

The Role of The Comprehensive Quality Strategy in The Economic Enterprise to Achieve Sustainable Development

دور استراتيجية الجودة الشاملة في المؤسسة الاقتصادية لتحقيق التنمية المستدامة

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Abstract:

The aim of this study is to highlight the means of achieving sustainability for economic institutions by relying on the approach of Total Quality Management (TQM). The purpose of this study is to shed light on the concept of TQM as a strategic philosophy adopted by institutions to achieve sustainable development, as well as to highlight various concepts related to sustainable development. It aims to demonstrate its ability to equip economic institutions with the capability to face all economic, social, and environmental challenges, and to uncover various methods and strategies for TQM while emphasizing all international standards and ISO specifications that enable and facilitate sustainable development in the economic institution. In our study, we employ the descriptive-analytical method, which provides us with detailed data. We have concluded that adopting the TQM strategy in the economic institution leads to achieving sustainable development.

Keywords: Total Quality Management, TQM strategy, sustainable development.

Résumé :

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Cette étude vise à mettre en évidence la manière d'atteindre la durabilité des institutions économiques en s'appuyant sur l'approche de la gestion de la qualité totale (TQM). L'objectif de cette étude est de mettre en lumière le concept de TQM en tant que philosophie stratégique adoptée par les institutions pour atteindre le développement durable, ainsi que de souligner divers concepts liés au développement durable. Elle vise à démontrer sa capacité à doter les institutions économiques de la capacité de faire face à tous les défis économiques, sociaux et environnementaux, et à révéler diverses méthodes et stratégies pour le TQM tout en mettant l'accent sur toutes les normes internationales et les spécifications ISO qui favorisent et facilitent le développement durable dans l'institution économique. Dans notre étude, nous utilisons la méthode descriptive-analytique, qui nous fournit des données détaillées. Nous en avons conclu que l'adoption de la stratégie de TQM dans l'institution économique permet d'atteindre le développement durable.

Mots-clés : Gestion de la qualité totale, stratégie de TQM, développement durable.

ملخص الدراسة:

تهدف هاته الدراسة الى إبراز كيفية تحقيق استدامة للمؤسسات الاقتصادية بالاعتماد على أسلوب إستراتيجية الجودة الشاملة. فالغرض من هذه الدراسة هو تسليط الضوء على موضوع الجودة الشاملة كفلسفة إستراتيجية تعتمد على المؤسسة من أجل تحقيق التنمية المستدامة و إبراز مختلف المفاهيم المتعلقة بالتنمية المستدامة، وتبيان قدرتها على إكساب المؤسسات الاقتصادية مكانة لمواجهة كافة التحديات الاقتصادية والاجتماعية والبيئية و الكشف عن مختلف الأساليب والإستراتيجيات للجودة الشاملة مع إبراز جميع المعايير والمواصفات العالمية للأيزو التي تمكن وتساعد على تحقيق تنمية مستدامة في المؤسسة الاقتصادية؛ ونستخدم في دراستنا هاته المنهج الوصفي التحليلي الذي يوفر لنا بيانات مفصلة، وتوصلنا الى ان اعتماد استراتيجية الجودة الشاملة في المؤسسة الاقتصادية يؤدي الى تحقيق التنمية المستدامة.

الكلمات المفتاحية: الجودة الشاملة. استراتيجية الجودة الشاملة، التنمية المستدامة.

Introduction:

For over a decade, with the intensification of global competition, the concept of quality is no longer based on product conformity to a set of standards. Instead, it is embodied within the product itself. Achieving and attaining quality now requires encompassing all tasks and activities that directly and indirectly impact the production process, particularly the product itself. This includes all internal and external processes within the organization, known as total quality. The concept of total quality is one of the modern management concepts based on a set of principles. Therefore, every organization strives to achieve the highest level of total quality in its products and services, considering it as a determinant of success or failure in the market. In the face of challenges, organizations have recognized the need for sustainable measures, and one of the means to address them is through the strategy of total quality. Additionally, organizations rely on modern models and depart from traditional approaches that serve economic, social, and environmental considerations. One prominent method is derived from the adoption and implementation of ISO standards to enhance performance and achieve excellence.

The Research Problem:

The research problem revolves around the main question:

What is the role of the total quality strategy in achieving sustainable development in an economic organization?

To further clarify the topic and address the research problem, the following sub-questions are presented:

- What is the level of practices of both total quality and sustainable development in the economic organization?
- Is there a role for the total quality strategy in achieving the economic dimension of sustainable development in the economic organization?
- Is there a role for the total quality strategy in achieving the social dimension of sustainable development in the economic organization?

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- Is there a role for the total quality strategy in achieving the environmental dimension of sustainable development in the economic organization?

The Study Hypotheses:

Based on the previously raised questions and to further explore the relationship between the economic organization and sustainable development through the use of the total quality strategy, the following main hypothesis is proposed:

The Total Quality Strategy Plays A Significant Role in Achieving the Dimensions of Sustainable Development in The Economic Organization.

Based on the above, the following sub-hypotheses are formulated:

- There is no evidence indicating the implementation of the total quality strategy in the economic organization.
- There is no evidence indicating the practices of the dimensions of sustainable development in the economic organization.
- There is a role for the total quality strategy in achieving the economic dimension of sustainable development in the economic organization.
- There is a role for the total quality strategy in achieving the social dimension of sustainable development in the economic organization.
- There is a role for the total quality strategy in achieving the environmental dimension of sustainable development in the economic organization.

Study Objectives:

Through this research, we aim to highlight the ways in which economic organizations can achieve sustainability by adopting the total quality strategy. This strategy serves as a bridge that enables organizations to navigate and address the challenges related to sustainable development. The purpose of this study includes the following objectives:

- Shedding light on the concept of total quality as a strategic philosophy adopted by organizations to achieve sustainable development.
- Exploring various concepts related to sustainable development and demonstrating their ability to equip economic organizations with the capacity to tackle economic, social, and environmental challenges.
- Identifying different methods and strategies for total quality, while emphasizing the international standards and specifications set by ISO that enable and support sustainable development within economic organizations.

Research Methodology:

In order to analyze and address the problem of total quality in the economic organization as a strategy for achieving sustainable development, and to determine the necessary conditions for that, we will employ a descriptive-analytical methodology in our research. The purpose of this methodology is to derive the concepts and foundations underlying this subject. This approach provides detailed data about the actual reality of the phenomenon or the topic of study.

1.Total Quality Strategy:

1.1 Definition of Quality:

The concept of quality has been defined differently by researchers, much like other human concepts. The term "quality" is derived from the Latin word "Qualities," which refers to the nature and degree of suitability of something. It is a relative concept that varies depending on the perspective of the beneficiary, whether it is the organization, supplier, customer, society, etc.

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Johns defines quality as "the ability to meet consumer desires in a way that aligns with their expectations and achieves their complete satisfaction with the goods or services provided to them."

Kaufmann, Souders, and Athmour define quality as "meeting expected customer needs and achieving work excellence from the first attempt. »(Oakland,2014).

The American Society for Quality defines it as "the overall characteristics and features of a product or service that conform to its ability to fulfill implicit or explicit requirements."

Based on the above definitions, quality from the perspective of Total Quality Management (TQM) is as follows:

- A standard of excellence that must be achieved and measured.
- Providing the best possible to customers in order to satisfy them and gain their trust.
- Paying attention to everything and to details equally in order to achieve a high level of quality, leaving no room for chance or guesswork.
- Quality is not just about satisfying customers but also bringing happiness to them.
- Quality is related to customer expectations in terms of accuracy, excellence in performance, superior specifications, providing the product or service at the desired time, and cost-effectiveness that the customer is willing to bear in order to obtain the product or service. (Oakland,2014).

1.2 Definition of Total Quality Management (TQM):

Philip Crosby defines Total Quality Management as "the organized, systematic approach to ensuring that predetermined activities proceed as planned. It is the optimal method that helps prevent and avoid problems by encouraging good behaviors and using control methods that prevent these problems and make prevention possible."

Cole defines TQM as "a management system that prioritizes customer satisfaction over short-term profits."

Edward Deming defines TQM as "the involvement and commitment of top management and employees in streamlining work by providing what the customer expects or exceeds their expectations. (Goetsch, & Davis, S. B. 2014).

The American Federal Quality Institute defines TQM as "performing the right work correctly from the first instance, relying on beneficiary evaluation to assess performance improvement."

1.3 Definition of Total Quality Strategy:

Total Quality Strategy is defined as "that part of strategic management in an organization that focuses on setting strategic quality goals, long-term planning, implementing quality programs, and measuring and evaluating performance in various marketing, engineering, production, and service activities. Its aim is to provide the organization with a competitive advantage, achieve customer satisfaction, expand market share, and increase profits. » (Park, S. M., & Dahlgaard, 2017).

Based on the above, it can be concluded that Total Quality Management has become an integrated methodology and strategy. It is the essential and only guarantee for achieving a competitive advantage in the organization's core activities, surpassing competitors, and maintaining its presence and sustainability in the market.

1.4 Relationship Between Total Quality Management And ISO

1.4.1 ISO (International Organization for Standardization):

is an organization that aims to raise standard levels and develop standards, principles, tests, and certifications related to trade of goods and services on a global level. It comprises representatives from most countries around the world.

The abbreviation ISO is derived from the Greek word "isos," meaning equality. ISO 9000, for example, emphasizes the idea of eliminating possible variations when standardized specifications exist. When there are standard specifications for a process, it is expected that the process will produce consistent product units. These units are referred to as ISO products

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or ISO units. Importantly, ISO relies on the implementation of a quality system as it is actually practiced, not just as it is documented. (Park, S. M., & Dahlgaard, 2017).

The ISO 9000 standards were derived from military standards, NATO international standards, and the British Standard BS 5750, issued by the British Standards Institution in 1979. Recognizing the need for international quality system standards, the International Organization for Standardization (ISO) Technical Committee met and selected specifications to serve as the basis for the ISO 9000 standards, which were first released in 1987.

Therefore, Total Quality Management (TQM) and ISO standards are closely related. TQM provides a comprehensive approach to managing quality throughout an organization, focusing on customer satisfaction and continuous improvement. ISO standards, such as ISO 9000, provide a framework and set of requirements for implementing a quality management system. Organizations can use ISO standards as guidelines to develop and maintain effective quality management practices in line with TQM principles. Implementing ISO standards can help organizations demonstrate their commitment to quality, enhance customer confidence, and facilitate international trade.

2. Sustainable Development:

2.1 Definition:

Sustainable development is a concept that has gained wide acceptance in organizational contexts and is synonymous with the principle of excellence. Sustainability, is the organization's ability to adapt to changes in the contemporary business environment and apply best practices and methods to achieve competitiveness and maintain high performance. Quinn defines sustainable development as development that meets the present needs without compromising the ability of future generations to meet their own needs. Gladwin defines it as "development that meets the needs of the present without compromising the ability of future organizations to meet their needs. (Powell, D. (2015).

There are various terms used to express the concept of sustainable development. Some refer to it as continuous development, while others call it connected development. Others refer to it as sustainable development or development that is capable of continuity. Sustainable development refers to development that meets the needs of the present without compromising the abilities of future generations to meet their needs. It is a process of change where resources are utilized, investments are directed, and technological development and institutional development are adapted in a coordinated manner to enhance present and future potentials in meeting human needs and aspirations (Kanji,2018).

2.2 Dimensions of Sustainable Development:

Sustainable development is characterized by multiple and interconnected dimensions. Focusing on these dimensions is essential for achieving sustainable development. The dimensions of sustainable development include economic, human, environmental, technological, and political dimensions, which can be explained as follows:

2-2-1 Economic dimension:

This dimension aims to improve individuals' standard of living by meeting their needs for goods and services. The economic dimension of sustainable development revolves around the current and future implications of the economy on the environment. It raises the issue of choosing, financing, and improving industrial technologies in utilizing natural resources. The economic dimension can be summarized as follows: individual consumption of natural resources, halting the wasteful use of resources by changing consumption patterns that threaten biodiversity, the responsibility of developed countries for pollution and its treatment, as global pollution problems lie with industrialized nations, reducing the dependence of developing countries, dedicating natural resources to continuous improvement in living standards, as there are close links between poverty, environmental degradation, rapid population growth, historical colonialism, and absolute subordination to

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capitalist forces, and reducing income inequality, thus achieving equality in resource distribution and reducing military spending (Sajjad, A. S., & Jamshed, S. 2016).

2-2-2 Social dimension:

In this dimension, the concept of sustainable development rejects poverty, unemployment, and discrimination that limit women's rights and the significant gap between the rich and the poor. The social dimension manifests as the foundation of sustainability through social justice. The key elements of the social dimension include stabilizing population growth, social mobility, health and education, popular participation, cultural diversity, achieving social justice among individuals of the current generation, as well as between the current and future generations (Khanna, A., & Rai, A. 2018).

2-2-3 Environmental dimension:

The environmental dimension of sustainable development is of great importance as it addresses the relationship between development and the environment and establishes the basic foundations that should not be exceeded. This dimension focuses on preserving natural resources and their sustainable utilization. It anticipates the potential impacts of development on ecological systems through precautionary and preventive measures. The environmental dimensions can be summarized as follows: avoiding soil degradation by minimizing pesticide use, preserving vegetation cover, conserving water by limiting wasteful uses, improving water networks' efficiency, reducing biodiversity loss, enriching the earth's wealth in biodiversity for future generations, protecting the climate from global warming, and promoting responsible use of energy and mineral resources (Sajjad, A. S., & Jamshed, S. 2016).

2-2-4 Technological dimension:

Technological sustainability can be achieved by considering the following factors: adopting improved technologies, enforcing regulations, reducing greenhouse gas emissions, and protecting the depletion of the ozone layer.

2-2-5 Political dimension:

The absence of the political dimension of sustainable development, which is manifested by the concept of good governance, has a significant impact on all other economic, social, and environmental dimensions, hindering sustainable development. The political dimension is the foundation for achieving sustainable development by promoting the principles of good governance and managing political life in a way that respects and guarantees the foundations of democracy and transparency in decision-making, fostering trust and credibility, and ensuring sovereignty and sustainability for future generations (Khanna, A., & Rai, A. 2018).

3. The Role of Total Quality Strategy in Encompassing the Dimensions of Sustainable Development

3.1 The Role of Total Quality Strategy in Achieving the Economic Dimension of Sustainable Development:

Achieving sustainable development within an economic institution requires a focus on attaining sustainable economic performance. The achievement of sustainable economic performance relies on specific tools related to the total quality strategy, where goals and policies are formulated to develop and determine the productive or service processes according to the requirements of sustainable development. (Talib, F., Rahman, & Qureshi, 2013).

3-1-1 The Role of Total Quality Strategy in Activating the Sustainable Production and Marketing Functions:

- **Total Quality Strategy with the Concept of Cleaner Production:**

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Cleaner production is considered an important component of industrial development in advanced industrialized countries. It offers both productive and environmental benefits and can be defined as the continuous practice of an integrated environmental strategy in production processes and services to increase efficiency and reduce risks to humans and the environment. In terms of production processes, cleaner production helps preserve raw materials, water, and energy, and focuses on eliminating hazardous and toxic substances. It also aims to reduce the quantity and degree of risk associated with emissions and waste generated during the production process. As for products, cleaner production aims to minimize environmental, health, and safety impacts throughout the product life cycle, starting from raw material extraction, during manufacturing and use, up to the final disposal of the product (Talib, F., Rahman, & Qureshi, 2013).

Cleaner production has numerous benefits, primarily contributing to the enhancement of environmental management efficiency. Some of its important benefits include:

- **Increased productivity:** By improving inefficient industrial processes through more efficient alternatives in the use of raw materials and energy, as well as reducing pollutant emissions.
- **Lower operating costs:** By reducing the consumption of raw materials, water, and energy, and focusing on maintenance to minimize energy losses due to leaks, malfunctions, and improper storage. This reinforces the principle of efficiency by reducing input costs.
- **Improved production technology:** By keeping pace with global advancements in modern production methods.
- **Protection of workers, citizens, and the environment:** Cleaner production helps address pollution issues, resulting in improved internal working environments and reduced environmental degradation by reducing air, water, and soil pollution.

- Avoidance of legal accountability and project image improvement: Pollution prevention measures help align the project's environmental conditions with environmental protection laws, presenting a positive image to society.
- Provision of additional financial returns to the project: Through waste recycling.

These benefits highlight the significant role of the total quality strategy in promoting sustainable production and marketing functions while achieving the economic and environmental dimensions of sustainable development.

● **The Role of Total Quality Strategy in Improving Marketing Performance:**

Total Quality Strategy is considered a crucial competitive weapon for organizations, enabling them to excel and differentiate themselves. Marketing is the modern approach adopted by most organizations aiming to create value for themselves and their stakeholders. In this regard, we will highlight the importance of the Total Quality Strategy cycle in improving marketing performance as follows: (Sharma, R. R., & Gadenne, D. L. 2016)

- **Relationship between Quality and Market Share:** Studies have shown that improving the quality of goods and services allows organizations to sell at higher prices, increase their market share, and contribute to higher profits.
- **Relationship between Quality and Costs:** Several studies have demonstrated that poor quality directly contributes to increased costs, such as inspection, control, waste, customer dissatisfaction, repairs, etc. However, achieving and improving quality helps avoid these costs by reducing non-conformities, repairs, and resulting compensations, thereby contributing to the overall cost reduction for the organization, positively impacting its profits.
- **Relationship between Quality and Profits:** Quality products are reliable and trustworthy, allowing organizations to command higher prices. Improving quality also

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enhances the productivity and efficiency of the organization's activities, leading to cost reduction. Moreover, it helps in gaining customer loyalty, as exemplified by Toyota, the Japanese automobile manufacturing company.

- **Relationship between Quality and Customer Loyalty:** Numerous studies have confirmed the relationship between quality, profitability, and customer loyalty.
- **Quality Leads to Satisfaction:** Quality represents customer expectations, and when the gap between expectations and actual performance is minimized, it results in high satisfaction.
- **Satisfaction Leads to Loyalty:** Satisfied customers tend to repurchase products/services from the organization that provided them with satisfaction, leading to customer loyalty. They invest in the organization by engaging with others and are willing to pay higher prices due to their trust in the quality of its products.

By understanding these relationships, organizations can harness the power of the Total Quality Strategy to improve their marketing performance, enhance customer satisfaction, foster loyalty, and ultimately drive profitability.

3-1-2 Methods for implementing comprehensive sustainable economic quality in an organization

The application of comprehensive sustainable economic quality in an organization requires the use of various common methods and techniques. These methods help in the continuous improvement of different managerial activities, their performance levels, and the achievement of sustainability in the economic institution. Therefore, we will present the methods and techniques that contribute to achieving comprehensive sustainable economic quality.

- **Six Sigma:** Six Sigma is an integrated methodology aimed at improving efficiency. It is characterized by strict discipline and a focus on the customer and their needs. It relies

heavily on realistic numbers and data and primarily focuses on improving effectiveness (fully implementing requirements) and efficiency (implementing requirements correctly and in line with the desired objective). It is also used for performance measurement and reducing defects and errors to a rate of 3.4 per million opportunities. The number 6 in Six Sigma refers to the presence of six elements to reduce variation and improve productivity and performance. This methodology goes through five stages:

- Define
- Measure
- Analyze
- Improve
- Control

● **Taguchi Function:** The method adopted by Taguchi is based on a simple principle: adjusting the process to ensure quality achievement. It is best to design the product or service to meet the required quality levels, despite any deviations that may occur during the production process or service delivery system. In other words, Taguchi's method is an engineering quality system linked to cost and focuses on the effective application of engineering strategies, as well as the use of advanced statistical methods. (Zeng and others,2007)

3-1-3 ISO 9000 Specifications as a mechanism for achieving sustainable development from an economic perspective:

The application of ISO 9000 standards or measures contributes to achieving the following benefits:

● **Reducing quality costs:** It has been found that adopting the ISO series of international standards effectively contributes to reducing the total costs associated with product or service quality.

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- Achieving high profitability for the organization in both the short and long term: This is achieved through improving productivity and quality, thereby achieving the appropriate market position, the ability to continue production or service provision, and stability in business activities.
- Gaining market share locally and globally: ISO 9000 certification provides organizations with new market opportunities on a global scale.
- Maintaining high-quality products and services: The application of international standards contributes effectively to continuous development and improvement of product and service quality.
- Instilling high confidence in the organization's ability to stay in the market and adhere to specifications that meet the needs of customers and consumers, as well as enhancing its success in the intense international competition among various organizations.
- Achieving effective control over all performance activities within the organization, controlling all operational and production processes, and ensuring compliance with those specifications and standards.
- Increasing efficiency and effectiveness of all operational and production activities and achieving the desired objectives.
- Focusing on the human element and emphasizing teamwork within the organization, motivating employees for continuous development in performance efficiency and continuous improvement of quality.
- Considering quality as a fundamental task for all employees in the organization, not limited to quality departments, as each individual within the organization contributes to improving quality from their respective roles. (Zeng and others,2007).

3-2 The role of Total Quality Strategy in achieving the social dimension of sustainable development

3-2-1 Meeting the needs of internal stakeholders to achieve the social dimension within the organization (Corporate Social Responsibility):

Total Quality recognizes that customers and suppliers can exist within the organization, meaning that every employee is a supplier to another employee. Social development within the institution can be achieved by following the following strategies:

- **Motivational Strategy:** Implementing strategies to motivate employees, fostering a sense of social responsibility, and creating an environment where employees are engaged and committed to achieving the social dimension of sustainable development.
- **Communication Strategy:** Establishing effective communication channels that promote collaboration among individuals, ensuring satisfaction, understanding, and raising morale. Open and transparent communication enables employees to contribute to social development within the organization.
- **Training Strategy:** The organization's management commitment to training its employees on various methods and approaches to achieve sustainable development. Training programs can enhance employees' knowledge and skills, enabling them to actively participate in social initiatives and contribute to the organization's social dimension.
- By implementing these strategies, organizations can create an inclusive culture that values social responsibility, empowers employees, and actively contributes to the social dimension of sustainable development.

3-2-3 Social Responsibility and its Relationship to Total Quality Management in an Organization: Total Quality Management and social responsibility share the following points:

- **Occupational Health and Safety:** It is a specification implemented to achieve occupational health and safety for all hazards that may affect human resources and

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anyone in proximity to the organization's structures and individuals. It is represented by the OSHA 18000 standard.

- **Consumer Rights:** These include the right to safety, the right to access information, the right to voice opinions, the right to choose, the right to compensation, the right to education, the right to basic needs satisfaction, the right to live in a healthy environment, and the right to boycott.
- **Incentives and Wages Policy:** Social justice is a fundamental principle in organizations to achieve human welfare and fight against poverty. Salaries and wages constitute the core financial compensations received by employees in the institution.
- **ISO 26000 Standards:** If an organization adopts dimensions of social responsibility and adheres to the guiding requirements of ISO 26000, it achieves well-being, improves its business reputation, satisfies and fulfills the desires of its employees, and considers the following requirements: governance, business practices, local development, working conditions, consumer protection, and human rights. (Sharma, R. R., & Gadenne, D. L. 2016)

3-3 The Role of Total Quality Management in Achieving the Environmental Dimension of Sustainable Development:

Due to the misuse of natural resources and energy, the abuse of the environment as a free commodity, and viewing it solely as a means to maximize profits, the accumulated environmental damages have been neglected. In this regard, many economic institutions have adopted a modern management philosophy derived from Total Quality Management, known as Total Environmental Quality Management. (Talib, F., Rahman, & Qureshi, 2013).

3-3-1 Total Quality Management Policies to Incorporate the Environmental Dimension in Economic Institutions:

Total Quality Management encompasses a set of policies derived from general management policies that work towards achieving environmental performance and aligning with the environmental aspects of the institution. These include:

- **PDCA Cycle:** The Deming cycle is the foundation of continuous improvement in Total Quality Management, linking design, production, sales, and market research. In the context of the environment and achieving environmental performance in an economic institution, the PDCA cycle includes: (Sajjad, A. S., & Jamshed, S. (2016).
 - Environmental Planning
 - Execution
 - Control
 - Development

UDSO Exclusion Tracking Model: This model focuses on eliminating anything that could cause waste or loss in terms of ideas or implementation. It follows four stages:

- Understand
- Document
- Spread
- Improve or enhance

In any case, the above model must consider the importance of activities within any process, as there are high-value, routine, and control activities. These models are considered techniques to achieve environmental performance within the economic institution and embody the environmental dimension of sustainable development (Khanna, A., & Rai, A. 2018).

3-3-3 ISO 14000 Specifications as a Mechanism for Achieving Environmentally Sustainable Development:

Obtaining ISO 14000 certification enables an economic institution to establish an integrated management system to control processes and enhance opportunities for

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continuous improvement of the institution's environmental management system. This standard provides a range of advantages and benefits.

The role of total quality management (TQM) in economic institutions to achieve sustainable development encompasses a wide range of benefits and actions. Firstly, TQM ensures compliance with national and international regulations, allowing organizations to operate within legal frameworks and fulfill their environmental responsibilities. This compliance, in turn, helps build a reputation for the organization in local and international markets, establishing trust and attracting stakeholders. TQM also facilitates the acquisition of permits and licenses related to various activities, streamlining processes and reducing bureaucratic obstacles. Furthermore, by implementing TQM principles, organizations can reduce costs by efficiently utilizing natural resources during production, thereby minimizing waste and environmental impact. This leads to lower costs associated with environmental conditions, such as pollution control and remediation. Moreover, TQM helps organizations comply with national and international environmental requirements and laws, ensuring sustainable practices and responsible operations. Through continuous assessment and control of environmental impact, organizations can proactively identify areas for improvement and implement corrective actions. By doing so, they gain a competitive edge by increasing their reputation as environmentally conscious entities, fostering customer trust and loyalty regarding environmental effects. Additionally, TQM enables cost reduction and increased productivity through effective resource utilization, optimizing operations while minimizing waste. Organizations can develop action plans to address emergencies, such as earthquakes, fires, and floods, ensuring preparedness and mitigating potential risks. By establishing an image of an environmentally respectful organization, they contribute to transitioning to a clean, healthy, and environmentally sensitive business structure. This not only aligns with sustainable development goals but also attracts environmentally conscious

customers and stakeholders. Moreover, the implementation of TQM practices can create new job opportunities in markets where green production processes are valued, fostering economic growth and social development. Ultimately, TQM provides documented evidence of an organization's commitment to sustainability, enhancing customer confidence and reinforcing its position as a responsible and environmentally aware entity (Goetsch, & Davis, S. B. 2014).

From the above, it can be concluded that the comprehensive environmental quality management system is part of the overall management system. Its implementation relies on a range of modern and environmentally friendly techniques. Integrating environmental standards into comprehensive quality standards leads to the emergence of a new economy that relies on clean technology to achieve consumer well-being. Obtaining ISO 14000 certificates supports the achievement of sustainable development and environmental performance (Oakland,2014).

CONCLUSION

After discussing the role of Total Quality Management (TQM) in the economic institution for achieving sustainable development, it became clear that TQM plays a crucial role in embodying the dimensions of sustainable development in reality. It achieves this by improving the performance of the economic institution, which is now considered one of the fundamental entities through which sustainable development is realized. TQM works to create sustainable added value and a continuous effort to harness energy, increase productivity, and enhance the performance of employees. The concept of quality is no longer limited to the product provided to the customer alone, but extends to the functions of the institution to give it a comprehensive nature. Therefore, by following quality-specific economic models, the institution supports sustainable economic performance. Additionally, TQM strategy is keen on improving the social and environmental role of the institution through continuous improvement of its social and environmental responsibilities, as well as

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its care for its employees and customers. Furthermore, it attempts to clarify business ethics as a sound tool characterized by transparency and accountability, turning the institution into a responsible citizen. Moreover, the relationship between TQM and ISO is integrated, and thus ISO systems (9000, 26000, 14000) are management systems that directly contribute to achieving sustainable development by supporting each dimension of the latter.

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