repurchase intention is a consistent decision to buy the product repeatedly.

Methodology

This study uses quantitative analysis and a descriptive approach. According to Sugiyono (2017), using quantitative analysis so that the significance of two or more variables is causality in testing theories and analyzing data using statistics to test hypotheses. The population use the number of Alibaba's Pisang Goreng consumers in October 2021. This study used slovin formula that produces 98 respondents. Data were obtained from the stages of observation, documentation, and questionnaires. Calculation of multiple linear regression analysis using SPSS 25.

Result and Discussion

According to the findings of the quality study, which involved a survey of the relevant literature, quality refers to everything that can satisfy a customer's demands or needs. The main focus of quality is the customer, so something is said to be of quality if it can meet customer satisfaction. This is in line with the definition of quality expressed by Goetsch and Davis (1994) where quality relates to products, services, processes, and people that meet or exceed expectations. The statement is also based on three elements, which are:

1. Quality involves meeting or exceeding customer expectations
2. Quality includes products, human services, processes, and the environment
3. Quality is an ever-changing condition

Based on the definition of quality management in the literature review that has been done, it can be seen that quality management is an overall function. Quality management is a combination of all management functions built on the concept of quality which is also customer-oriented. According to Tribus (2010), quality management consists of three essential components:

1. Customer value strategy
The strategy in question is part of business planning in order to provide value for customers as a whole.
2. Organizational system
The focus of the system is customer value, which includes materials, labor, machines, procedures, processes, and decision-making.
3. Continuous quality improvement
This element requires a commitment to continuous product quality testing in order to satisfy customers.

Another thing that we can know from the literature review is the focus of quality management on continuous improvement in order to achieve customer satisfaction. Improvement orientation is carried out at the process stage by integrating all resources. J. M Juran summarized quality management into three stages, known as the Juran Trilogy, which are:

1. Quality Planning is the process of identifying customers and also the process of identifying products with expected characteristics to be conveyed to all employees so that the company's goal of satisfying customers can be achieved.
2. Quality Control is the stage of checking the products produced and then evaluating and comparing them with customer needs. The evaluation results obtained are then continuously improved in order to achieve customer satisfaction.
3. Quality Improvement is a process carried out to make continuous improvements in order to improve quality. At this stage, it is also necessary to maintain a mechanism that is already running well, in order to achieve sustainable quality.

Deming explained that there are 14 principles in quality improvement, namely improving product quality, applying a quality philosophy, reducing supervision, stopping the opinion that price brings form, continuous improvement, employee training, a leadership committed to quality, eliminating fear in the work climate, eliminating barriers between work units, limiting slogans and targets, reducing the emphasis on numbers, removing obstacles and pride in work, making changes, planning and implementing constructive training programs.

Based on several of definitions, it can be concluded quality management is an all-encompassing management activity and function that establishes quality policies and responsibilities and puts them into practice using tools like quality planning, quality control, quality assurance, and quality improvement in order to satisfy the needs, wants, and expectations of its clients both now and in the future.

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