

## **Total Quality as a Strategic Approach to Achieving Organizational Excellence - A Case Study of Condor Corporation**

**Dr. Abderrahman Bouchemal;**

Laboratory for Research in Quantitative Methods in Economic Sciences,  
Business Management Sciences, and Their Applications for Sustainable  
Development (MQEMADD) Ziane Achour University of Djelfa – Algeria .  
[abderrahmane.bouchemal@univ-djelfa.dz](mailto:abderrahmane.bouchemal@univ-djelfa.dz)

**Dr. Mabkhout Guettaf;**

Ziane Achour University of Djelfa – Algeria  
[mabkhot.guettaf@univ-djelfa.dz](mailto:mabkhot.guettaf@univ-djelfa.dz)

### **ABSTRACT:**

This study aims to analyze the role of Total Quality Management (TQM) in enhancing organizational performance efficiency and building competitive advantage for institutions. The study seeks to explore the mechanisms through which quality management strategies contribute to improving customer satisfaction levels, increasing productivity, and supporting institutional innovation. Additionally, it discusses the positive dimensions of applying these principles to achieve excellence in internal processes, production systems, and the quality of services provided. The study also presents an analytical framework outlining the requirements for effectively implementing these strategies to ensure sustainable outcomes and strengthen innovation capabilities within organizational environments.

**Keywords:** Total Quality Management(TQM), Competitive Advantage, Institutional Excellence, Condor corporation.

"In light of the rapid developments resulting from globalization and continuous technological advancement, competition among organizations has become more intense than ever before. Consequently, enhancing competitive performance has become a primary objective for many organizations striving to maintain their leading position in the market. Total Quality Management (TQM) is considered one of the effective management approaches that contributes to boosting competitive performance through continuous quality improvement in all aspects of the organization.

The implementation of Total Quality Management requires a complete commitment from all members of the organization, where each individual must actively participate in the continuous quality improvement process. It also requires creating a work environment that fosters teamwork and encourages the achievement of continuous performance improvement, leading to the building of an organizational culture that supports raising efficiency and ensuring continuous quality improvement. Based on this, the following problem can be posed:

### **What is the role of Total Quality Management in achieving competitive advantage for industrial enterprises?**

To answer this main question, a set of sub-questions is posed:

1. Does Total Quality Management achieve the sustainability of competitive advantage?
2. What is the reality of adopting Total Quality Management at Condor Company?

The following hypotheses can be formulated based on these questions:

1. Total Quality Management achieves excellence in products by reducing costs and providing innovative products.
2. Condor Company works to adopt all dimensions of Total Quality Management.

### **Research Objectives:**

The main research objectives can be defined in the following points:

1. **Exploring the concept of Total Quality Management:** A fundamental study to understand the philosophy, objectives, and principles of Total Quality Management, and how to apply it in organizations to achieve continuous quality improvement.
2. **Analyzing the role of Total Quality Management in improving competitive performance:** Identifying how the application of Total Quality Management affects the improvement of the competitive ability of organizations in a changing business environment.
3. **Studying the relationship between quality improvement and customer satisfaction:** Examining how continuous quality improvement affects customer satisfaction and enhances loyalty and long-term relationships with them, thereby enhancing competitive advantage.

### **Study Methodology:**

This study relies on the descriptive analytical method, where reliance was placed on a literature review to collect scientific material from books and journals, in addition to collecting quantitative and qualitative data from the company's reports. These data were analyzed to draw conclusions about the study.

### **Research Plan:**

- 1/ Concepts of Total Quality Management:**
- 2/ Requirements for implementing Total Quality Management.**
- 3. Total Quality Management approach and the competitive advantage of the organization.**
- 4.Total Quality and competitive performance.**
- 5.Condor Company case study."**

Although there have been many attempts to define Total Quality Management and describe its fundamentals and main principles, there is still no universally accepted definition. However, some definitions have emerged that have imposed themselves on administrative thought due to their objectivity and relative comprehensiveness.

- **Total Quality is defined as conformity to requirements or specifications**, or as fitness for use. The Oxford Dictionary indicated that it is a degree of excellence or effectiveness. Total Quality Management is defined as a modern management philosophy that takes the form of a comprehensive management approach or system, based on making radical positive changes in all aspects of the organization, including thought, behavior, values, organizational beliefs, management concepts, leadership style, work procedures and performance systems, with the aim of improving and developing all components of the organization to reach the highest quality in its outputs (goods and services) at the lowest cost, leading to achieving the highest degree of customer satisfaction.

"Sechter" believes that Total Quality Management is creating a distinct culture of performance, where managers and employees work continuously to achieve customer expectations, with an emphasis on performing the correct work in the correct way from the beginning, and achieving quality better, more effectively, and in the shortest possible time.

"Wakhlou" confirms that Total Quality Management means excellence in performance to delight consumers, where managers and employees work together to provide consumers with high quality by performing the correct work in the correct way from the first time and at all times.

"Nodri and Radford" define Total Quality Management as a philosophy that focuses on four main principles:

- Intense focus on consumer satisfaction.
- Setting precise measures for activities.
- Continuous improvement of products and processes.
- The power of influence and control over individuals.
- 

In a more comprehensive definition, "R. Hadgrets" believes that Total Quality Management is a cultural revolution in the way management works and thinks about quality improvement, as it is the modern business system that leads to the participation of the human element in mobilizing its talents and capabilities, with the aim of continuously improving customer service at a low cost.

The philosophy of Total Quality Management focuses on many concepts, including:

- 1. Quality for profit:** Improving the profitability position by improving the quality of goods and services.
- 2. Performing work correctly from the first time:** It is the main concept of Total Quality Management, which leads to reducing defects and achieving goals.
- 3. Cost of quality:** It is all costs related to improving the quality of goods or services.
- 4. Competitive distinction:** Continuous attempts to enhance the competitive position of the organization through new ideas that add distinction to products.
- 5. Participation of all individuals:** As every individual in the organization is responsible for product quality.
- 6. Teamwork cooperation:** Where the Japanese believe in cooperation between all individuals regardless of their job levels.
- 7. Ownership and self-management elements:** Where employees feel ownership and develop self-management concepts.
- 8. Quality delivery process:** Where a new system is applied that ensures quality at all stages of production until the final product is delivered to the consumer.

## **2/ Requirements for implementing Total Quality Management.**

"It can be stated that the fundamental requirements for implementing Total Quality Management (TQM), as defined by the U.S. Federal Quality Institute, represent the necessary and comprehensive elements that must be available to achieve the success of this management approach. These elements include the following:

- 1- Top Management Support:** The commitment of senior management in the organization to the necessity of continuous development and improvement is a pivotal factor for the successful implementation of TQM. Implementing TQM requires allocating financial and human resources, defining authorities and responsibilities, and coordinating between them, which is difficult to achieve without full conviction and support from senior management. Senior management support is considered the main driver of change within the organization.
- 2- Customer Focus:** Achieving customer satisfaction is one of the most important goals of TQM. The organization must be able to deepen the idea that the customer is the focus of all efforts, from product design to after-sales services. Customer desires should be the main driver of production processes within the organization.
- 3- Organizational Culture and Work Environment Preparation:** The success of TQM requires creating a work environment that supports the implementation of this approach, including an organizational culture that must be aligned with the philosophy of TQM. This culture includes values and beliefs related to the work environment, work methods, the exercise of authority and responsibility, performance evaluation, and other organizational aspects.
- 4- Continuous Training and Education:** Training and educational programs must be provided to all employees at various levels to enhance their awareness of the importance of TQM concepts. Training helps in developing skills and attitudes that support the philosophy of continuous improvement, and provides a common language that facilitates communication and cooperation within the organization.
- 5- Effective Human Resource Management:** Human resources are the main factor for the successful implementation of TQM. The organization must focus on developing selection and recruitment systems, performance evaluation, and training and motivation programs. Self-managed work teams must also be built to enhance participation and cooperation in achieving continuous improvement.

**Performance Measurement:** An accurate system for measuring productivity and quality based on appropriate statistical methods must be provided. This system helps in identifying deficiencies in processes and tasks, making it easier to eliminate these deficiencies and improve overall performance.

**Appropriate Leadership Styles:** The implementation of TQM requires adopting leadership styles that support teamwork and motivation towards creativity and innovation. Leadership must be able to create a work climate that promotes collaboration and continuous improvement.

**Comprehensive Participation:** The implementation of TQM must include all employees in the organization, including suppliers. This requires removing barriers that hinder quality improvement, promoting teamwork, and considering suppliers as strategic partners in achieving goals.

**Information System:** Providing an effective information system is a prerequisite for the successful implementation of TQM. This system must rely on advanced databases and modern methods for data processing and decision-making, such as brainstorming and statistical methods.

### **TQM Approach and Competitive Advantage:**

Implementing TQM enhances the competitive advantage of the organization through strategic management, which includes a set of administrative decisions and practices that determine the long-term performance of the organization. This includes strategy formulation, implementation, and evaluation, with a focus on analyzing environmental changes and allocating resources effectively.

### **4/ Total Quality and Competitive Performance:**

Distinguished performance is associated with the implementation of TQM, as it is not limited to the quantity produced, but also includes the quality of performance and organizational behavior. High-performing organizations rely on clear goals and commitment to continuous development, with a focus on innovation and achieving superior performance.

### **4/2 Total Quality and Market Share:**

Competitiveness is closely related to market share, as this share reflects the extent of customer satisfaction with the products or services provided. By applying the principles of TQM, the organization can improve its processes and increase its market share by continuously meeting customer needs and responding to market changes.

In summary, the implementation of TQM is a comprehensive approach that requires commitment from all parties of the organization, from senior management to employees and suppliers, to achieve competitive excellence and outstanding performance."

#### **3/4 Total Quality and Cost:**

Total Quality Management (TQM) directly impacts an organization's operational costs. While it necessitates initial investments in process improvement, employee training, and the adoption of advanced technology, implementing TQM contributes to long-term cost reduction by minimizing errors, increasing productivity, and enhancing operational efficiency, thereby boosting profitability. Generally, adopting TQM strategies provides an organization with a strong competitive advantage, improving market share, reducing operational costs, and supporting sustainable growth and market positioning.

#### **4/4 Quality and Profits:**

When analyzing quality management strategies, analytical tools can be used to identify strengths and weaknesses, aiding in evaluating their effectiveness. Key aspects of this strategy include:

##### **1- Adopting a Total Quality Strategy Through Product Life Cycle Analysis:**

Adopting TQM is essential to ensure improved production processes and enhanced performance efficiency across all stages of the product life cycle. This strategy relies on continuous improvement through integrated quality policies and regular audits and reviews, aiming to reduce defects and enhance customer satisfaction. A TQM approach also helps organizations achieve production stability, enabling them to adapt to market changes and technological advancements, and enhancing their competitiveness by offering high-quality products at reasonable costs.

##### **2- Total Quality Strategy Through Learning Curve Analysis:**

Organizations adopting TQM strive for excellence by implementing modern quality management concepts such as continuous improvement, risk management, and fostering a quality culture among employees. These factors directly impact organizational success, contributing to reduced operational costs, improved performance, and enhanced customer satisfaction.

#### **Total Quality Strategy and Linking it to Performance Standards Using the PIMS Methodology:**

The TQM strategy is based on principles aimed at achieving sustainable performance, both internally through process improvement and externally by enhancing market competitiveness. This strategy is linked to performance measurement standards like the PIMS methodology, which helps analyze factors affecting profitability and growth by studying the relationship between TQM and an organization's financial returns. Consequently, implementing TQM can be considered a long-term investment that ensures improved performance and enhanced competitive positioning, contributing to the effective and sustainable achievement of strategic goals.

#### **5/ Case Study: Condor Corporation:**

**5/1 Condor Corporation Profile:** Condor Electronics and Home Appliances, a subsidiary of Benhamadi Group, is a limited liability company known as "Antar Trade," headquartered in Algeria. Its primary activities focus on manufacturing and marketing electronic and home appliances, as well as providing after-sales services. The corporation is distinguished by its slogan "Innovation Is Life."

Establishment Date: 09/02/2002

Activity Start Date: October 2002

Commercial Registration Date: 23/11/2002

Accreditation Date: 30/04/2003

Capital: 2,450,200,000 Algerian Dinars

Commercial Registration: 80104

Nature of Activity: Investment, manufacturing and sales of electronic and home appliances, computer accessories, and uninterruptible power supply units.

General Manager: Benhamadi Abdel Rahman

Headquarters: Industrial Zone, Route de M'sila, Bordj Bou Arreridj, 34000 Algeria

Website: [www.condor.dz](http://www.condor.dz)

#### **5/2 Condor Corporation Markets and Service Areas:**

As part of its expansion strategy, Condor Corporation aims to broaden its target markets, significantly covering the local market and entering numerous international markets, including Tunisia, Jordan, Sudan, Benin, Senegal, France, Egypt, and others.

**Table 1: Condor Product Range**

Televisions	Air Conditioners	Refrigeration Appliances	Digital Receivers
Crt	Console Series	Water Dispenser	HD Models
LED Series T39 3D	GHM3T1D Series	Freezers	Models with Card Reader
LED Series C, LED Series K26 Narrow Frame	MRMT1T1 Series	NO FROST Refrigerators	FTA 4500, 5000 Models
LCD Series V79	GAM1T1 Series	DEFROST Refrigerators	DVB-T Models
LED Series LD	GCM1T1 Series	SIDE BY SIDE Refrigerators	DVD Players
LCD Series XS	Specialized Air Conditioners	COMBI Refrigerators 3	Ci, XCi, X 9090 2
LED Series K21	GCM1T3 Series (Tropical)	Water Dispenser	HD Models

**Source:** Omar Tamghidin, \*The Role of Distribution Strategy in Improving Performance: A Case Study of Condor\*, Master's Thesis, University of Biskra, p. 100.

#### 5/4 Quality Policy Adopted by Condor Corporation

Condor Corporation implements an integrated management system, a voluntary initiative that combines a set of international requirements and standards. Prominent systems adopted by the corporation include: ISO 9001: Standard for Quality Management. ISO 14001: Standard for Environmental Management. ISO 26000: Standard for Social Responsibility. OHSAS 18001: Standard for Occupational Health and Safety.

The corporation operates within an effective global system aimed at achieving defined objectives, ensuring the integration of this policy with the production function and relevant quality requirements. To ensure the implementation of the quality system across all areas, functions, and departments, Condor Corporation has allocated an independent management department dedicated to the quality of products and services.

#### Stages of Obtaining ISO 9001 Certification:

2005: Monitoring and inspection through the inspection office Albatros Conseil Algérie.  
April 2005: Registration for ISO 9001 certification. November 2006: Preparation of the organizational manual for the corporation related to quality. February 2007: Afaq/Afnor (French Association) conducts a comprehensive audit of the corporation's quality management system. March 2007: The corporation obtains ISO 9001 certification.

#### Corporation Achievements:

2017: Condor Group received prestigious awards, including the best product award in Algeria within the electronics product category, and the "Algerian Manufacturer" certificate issued by the Algerian Business Leaders Forum.

Through these procedures, Condor Corporation reflects its continuous commitment to achieving international quality standards, enhancing its competitiveness and customer satisfaction.

#### 5/5 Enhancing Customer Satisfaction Through After-Sales Services

Condor Corporation maintains a contractual relationship with authorized agents, who are committed to fulfilling the terms of the contract. However, in cases where authorized agents fail to meet their obligations, leading to customer dissatisfaction and complaints to the After-Sales Services Directorate, the directorate responds promptly to these complaints. This response includes terminating the contract with the authorized agent and seeking a new agent as soon as possible to replace them.

The following table illustrates the number of authorized agents whose contracts were terminated during the period from 2009 to 2013:

**Table 2: Agents Disauthorized from Condor Appliance Repair, 2009-2013**

indicator	2009	2010	2011	2012	2013
Number of Agents Revoked,	8	5	1	0	0

<b>Including Accreditation</b>					
--------------------------------	--	--	--	--	--

Source: Ferhat Abbas, "The Importance of After-Sales Services in Industrial Enterprises – **The Case of Condor,**"

**Journal of Economic, Management, and Commercial Sciences, Issue 11, 2014, p. 165.**

Based on the data presented in the table, it can be inferred that Condor corporation terminated certain agents due to the following reasons:

- Persistent delays in repairing devices for more than three days, indicating poor responsiveness and slow service delivery to customers.
- Charging customers for services despite the product being under warranty, which involves imposing unjustified fees during the warranty period, constituting both illegal and unethical behavior.
- Poor customer reception and a high volume of complaints, reflecting weak customer service skills and damaging the company's reputation.
- Failure to communicate with the after-sales service management and submit monthly reports, highlighting a lack of effective coordination between the agent and the company, which disrupts operational processes.
- Frequent absenteeism and unavailability during working hours, leading to difficulties in providing consistent and effective customer service.
- Delays in repairing air conditioners and refrigerators, particularly during the summer season, when these appliances are essential for customers. Any delay in repairs results in customer dissatisfaction.

In conclusion, the role of Total Quality Management (TQM) is fundamental in achieving organizational excellence. By adopting TQM principles, organizations can continuously improve the performance of their services and products, thereby enhancing customer satisfaction and loyalty. TQM emphasizes teamwork, innovation, and adherence to the highest quality standards across all aspects of operations, from production to after-sales services.

Through the application of TQM principles, such as continuous improvement, attention to detail, and employee skill development, organizations can enhance their efficiency, reduce costs, and increase customer satisfaction. Excellence is not solely achieved through high-quality products or services but also through the organization's interaction with its internal and external environments by fostering innovation, effective communication, and strong leadership.

TQM significantly contributes to product excellence by improving processes, reducing costs, and enhancing operational efficiency, thereby delivering high-quality products at lower costs. Furthermore, by involving all employees in quality improvement, creativity and innovation in product development are stimulated, enabling the organization to meet customer needs in novel ways. Thus, it can be argued that TQM achieves product excellence at minimal costs while supporting creativity and innovation, thereby validating the first hypothesis.

Condor Company strives to adopt all dimensions of TQM by focusing on improving all aspects of its operations, from production to after-sales services. The company relies on principles of continuous improvement to reduce costs and enhance production efficiency, while also emphasizing employee training and development to elevate skill levels and encourage active participation in decision-making. Additionally, Condor is committed to delivering high-quality products that meet customer needs and employs quality assessment and monitoring techniques to ensure innovative and value-added products. Through these strategies, the company ensures the implementation of all TQM dimensions to achieve excellence and innovation in its products and services.

**References:**

- Al-Ta'i, Yusuf Hajim, Al-Ajili, Muhammad Asi, Quality Management Systems, 1st Edition, Zahir Publishing and Distribution House, 2005, Iraq.
- Boumediene Youcef, Quality Management and Excellence in Performance, Al-Baheth Journal, No. 5, 2007.
- Chelli Elham, Quality as a Strategic Approach to Enhancing the Competitiveness of Algerian Enterprises - A Case Study of Condor, Journal of Economics and Business Management, Vol. 4, No. 1, 2020.
- Chenini Abdelrahim et al., Total Quality Management as a Strategic Approach to Organizational Change in Business Enterprises, International Conference on: Creativity and Organizational Change in Modern Organizations, Analysis of National and International Experiences, Saad Dahlab University, Blida, Faculty of Economic Sciences and Management, May 18-19, 2011, p. 13.
- Ferhat Abbas, The Importance of After-Sales Services in Industrial Enterprises - Condor Company, Journal of Economic Sciences, Management, and Commercial Sciences, No. 11, 2014, p. 165.
- Khatim Mohamed El Eid, Total Quality Management and Corporate Strategy - A Field Study of Sonelgaz, Master's Thesis, Mohamed Boudiaf University, M'sila, Algeria, 2009.

- Omar Tamghidine, The Role of Distribution Strategy in Performance Improvement - A Case Study of Condor, Master's Thesis, University of Biskra.
- Omar Wasfi Oqaili, The Integrated Methodology for Total Quality Management "My Perspective", Wael Publishing and Distribution House, 1st Edition, Amman.
- Sayeh Abdullah, Total Quality as a Strategy to Enhance Corporate Performance and Competitiveness ,A Case Study of Helical Pipes, Master's Thesis, University of Biskra, Algeria.
- Zaki Abu Ziyada, The Impact of Applying Total Quality Management on Organizational Performance - An Applied Study in a Sample of Palestinian Commercial Banks, An-Najah University Journal for Research, Vol. 25, No. 4, 2011.