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## Motivation in Quality Management as a Factor of Market Success

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Motywacja w zarządzaniu przez jakość jako czynnik odniesienia sukcesu rynkowego

SOURCES OF COMPETITIVE SUPERIORITY

The dynamics of changes taking place in a complex environment of firms makes the achievement of market success more and more difficult. Severe competition and technological development leave the firms which wish to survive with no alternative. If one assumes that a market success means achieving a successful effect of a given economic undertaking, then success is nothing more than winning against the competition and hence a proof of full satisfaction of the customers needs and expectations. However, the point is not to make success only accidental. In connection with this, it is necessary to build a winning strategy of activity and therefore to create conditions for establishing domination over the competition. In the contemporary conditions the main sources of competitive domination are inherent in<sup>1</sup>:

- production costs (lowering the costs maintaining comparative values of the product in the customer's opinion),
- product-market differentiation,
- market orientation,

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<sup>1</sup> M. Porter, *Competitive Advantage of Nations*, The Free Press N. Y., 1985.

– time (appearing as the first on the market with a given product).

The necessity of winning advantage over the competitors follows from the fact that a traditional approach to the question of a product now is losing with the time since the life cycle of products gets much shorter and more and more substitutes appear on the market. At the same time one should remember that the factor which stimulates the necessity of building up advantage are the processes of globalization, which directly affect the development of quality standards having a world's reach. It would seem that globalization processes do not have any significant effect on the country's economy. Considering the fact that globalization means an integrated activity aimed at utilisation of the connections between the operations carried out in particular countries, then naturally it exerts a significant influence on the national market conditions. This fact is confirmed by the quality standards of cooperation which spread their influence on post communist countries. Corporations force new patterns and a new culture of the life of an organisation into the national economies in which the former pursue their activity. The examples can be set by Asea Brown Boveri, Unilever, Jonson & Jonson, Bill Speditions and many others which have introduced these procedures into their proceedings. They brought about permanent changes in such organisation processes as supplies, finances, etc. They also minimalized the cost of operations and the time of their performance and besides that in their contacts with the environment they raised the level of requirements or principles of cooperation. The partners of these firms are often forced to improve their own quality if they wish to cooperate with that firm. The effect of learning the environment and adjusting oneself to the conditions set by the cooperation is a proof of the effect of the above mentioned processes of globalization.

Globalization, which follows from liberalisation of the world's trade, integration of the financial markets, foreign direct investments, is an inevitable consequence of the development of the world's economic market. In these conditions, the national companies are confronted with a challenge to catch up with the standards of the corporation in order to keep the laboured position in a given sector of the home market. Otherwise, globalization will absorb the family enterprises, helpless in the struggle with the world competition.

According to P. F. Drucker<sup>2</sup>, there are some habits which make it impossible for the firms to achieve competitive advantage. These include a conviction that if a firm has not invented a given product, then another firm's product is of

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<sup>2</sup> P. F. Drucker, *Innowacje i przedsiębiorczość; praktyka i zasady*, PWE, 1992, p. 243.

little value, and on the other hand a tendency to concentrate oneself on a highly profitable sector of the market.

The quality of a product or service is not what the producer puts into them. It is what the customer is ready to pay for. A product does not acquire quality because it is difficult to make and it costs much, as the producers often happen to believe. The customers pay only for what is useful and what is of value to them. The customers pay for the hopes of having their expectations fulfilled as regards the product or service.

On the other hand, in the ranking of critical factors of competition, a product quality was placed on the first position in the light of the estimates of over 67% of the respondents-managers examined in 1992. This position is confirmed by the prognoses made till 1996.<sup>3</sup>

The options presented here testify to the changes in contemporary ways of viewing quality, the nature of which was aptly expressed by P. Drucker. Contemporary quality is:

- one of the attributes of a product in a marketing view.
- permanent observation of the customer's market, maintaining the priority of his needs and satisfaction in the theory of management.
- competitive advantage in a strategic view.

An effective introduction of quality into the company's strategy and its successful realisations possible owing to the functional analysis, because in the functional aspect each organisation is a system of two main types of activity:

- a) principal (linear), so-called energy-processing, that is storage, production, transport, etc.,
- b) accompanying, so-called information-processing which means accountancy, research, service, administration.

The definition of competitive advantage which according to Porter is composed of a quotient of the effects of principal and accompanying activities carried out by the company is a basic element of creating quality strategy considering the broadly understood quality. With no doubts it obliges the company to provide analysis of the potential sources of competitive advantage and the relations between different functional activities, since changes taking place at each stage of the process have a direct influence on the quality and efficiency of other activities such as: product development, production process, sale, service of the customer.

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<sup>3</sup> *Electronic Business*, Ernst & Young Report, 1992, pp. 18-24.

Therefore, the sources of competitive advantage in the chain of the company's values are found on the one hand in improved functional activity (the use of the best sources in the organisation), while on the other, in organisational processes (constructing or improving the unique or better abilities following from the cooperation with the environment). The competitive advantage can be maintained through an effective selection, through an organisation of functions and processes together with the environment, suppliers, customers and competitors.

Besides, in order to keep the advantage the company has to:

- adapt itself to the changes, make a proper choice of the resources, make improvements through a chain of the firm's values and develop the sources and possibilities which have not been utilised so far in order to ensure better efficiency, better quality of the product or service than the competitors,
- organise and improve the process of production growth,
- work out convenient principles of cooperation with the most important partners in the environment.

The principles presented here to a considerable extent correspond to the assumptions and the philosophy of TQM, i.e. Total Quality Management. That is why the creation of competitive advantage of the basis of a contemporary quality philosophy determines the victory over the competition both in the inner and outer environments of each organisation.

#### TOTAL QUALITY MANAGEMENT

According to EFQM (European Foundation for Quality Management), total quality management is an ordered structure of managing an enterprise with the aim of achieving the best results. The purpose of TQM is to achieve all the aims of management or the aims of the enterprise.<sup>4</sup> TQM also means satisfaction of the customers, partners and the service to the society. A condition of TQM philosophy introduction is co-operation in the management of all the workers and the proper qualifications of the workers.

TQM means a systematic work connected with the management of the firm. It requires a far going consistence in realising its principles in a constant manner taking into consideration the further and long term perspectives of the organisation.<sup>5</sup>

<sup>4</sup> J. Herman, T. Walter, *TQM Versandnis und Umzetsung*, Berlin, 1995, pp. 922-925.

<sup>5</sup> E. Skrzypek, *The Strategy of Complex Quality Management in the Conditions of the Competitive Market*, Ann. UMCS, sectio H, vol. 28, Lublin 1994, pp. 209-226.

Quality management is a new kind of an all round, collective effort orientated at permanent improvement of the organisation in all its aspects and spheres of its activity. This is a new philosophy of management. It includes not only improvement of goods or services but also the quality of work, construction, technology, production, marketing, information decision processes and systems and all others meant to satisfy the needs of the customers and participants of the organisation, its survival all development.

TQM arose in the conditions of severe competition on the global market, and a significant influence on its development in the USA and the countries of Western Europe was exerted by the economic success of Japan. One can positively state that this is a concept which comprises the whole civilised world. .

A sign of the promotion of this concept in Poland is for example the establishment of the Polish Quality Award, which will be granted yearly for the introduction of TQM system in the establishment.<sup>6</sup>

According to the European Foundation for Quality Management, total quality management includes the following elements<sup>7</sup>:

- leadership as the attitude of the managing board towards TQM philosophy introduction,
- policy and strategy as the aims, values, visions, directions of development and the ways of achieving them,
- management of the human resources as the full utilisation of the potential of human resources in the organization,
- means understood as the ways of introduction and optimization and adjustment in order to ensure the continuous process of TQM,
- activities as the ways of conduct, estimation, identification and adjustment in order to ensure the continuous process of TQM,
- the customer's satisfaction as their estimation and perception of the firm's products,
- people's satisfaction understood as the economic and non-economic effects of TQM,
- the effect on the society understood as the social reception of the firm's activities and approach to the creation of life quality in the aspects of all society, natural environment protection and global resources,
- results of the activities understood as the actual realisation of TQM principles and the achievement of positive indexes of activity.

<sup>6</sup> E. Skrzypek, *Zarządzanie jakością*, PTE, Lublin 1995, pp. 23-31.

<sup>7</sup> R. J. Barra, *The Competitive Edge (From Quality Circles to Work)*, 37th Annual Congress of ASQC, Boston 1983, pp. 105-111.

It follows from the above that TQM is a multi-dimensional concept which can be viewed in the strategic, marketing, technological, economic, organisational, social, and system aspects.<sup>8</sup>

It follows from the experience of the firms applying TQM strategy in their management that strategy, organization and motivation are the principal areas of changes which should be considered on the way to TQM realization.

#### THE NEED FOR MOTIVATION

It happens more and more often that the literature devoted to the problems of quality sets the question of why one should speak about motivation if an imperative of complex quality ensures the market success of the firm.

The development of organization and methods of activity constitutes an important basis for the creation of the worker's motivation and hence their involvement in the work and the process of improvement. It follows from the observed practice that the satisfaction of needs or elimination of the causes of dissatisfaction of the workers does not always stimulate the workers' motivation. Therefore, it is necessary to put forward some other kind of motivation, for example a possibility to engage oneself into the process, determination of the goals and an adequate system of rewards.

According to the definition, motivation causes and supports human behaviours. Motivation is important for quality since the former creates the latter's basis of consciousness. The efficiency of human undertakings is to a considerable extent related to motivation.

The workers employed in the enterprise must be aware of the fact that it is well run. They are going to accept the changes introduced in the organisation if they are convinced of their rational character. They should be involved in the process of improvement of the organisational style of management, especially if decisions are taken about introducing TQM in the enterprise. The manager's role in this respect cannot be overestimated.

Speaking about motivation, one should also take into consideration the fact that quality is a level of consciousness measured by the workers relation to quality. The following levels of reference can be distinguished in this respect:

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<sup>8</sup> E. Kindlarski, *TQM Zarządzanie przez jakość w Japonii i USA*, Wyd. Bellona, Warszawa 1993, pp. 1-16.

- a worker hears about quality,
- a worker speaks about quality,
- a worker writes in connection with quality,
- a worker improves quality.

Motivation is related to a wish to preserve the job, to increasing prices and also to working in a good team. It is also connected with a possibility of self-realization. The important tools of motivation includes for example participation in training, conducting training and also a proper system of information.

Leaving out the question of motivation of the managing staff to introduce TQM, the need to consider the problems of motivation follows from the obstacles in achieving total quality, which by J. M. Juran is defined as follows<sup>9</sup>:

- the workers' unawareness that they create quality problems,
- hierarchy of priorities which means that the workers are interested in the achievement of goals which have greater importance than quality,
- quality optimalization understood as lack of connections between quality proceeding from superior authority and that which proceeds from the ranks,
- myths which mean declaratory realisation of quality principles which is not supported by facts.

The workers' unawareness as an obstacle in realisation can be eliminated through education and a good example. The creation and development of inter-human realisations directed at constant improvement of quality seems to be the first stage in influencing the quality. The starting point is orientation to the customer understood in a broader way than so far, i.e. as an inside and an outside customers. This means that everyone is a customer for everyone in the organisation. When this approach is applied in practice, quality becomes inherent in each area of the company, and the workers feel responsible for it. An example of such an approach can be set by a wrong way. The manager asked one of them why she did not follow the requirements. The worker answered: "What's the difference?" Then, the manager took her to the weaver's shop and showed her what trouble it could cause for the weavers. Frightened, the woman said: "So why haven't you told us about it before?"<sup>10</sup>

Training provides the workers not only with indispensable knowledge about the manner of realising the goals and segmentary tasks and their effect on the achievement of the priority of quality in the scale of the company. They also let the workers understand the principles and characteristics of quality.

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<sup>9</sup> J. M. Juran, *Juran on Leadership for Quality*, The Free Press, N. Y. 1989, pp. 296–301.

<sup>10</sup> J. M. Juran, F. M. Gryna, *Jakość, projektowanie, analiza*, WNT, Warsaw 1974, p. 498.

The literature on quality quotes a number of interesting statements about the training. For example, E. Deming in his famous 14 theses speaks about training twice, in thesis 6 he points to the necessity of introducing modern methods of professional training which would be based on distinct principles. He emphasises the importance of developing the workers' ability to solve independent, analytic problems connected with their job, while in thesis 13 he says: "introduce an efficient program of education and re-education", which means a necessity of establishing a lasting program of training for the workers, taking into consideration the basic statistical methods.

K. Ishikawa on the other hand, stressed that quality control begins with the training and ends with it. This is an intellectual evolution in quality management, that is why a change must be accomplished in the present habits and to achieve this the training must be repeated all the time.

The role of the training in the company follows from the following factors:

- it determines the market success of the firm,
- it should consider the necessity of constant search for the ways of permanent improvement of quality,
- it broadens the knowledge,
- the improvement of the abilities is a necessity facing the whole staff,
- the training should arouse enthusiasm which is necessary in the activities for the benefit of quality,
- it should precede the work on quality improvement,
- the training is supposed to bring about a change of the working community in the questions of responsibility for quality. It should be stressed here that the achievement of success and the creation of consciousness are related to the access to information and the system of its flow. Besides, it is necessary to make the worker conscious of his value from the point of view of the company's interests.

The following observations follow from the studies conducted in the enterprises<sup>11</sup> on the systems of training:

- the necessity for continuous inspiration and incentive for the workers in order to encourage them to participate in different types of training,
- care about introducing new forms of training and comprising the whole staff with it,

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<sup>11</sup> E. Skrzypek, *Systemy zapewnienia jakości doświadczenia przedsiębiorstw*, Wydawnictwo UMCS, Lublin 1993, pp. 105-111.

- becoming aware of the fact that the training is indispensable in the process of introducing and functioning of the system of quality ensurance,
- training is a costly process, repayment of which is a long period, but it is always a profitable investment,
- there is a necessity of conducting periodical estimations of the training efficiency and pointing out the manners of its constant improvement,
- training cannot be a singular action, it must be a process,
- training should be conducted in such a way as to cause enthusiasm and to encourage the workers to take part in the processes of quality improvement,
- one must root the thought that a well-prepared and conscious staff is a key to the company's success.

The fundamental aims of the training include the following<sup>12</sup>:

- creation of pro-quality attitudes,
- transmission of necessary information,
- construction of system of the workers' motivation,
- creation of the conditions for the fulfilment of the requirements of the norms of ISO 9000,
- guarantee of the proper functioning of the system,
- a chance for the introduction of new organisational solutions and techniques of controlling the process,
- application of the methods for an estimation of efficiency.

What makes an important tool in the process of making the workers aware of being the authors of quality and hence of being responsible for the tasks which are realised is for example the use of a method of graphic presentation of all the processes and sub-processes in the organisation and showing their inter-relations, principles of the existing links and the stages.

It is more and more often that the existence of the relation between the degree of the customer's satisfaction and the worker's motivation are emphasised. This is shown for example in what R. Berry says<sup>13</sup>. "If it happens somewhere that the customers are not served in the way they should be, it often follows not from the lack of adequate knowledge or training of the workers but from the latter's bias against the former. If the workers think that a firm or an institution do not treat them properly, I cannot see the reason why they should take care about the customer".

<sup>12</sup> E. Skrzypek, *Zarządzanie jakością*, pp. 36-58.

<sup>13</sup> J. H. Bloom, R. Calori, P. Woot, *Zarządzanie Europejskie Euromanagement*, (tł. M. Jarośński), Politext, Warsaw 1995, p. 142.

Creation of the conviction among the workers that quality and organizational processes as a whole do not have one owner because realisation of the quality tasks refers to all members of an organization, can contribute to a changed mentality of the workers' community.

One should emphasise a huge importance of quality information flow in the firm's structure. Knowledge or information cannot be only a privilege of the managing staff. Success and the creation of consciousness are related to the access to information and the system of information flow which should take place in such a way as to arouse the feeling of importance and value for the organisation among the workers. One should remember that limited information or inefficient communication generally let the workers draw different kinds of conclusions from the same facts.

Attempts at getting a worker interested in quality through a statement "sale (quality) gives work" can be of little efficiency when these slogans are in fact incomprehensible for the workers or when the workers' consciousness centres around the maintenance of the existing status quo. That is why it is significant to present the role of quality also in the following aspects:

- in an inside aspect, i.e. a concept of the inside customer,
- in an outside aspect, i.e. the company's market profits and to present the purposefulness of the changes connected with this.

Besides, declaration of the slogans referring to quality like "quality is the highest priority in the firm's every day activity" will bring no results if the workers do not know why it is a priority. It means that apart from education there is a necessity of composing quality into operation activities with clear involvement and determination on the part of the managing staff of all the levels of management. Slogans will change nothing if the new priority is treated in a serious way. Therefore, changing the priorities of individuals will be possible when:

- a) the workers have sufficient knowledge about the problems of quality,
- b) they begin to perceive qualitative changes as purposeful and real as well as bringing measurable advantages for themselves and for the firm as a whole.

One should notice that TQM introduction means a change in the organisation culture of the company since the following elements get altered:

- definite rules binding in the organisation and the behaviours,
- norms functioning in teams and groups,
- dominating values to which the firm subordinates its activities, both declaratory and practical ones,
- the philosophy governing the behaviour of the organisation towards the workers,

- the rules of the game which must be learned by the new members of the organisation if they want to get accepted by the inner environment of the organisation,
- the climate conveyed to the environment of the organisation through the patterns of behaviour.

The new quality law is often perceived by the workers as causing trouble and above all as being dangerous for individual security. Accepting quality as the principal goal of the firm usually destroys the existing order to which everybody has got accustomed.

The norms of ISO 9000 pr EN 45000, the quality system, audit, determination of the scope of duties which are often exactly described, the necessity to conduct training in the area of the dynamically developed norms as well as getting acquainted with the apparatus of statistical norms and the application of the latter are often perceived as if they were a disturbance of the normal rhythm of work. It follows from the studies conducted in the enterprises<sup>14</sup> that especially in the initial period of the work on the quality system, the attitudes of the majority of workers were hostile towards the changes. The quality system was viewed as another fancy of the ministry or the managing board, and not as a demand of the competitive market.

Considering the above one should avoid adjusting the new quality slogans to the old rules because it often causes failures in the realisation of TQM philosophy. It follows from the workers' fear of losing their status, therefore, the workers' attitudes towards changes are characterised by far-reaching negation.<sup>15</sup>

Accordingly, an important role in pro-quality orientation of the workers must be played by motivation, which naturally focuses on human attitudes and behaviours. Learning and understanding what motivates the workers for the achievement of the quality aims of the firm is the essential stage of building a motivational system. If one takes into consideration the fact that an organisational community is characterised by creation convictions, customs habits, experiences which are overlaid with an organisational network, with its hierarchy, levels and realisations, then those two structures are contradictory to each other. At the same time, in order to maintain a relative balance it is necessary to have a security buffer, that is motivation, which allows to diminish the discrepancies between the existing structure and the workers' attitudes.

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<sup>14</sup> E. Skrzypek, *Jakości można się nauczyć*, "Quality Land" 1995, No 2, pp. 49–51.

<sup>15</sup> E. Skrzypek, *Jakość w programach nauczania i szkolenia w uczelniach i przedsiębiorstwach*, Biuletyn Informacyjny Polskie Forum ISO 9000, Warsaw 1995, No 4, pp. 58–68.

Analyzing the motivation theories, one can draw the conclusion that motivation is mainly related to the following: organisation, principles, a system of incentives influencing the workers' attitudes.

TQM philosophy is also based on the following principles related to the man<sup>16</sup>:

- proper appreciation of achievements is important for people,
- needs and feelings are a part of human experiences, group achievements have the effect of group commitments and they create the feeling of affiliation,
  - through their achievements people are encouraged to competition,
  - people want to have conditions and possibilities for development and respect of their work and its effects,
  - treating people as responsible gives the effect in the form of responsible activity.

One can quite decisively state that motivation in a qualitatively new environment of work is determined not only by the changed culture of organisation but also by the possibilities of:

- the workers' cooperation in the process of management, and not only in the performance of particular activities,
- solving the problems, and not only letting the managers know about their existence,
- making joint decisions and being responsible for one's work, and not only being an anonymous author,
- efficient activity through standardization, and not chaos or chance activities,
- increasing the skills, and not stagnation of development.

It should be emphasized that a change on the organization members' attitudes requires orientation to: a) the process, b) responsibility, c) learning.

As for the process orientation, people in an organization must not only achieve the determined goals, but they must first of all know what ways and methods lead to their realization in order to have a possibility of improvement. Changing the attitudes towards the process means a practical ability to act properly.

Besides, the organisation members must bear full responsibility for their work. Group responsibility has no sense when everybody and at the same time each one separately is responsible for quality. In order to have the feeling of responsibility, the worker himself must control, measure and manage his work,

<sup>16</sup> D. Hutchins, *In Pursuit of Quality*, Pitman Publishing, 1990, p. 60.

and simultaneously know which stages of his work or which tasks set for him are related to the whole of organisation tasks. Moreover, problem identification enforces people's responsibility not only for what they do. It also obliges them to impart their observations to the other members of the team and creates conditions for an active participation in searching for effective means of solving problem. This follows from the fact that those who perform the tasks are the most competent persons in making changes. Responsibility commission makes the nature of change and it is the basic criterion of the norms and values of the system.

Learning is development of people's knowledge and practical abilities in the organisation through experience exchange, work rotation, inter-section trainings, work enrichment.

A change of attitudes means a change from:

- helplessness to activity,
- reacting to the superiors' orders to creativity,
- looking for the guilty to problem solution,
- passivity to responsibility, and from hostility or distance to partnership.

Practical realization of these requirements puts the organisation under an obligation to make changes in a number of areas of the management system, having in mind decentralization of competencies, rights and responsibilities.

A system of stimulus influence on the workers' attitudes does not refer only to the system of punishments and rewards. It also includes different forms of taking part and representing the firm during fairs, meetings, conferences, etc. It is with no doubt that the system of awards should be based on clear and distinct principles which are related to the quality of the work. The worker must know what awards and punishment he can expect. In short, he must be aware what behaviours and activities he can expect. It is important that the principles of the system should be absolutely stable and also that there should be a relative balance between the number of awards and punishments in the system. It means that motivation points to the role of the effect of financial stimuli in the formation of the workers' desired attitudes. Besides, it is important that the workers should be aware that the place of work is related to the profit, that profit will make it better and safe and that there is a direct and visible relation between the enterprise's success and the workers' safety, which is ensured by that very success.<sup>17</sup>

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<sup>17</sup> P. Drucker, *Praktyka zarządzania*, Czytelnik, Cracow 1994, pp. 282-309.

If quality motivation is meant to create the workers attitudes and to encourage people to work better, to improve the processes, to solve the quality problems etc., then the far-reaching aim of these activities is winning over the competition. In other words, it is to satisfy the needs of the customer, who will choose our product or service, and not that of the competition. It means an increase in the volume of the sale and therefore greater profits. The relation between organisational works quality and profit together with the stability of work seems obvious and it is worth making an effort to show this relation to the workers of each firm.

To sum up the considerations presented above, one should state that motivation in quality management is determined by the changes in the following areas:

- the firm's policy and organisation of work – determination of the quality goals and the manners of their achievement, work enrichment, self-control, cooperation,
- the practice of activity – realization of quality standards, improvement of the processes, responsibility,
- the workers' education – a system based on the needs of particular groups of workers,
- communication and information flow – a systems of efficient and effective transfer,
- a system of stimulus effect – the principles adequate towards the effects of the realised tasks, a process of forming the workers' consciousness and the firm's culture.

Realization of these tasks will bring the expected results when the managing staff fulfils the following conditions:

- openness and accessibility, which means the workers free contact with the manager and a possibility of presenting the latter with the ideas and suggestions,
- elimination of the barriers in the contacts with the workers, which means the ability to listen and understand different attitudes, opinions, keeping a distance towards the problems and a friendly attitude towards the workers,
- directing the changes understood as an ability to transfer information about the quality changes and to control their course,
- an ability to make proper estimation of the tasks realized by the workers and to promote the activities which improve the quality of the product of services, improvement of the process,
- inner conviction that the creation of new quality culture of the firm's organisation is the proper undertaking which determines advantage over the competition.

A many-aspect character of the importance of motivation in realizing TQM principles follows from the considerations presented above. That is why it is difficult to create the worker's motivation, because as far the human matter is concerned one can not simply wish or order a piece of good work. Efficient stimulation is necessary to achieve the desired results. Difficulties do not relieve the managing staff from the necessity of making efforts towards motivation, since the contemporary community of workers needs such positive motivations as the proper place of work which utilizes and individual's skills and abilities, high but possible norms or rates of efficiency information, which is necessary for self-control and co-operation of a responsible worker in the life of the organisation.

### STRESZCZENIE

W warunkach nasilającej się konkurencji kompleksowe zarządzanie jakością stanowi dla przedsiębiorstw szansę osiągnięcia sukcesu rynkowego. Jest to filozofia zarządzania, którą kierują się przedsiębiorstwa w ponad stu krajach świata. Ważnym narzędziem umożliwiającym realizację kompleksowego zarządzania jakością są normy ISO 9000 oraz EN 45000. Wdrażanie koncepcji TQM napotyka na szereg trudności związanych przede wszystkim z brakiem pełnego zrozumienia konieczności zarządzania firmą przez jakość. Jednym ze sposobów, który ułatwia przyjęcie TQM jako koncepcji tworzącej szansę zaistnienia i trwania na konkurencyjnym rynku jest odpowiedni system motywacji zarówno kadry kierowniczej, jak i wszystkich pracowników przedsiębiorstwa.

W artykule wskazano na rolę motywacji w zarządzaniu przez jakość. Omówiono źródła przewagi konkurencyjnej, czynniki stymulujące konieczność jej zbudowania, warunki niezbędne dla osiągnięcia i utrzymania. Wskazano także na istotne bariery utrudniające uzyskanie przewagi konkurencyjnej na rynku. Przedstawiono istotę TQM i najważniejsze elementy tej koncepcji. Ważną częścią pracy jest wskazanie na potrzeby motywacji w odniesieniu do kadry kierowniczej oraz pracowników. Wskazano także na przeszkody, które utrudniają osiągnięcie kompleksowej jakości oraz sposoby ich przezwyciężania. Znaczną rolę do spełnienia mają w tym względzie szkolenia, dlatego pokazano ich rolę, sposób przeprowadzania i przydatność z punktu widzenia wdrażania TQM. Wskazano ponadto na wieloaspektowość znaczenia motywacji w realizacji zasad TQM.

Dokonano także prezentacji wyników badań dotyczących wybranych aspektów motywacji, przeprowadzonych w polskich przedsiębiorstwach.