

Sustaining Organizational Performance through TQM and Self Assessment Approach

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Abstract

TQM award models have been used to generate competitiveness and recognition among industries, and are equally useful for sustaining organizational performance if used as a tool for self-assessment. A leading public sector organization in Pakistan adopted and tailored MBNQA criteria as a tool for self assessment and organizational performance improvement. The organization is a multi-departmental and an ISO 9001 certified company. All departments were categorized in three groups i.e. Development, Production and Support Services. During its implementation challenges like indetermination to quality culture, intricate coherence to R&D work and motivational deficit was successfully managed through defined role, structure, awareness and motivation. The implementation resulted in organizational performance in form of better planning, increased customer satisfaction, cost effectiveness, quality system improvement and cultural interrelationship. Statistical and analytical tools were applied to observe relationship between elements of award model. Leadership and employee involvement were determined as major driving factors. Organizations can benefit through TQM award models and self-assessment approach.

Keywords

TQM; operational performance; self-assessment ; award model

Biography

Muhammad Tasleem is a Mechanical Engineer graduated from University of Engineering & Technology, Lahore, Pakistan. He completed his MS in TQM from Institute of Quality & Technology Management, University of the Punjab, Lahore, Pakistan and presently doing PhD in Engineering Management from National University of Sciences & Technology (NUST), Islamabad, Pakistan. He is profound professional in the field of Quality Management and is an Assessor for Prime Minister Quality Award (PMQA) Pakistan, certified Six Sigma Black Belt and ISO 9001 Lead Auditor. He has 14 years enriched professional experience in production engineering and quality management and is a consultant, trainer and auditor in quality.

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Dr. Asim Nisar has done Mechanical Engineering from U.E.T Taxila in 1993, Masters in Advanced Manufacturing Technology and System Management from University of Manchester, U.K, in 2002 and PhD from Asian Institute of Technology, Thailand in 2008. He has 21 years professional experience and is director at CESAT and visiting faculty at CASE, Islamabad.