THE EFFECT OF TOTAL QUALITY MANAGEMENT PRACTICES ON PREVENTING BURNOUT SYNDROME

TOPLAM KALİTE YÖNETİMİ UYGULAMALARININ TÜKENMİŞLİĞİ ÖNLEMEDEKİ ETKİSİ

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Abstract

The continuous change in the modern world forces institutions for continuous improvement. The staff, who feel this fascinating change mostly, can sometimes find themselves under a great job stress. Because, this continuous change means new technological devices, new implementations and sometimes new management strategies. Adaptation to all these constant advances can be untenable for some people and sometimes creates the underlying cause of the job burnout. This common syndrome of the modern age also decreases the motivation and the performance of the staff at their workplace and makes them unhappy individuals. However, the business world is in search of the staff who are self-confident, motivated, internalized the quality concept and open to learning. Total Quality Management, whose basic principles are continuous improvement, continuous learning, full participation, teamwork and customer satisfaction can be helpful for the staff to keep abreast of the times. In this study, the effect of Total Quality Management on preventing Burnout Syndrome was discussed. Firstly, the concepts related to Burnout Syndrome and Total Quality Management were clarified. Then, the need of Total Quality Management Approach in organizations was underlined and lastly individual and

organizational benefits provided by the practices and principles of the Total Quality Management were identified.

Key Words: Burnout, Quality, Total Quality Management, Change

Öz

Günümüzde hemen hemen her alanda gerçekleşen değişim döngüsü diğer alanlarda olduğu gibi, işletmeleri de bu değişime adaptasyon için sürekli iyileştirmeler yapmaya zorlamaktadır. Bu değişimden ve iyileştirmelerden en çok etkilenen çalışanlar kendilerini bazen büyük stres altında hissedebilmektedirler. Çünkü sürekli değişim, yeni teknolojileri, yeni uygulamaları ve hatta bazen yeni yönetim stratejilerini de beraberinde getirebilmektedir. Bazı çalışanlar için tüm bu gelişmeler katlanılmaz olabilmektedir ve hatta bazen bu durum tükenmişliğin altında yatan sebebi oluşturabilmektedir. Bu durum işyerlerindeki çalışanların motivasyonunu ve performansını da azaltmaktadır Ancak, yaşamının her aşamasında artık kalite arayışı içinde olan gerek özel işletmeler, gerek kamu kuruluşları, bünyesindeki elemanların da kalite anlayışını içselleştirmiş, yeniliklere ve öğrenmeye açık, öz güveni ve motivasyonu yüksek, yaptığı işten haz alan kalifiye bireyler olmasını amaçlamaktadır. Bu çalışmada bir işletmede kaliteyi, tam katılımı, sürekli öğrenmeyi, sürekli gelişmeyi ve iyileşmeyi, grup çalışmalarını, müşteri memnuniyeti gibi ilkeleri kendine temel olarak alan Toplam Kalite Yönetimi, modern çağın yaygın sendromu Tükenmişlik ve Toplam Kalite Yönetimi uygulamalarının işletme çalışanları üzerindeki tükenmişlik duygusunun oluşmasını engellemedeki etkisi çalışılacaktır. Çalışmada, öncelikle Tükenmişlik ve Toplam Kalite Yönetimine dair kavramlar açıklanmış, daha sonra Toplam Kalite Yönetimi felsefesinin işyerlerinde yaşanan tükenmişliğin önlenebilmesindeki etkililiği değerlendirilmiştir. Modern işletmelerde Toplam Kalite Yönetimi anlayışına duyulan ihtiyaca değinilmiş ve uygulamalarının sağladığı bireysel ve örgütsel yararların olduğu tespit edilmiştir.

Anahtar Kelimeler: **T**ükenmişlik, Kalite, Toplam Kalite Yönetimi, Değişim

1.   Introduction

Change in modern world can be felt everywhere. This fascinating change occurs in all sorts of areas. The rapid change in the world brings the change in business life together. The advancing technology generally generates great effects on the radical or minor changes in business life. The case of qualified personnel takes a great place in this change cycle. People who can easily adapt themselves to new technologies, new forms of management and new aspects manage to keep a step ahead of the other people and achieve the success. Accordingly, they become self-confident, self-assured and happy individuals.

On the other hand, the individuals who are resistant to new advances lose their self-confidence and can't get pleasure from his job and finally become unhappy. This mood and attitude in the workplace sometimes combines with the problems in private life and can ends up with burnout. However, both the private enterprises and public institutions which are in search of the best quality at every stage of life in today's world aims to have qualified personnel who are self-confident, motivated , internalized the understanding of quality, open to innovation and learning.

Quality can also be provided by the management. Total Quality Management (TQM) practices implemented by the management can be helpful for the staff that are under great stress. TQM can be a valuable guide to the leaders at the institutions to work with qualified staff by adopting the idea of never ending improvement.

In this study, the effect of Total Quality Management on prevention of burnout at institutions is discussed

2.   Burnout Syndrome, Causes and Results

2.1. Burnout and Burnout Syndrome

In the mid-1970's, the concept of burnout emerged as a result of a change in the structure of the workplace. Profound changes in the workplace occurred at the end of the 1980's and early 1990's. Privatization of the public sector and the information technology revolution paved the way for the workplace changes. Organizations downsized and changed their internal structure forcing employees to expand their job description in terms of increased workload, longer hours, and flexibility without the rewards of career mobility and job security. According to Paine (1982), these factors could lead to burnout stress syndrome defined as a consequence of high levels of job stress, personal frustration, and inadequate coping skills which have significant personal, organizational and social cost (McDonald, 2008: 1).

Individuals who suffered prolonged and unrelenting stress are candidates for burnout. Psychiatrist Herberg Freundenberger coined the term burnout in 1974 to characterize to psychological state of individuals involved in emotionally charged interactions with clients and patients (Brock and Grady, 2000: 5).

Burnout can be defined as a syndrome of physical and emotional exhaustion resulting from occupational stress involving the development of negative self-concepts, negative job attitudes, and a loss of concern and feeling for clients (Pines and Maslach 1978: 233). Burnout has been defined as an exhaustion reaction, the result of constant or repeated emotional pressure associated with the intense involvement with people over a long period of time (Pines, Aronson and Kafry 1981:15).

Burnout is a perception of something lacking, which produces frustration and hinders us from taking action. It can be a lack of education, opportunity, free time,

ability, the chance to ventilate , institutional power, variety, meaningful tasks, criteria to measure impact, coping mechanisms, staff harmony, Professional and personal recognition, insight into one's motivations, and balance in one's Schedule. Since these factors are present to some degree   in all our lives, the potential for burnout is always present (Wicks, 2010: 28).

In burnout literature, as shown above burnout has been conceptually defined in numerous ways rather than in one accepted way. Even though there are minor differences between definitions, those definitions share common descriptions: burnout is an individual experience, burnout is explained in psychological descriptions, and burnout is a negative phenomenon for both the individual and the organization (Maslach, 1982).

Burnout does not occur in one dramatic episode and should not be confused with occasional feelings of unhappiness and discouragement. Rather, it is a progressive, prolonged syndrome that occurs in stages. The feelings become so chronic that individuals are often unaware of the existence of the problem. Burnout victims endure incredible amounts of pain without recognizing their symptoms. They function as if on automatic pilot (Grady and Brock, 2002: 6).

Burnout is used to describe a pattern of emotional exhaustion, depersonalization and decreased personal accomplishment- together these three components are sometimes called "burnout syndrome" (Elder ,Evans and Nizette, 2009: 8).

Emotional Exhaustion is the central quality and most obvious manifestation of burnout. When people describe themselves or others as experiencing burnout, they are most often referring to exhaustion. Burnout is infested as an overwhelming exhaustion and incapacity to disengage from the job, even in sleep. This condition can be exacerbated by a paradoxical combination of weariness and sleep problems. The content of nightmares is often related to the burned out state of the dreamer (Guy, Newman and Mastraccı, 2008: 105).

Depersonalization is characterized as viewing others in a negative way, expecting the worst from others, putting others down, and ignoring pleas and demands (Maslach, 1982: 5).

Reduced Personal Accomplishments is feeling negatively about clients can eventually turn inward. Staff may feel distress or guilt about the way they have thought about or treated the clients. They feel they are becoming cold and uncaring, and they typically express a sense of inadequacy about their ability to work with clients. They may feel a sense of "I guess I'm just not cut out for this kind of work!" is a typical reaction. Consequently their self-confidence and self-concept are undermined and they may begin to experience depression (Morton and Salus, 1994: 58).

2.2. Causes of Burnout Syndrome

The burnout syndrome is believed to result from chronic occupational stress. In reviewing occupational sources of stress, Cooper and Marshall have suggested three central sources of stress: individual characteristics of the person, potential sources of stress in the work environment, and extra organizational sources of stress such as family problems, financial difficulties and life crises (Cromwell, 1986: 131).

Individual causes can be listed as unhealthful life habits, failure to take responsibility for one's own well-being, a dedication to the job that results in too much work and not enough self-care, and failure to effective stress management strategies (Honeycutt and Milliken, 2012: 129).

The largest portion of the literature has focused upon characteristics of the work environment that cause environment. Maslach concluded that burnout is best understood in terms of the social and situational sources of job related stresses. These sources can be listed as role ambiguity, role conflict, a heavy workload, worker-organization relationship and the work milieu (Cromwell, 1986: 132).

Extra organizational source of stress refer to the myriad of interfaces between work and family life that put pressure on the manager (Cooper and Marshall, 1978). These include family problems, financial difficulties, and the disruptive effects of managerial relocation and so on (Cooper, 1982: 189).

2.3. Symptoms of Burnout

The studies on burnout firstly conducted on staff who work with people face to face like teachers, nurses, doctors but hence, it was observed that this syndrome can be seen nearly all possessions (Arı and Bal, 2008: 136). There are some symptoms that indicate the burnout on staff in a workplace. These symptoms can be categorized as physical symptoms and emotional symptoms.

Along with psychological and emotional symptoms of burnout, subjects often experienced a variety of physical illnesses. These illnesses included ulcers, gastric-intestinal and dermatological disorders, high blood pressure, and coronary heart disease symptoms. Other symptoms included headaches, nausea, sleep problems, back and neck pain, restlessness, overweight, underweight, and alcohol and drug abuse (Burke, Greenglass and Schwarzer, 1996; Freundenberger, 1982; Golembiewski, Munzenrider and Stevenson, 1986; Guglielmi and Tatrow, 1998; Hobfoll nad Freedy, 1993; Maslach and Leiter, 1997; Pines, 1982; Rudow, 1999; Schaufeli and Enzmann, 1998). Chronic fatigue was the most common physical sign of burnout mentioned by most authors who described the syndrome (Gates, 2007: 24).

Burnout causes dramatic changes in personality. Outgoing, extroverted people who customarily make significant contributions to meetings and in discussions with

their associates can become quit, withdrawn, and even sullen. The burnout candidate who used to have energy for romps with the kids and household chores is listless and lethargic. He's lost interest everything (J.Sala, 2009: 212). Irritability, depression, tendency to cry and shout, paranoid symptoms, enhanced risk behaviour; cynicism can be listed as behavioural and emotional symptoms (Hanın, 2000: 211).

3.   Total Quality Management

3.1.   Quality

Many people, when asked what quality means to them, will speak in abstract terms. Statements such as "I can't tell you what quality looks like, but I know when I see it" and "You can't put a number on a quality product or service" are common. But the concept of quality must be clearly defined and completely understood if it is to become an integral part of the work produced by a department (Schiller, Kovach and Miller, 1994: 3).

The Kodak definition of quality is those products and services that are percieved to meet or exceed the needs and expectations of the customer at a cost that represents outstanding value (Kerzner, 2009: 875).

The best known International Quality Standard: ISO 9000 in its quality definition determines that quality is the degree with that a set of inherent characteristics fulfills requirements. These concepts determine the princible to evaluate how well a face image can accomplish the conformance requirements established by ICAO-MRTD and ISO 19794-5 (Castillo, 2008: 71).

Another definition given for quality was customer satisfaction. A product, which satisfies the customer will have a great market. Because of the importance given to the costumers the slogan "customer is king" came into use. This means that, as the orders/ requirements/ wants of the king of a country are to be taken with all sincerity and to be provided or adhered to at any cost, in business also all that the customers orders/wants/requires are to be fulfiled (Suganthi and Samuel, 2004: 17).

3.2.   Total Quality Management

The Internal Organization for Standardization defines TQM as, " A management approach of an organization, centered on quality, based on participation of all its members and aiming at long term protifitability through customer satisfaction, including benefits to the members of the organization and to society". The TQM Journal definition is : " Total Quality Management is the culture of an organization committed to customer satisfaction through continuous improvement" (Craig and Murray, 1996).

Total Quality Management is about continuous performance improvement of individuals, of groups and of organizations. What differentiates Total Quality Management from other management processes is the emphasis on the continuous

improvement. Total Quality is not a quick fix, it is about changing the way things are done – forever (Kanji, 1995: 3).

Successful organizations realize that a major factor in Total Quality improvement is monitoring performance in meeting or exceeding customer requirements. In this context, they understand that customers are not only the people to whom you sell products or offer services, but are also your internal staff. All your personnel interact with their own suppliers in the processes they operate, not just the people who sell products or services to your organization. These internal supliers "down the line" in a process provide an input to the net job and thus satisfy their customers- the people "up the line" who need the information or material (Hakes, 1991: 11).

3.3.   Total Quality Management Principles

Total Quality Management requires some governing principles to improve the performance. These principles are ;

3.3.1.   Customer Satisfaction

What do the customers expect? Most of the customers expect the following attributes from the goods/ services: Values, Brand image and also good performance. Customers favour the delivery with right quality, in right quantity, at the right time, at right cost and at the right place in addition to safety, ethical transactions of the organization (Naagarazan and Arrivalagar, 2005: 21).

Customer satisfaction forms a basic principle in the TQM philosophy. The concept of customer and supplier can be applied to internal as well as external working relationships. Each working relationship can be defined as supplier-customer relationship in which customer satisfaction sets the standard for effectiveness and efficiency. These relationship can be defined between individuals, groups and organisations (Heege, 1997: 13).

3.3.2.   Continuous Improvement

A comprehensive TQM program is not just a one short review of processes. It is a continuous, dynamic and institutionalized system which can be used reliably over and over again. This princible is proving to be the most enduring (Friday and Cotts, 1995: 41).

 Continuous improvement refers to the constant refinement and improvement of product services and organizational systems to yield improved value to the customers. Improved customer value before problem occurs. In this way problems are prevented, rather than being corrected after they occur. Instead of inspection and

repair after production, rather after production, system improvement activities decrease the chance that defects or problems will occur (Madan, 2006: 49).

3.3.3. Process Management

Within the quality movement, the word "process" refers to how work activities are performed. By improving processes, organizations can raise the quality of their services, products and delivery. They can also increase productivity, improve operational efficiency, and eliminate waste. Process management involves all activities required to provide a product or service, including support activities, such as maintenance, service planning and training (MacDorman, Macdorman and Fleming: 1995). If the chain of processes is made efficient and effective, then the resulting products or services will also be efficent and effective. Effort must therefore be directed to controlling the processes, rather than concentrating just on direct, specific controls of products or services. Applying direct product and service controls, such as inspection, often only addresses symptoms of potential problems, neglecting causes which lie within the process itself (Hakes, 1991: 14)

3.3.4. Leadership

Leadership is the ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organization. Leadership and management are two very complex concepts and Waren Bennis (1989), explains this dichotomy among them as follows (Morfaw, 2009: 26):

- Managers administer, leaders innovate

- Managers ask how and when, leaders ask what and why

- Managers focus on systems, leaders focus on people

- Managers do things right, leaders do the right things

- Managers maintain, leaders develop

- Managers rely on control, leaders inspire trust

- Managers have a short term perspective, leaders have a long term perspective

- Managers accept the status-quo, leaders challange the status-quo

- Managers have an eye on the bottom line, leaders have an eye on the horizon

- Managers imitate, leaders originate

- Managers emulate the classic good soldier, leaders have their own person

- Managers copy, leaders show originality

3.4. Total Quality Management Practices

3.4.1. Value Analysis and Value Engineering

Value analysis is an organized method of cost reduction of a product by attacking its basic design.In the search for cheaper design, quality is not sacrified, rather, it often leads to improvement in quality. A successful value analysis study results in reduced cost for the same quality or improved quality with the same cost. Either way, it increases the quality contribution and thus furthers the overall aim of quality management. This is an additional tool with the quality engineer, which is particularly useful in improving the reliability of an equipment (Bissoondoyal, 1990: 181).

3.4.2. Brainstorming, Delphi and Nominal Group Technique

All the three total quality management techniques of the idea generation follows the basic brainstorming technique of generating a maximum number of ideas in minimum possible time. The Delphi method calls for the presence of an expert in the brainstorming team.The specialized information from an expert is made available to the brainstorming team.In the nominal group technique, each group generates individual solution to the problem or the decision to be taken. Then one or two representatives from each group meet for the final brainstorming and takes the decision or zeros on to the solution to the problem (Mukherjee, 2006: 106).

3.4.3. Quality Function Deployment

Quality Function Deployment is a process which brings together and analyses the essential elements and important characteristics of the phases in the product/service life cycle from its conception through design, development, production, distribution, use and finally, termination. It focuses and coordinates skills within the organization and encourages teamwork between personnel from different functional areas within the business (Bamford, 2010).

3.4.4. Ergonomics

Ergonomics is concerned with all physiological aspects of design. The approach is to manage this physical dimension first since it has several psychological effects. Ergonomics takes account of the person and his or her workplace or environment, whether direct or indirect. Proper understanding of work stations and how they affect human performance are the essence of ergonomics as part of job design. The TQM approach to ergonomics means solutions must not be seen in engineering technical terms only. Ergonomics considirations and requirements can be found across all functions of any organisation (Steenkamp and Schoor, 2008: 60).

3.4.5. Total Productive Maintenance

Total productive maintenance aims to maximise equipment effectiveness. It consists of a range of methods that are known from maintenance management experience to be effective in im proving reliability, quality and production. TPM tries to improve a company through improving personnel and plant, and changing the corporate culture.TPM requires operators to take over some of the maintenance staff tasks, e.g. , cleaning, lubrication, tightening fasteners, adjustment and reporting of observations of changes in machine condition. All these tasks are important and useful to stop some failure (Holmberg, Adgar, Arnaiz, Jantunen, Mascolo and Mekid , 2010: 9).

3.4.6. Benchmarking

Benchmarking is an improvement process used to discover and incorporate best practices into your operation.Benchmarking is the preferred process used to identify and understand the elements (causes) of superior or world- class performance in a particular work process (Damelio, 1995: 1). Benchmarking is used in the following ways (Zairi, 2001):

- As an enabler for achieveing and maintaining high levels of competitiveness.

- As a measurement of business performance against the best of the best through a continuous effort of constantly reviewing processes, practices and methods.

- As a process which can be characterized by a standart (an excellence point obtained) and variables(expectations, performance and measurements).

- As a continuous process of measuring our products, services and business practices against the toughest competitors and those companies recognized as industry leaders.

- To emulate the best by continuously implementing change and measuring performance.

3.4.7. Business Process Re-engineering

Business process re-engineering is the creation of entirely new and more effective business processes, without regard for what has gone before. There ara a number of important consequences of this description. First it involves starting from a blank page, and in many ways, a blank mind or at least one that is clear and able to think outside the constraints of present systems, ways of thinking and assumptions (Robson and Ullah, 1996:4).

3.4.8. Single Digit Minute Exchange of Dies

Increased variety or small lot sizes lead to increase in the number of changeovers. Each changeover leads to new set-up and loss of valuable production time due to increase in idle time. "Single Digit Minute Exchange of Dies" (SMED) is a structured procedure of reducing the set up time to a single digit minute, i.e., between 1 to 9 minutes. As set up cost reduces, the total cost of production reduces substantially and the pressure on lot size enhancement also reduces (Mukherjee, 2006).

4. Can Burnout Syndrome Be Prevented By TQM?

The best prevention is to recognize the early warning signs of prolonged stress and take corrective action. Early warnings include (Brock and Grady, 2002).

- Feeling of mental and physical exhaustion
- Feeling out of control
- An increase in negative thinking
- Increased isolation from family, friends and colleagues
- A sense of declining productivity lack of accomplishment
- Dreading going to work in the morning

Total Quality Management leads to significant developments on the behaviour of individuals working in organizations, the manager-employee relations, internal and external communication and cultural change in organizations. All these developments contribute to the development of the country and community directly through individuals (Weaver, 1997).

The most important step to achieve Total Quality Management is to comprehend that Total Quality Management is not a collection of tools but a management approach. The most notable feature of Total Quality concept is its line of vision to human. Human, human and human... No management philosophy and ideology can remain for a long time without the presence of them (Çelik and Duran, 2011: 5).

Burnout syndrome can be prevented even at a certain level by TQM that looks individual as the most basic.

Among the principles of TQM, customer satisfaction, gives importance to internal customers as much as the other customers. The satisfaction of the employee is as important as internal customers and their satisfaction means their loyalty to the institution. The institution cares on the opinions of the employee and makes him to feel that by supporting him all ways. This feeling makes him happy and satisfied at work and can prevent burnout.

Working in an institution which adopts the continuous improvement and kaizen principles makes the employee dynamic and innovative. During this process, he is trained and supported all the time and accordingly he improves self-confidence. With the philosophy of "each day should be better than the previous day" makes the employees put goals on his workplace and social life and connect him to his institution.

With the teamwork principle of TQM, the employee don't feel himself alone while taking responsibilities and this feeling makes him to feel more comfortable at work. In addition, he will be happier and secure at work. The performance of the employees generally depends on the high morale, motivation, job satisfaction, bondage and also the institution and environment (Taşar and Çelik, 2011: 35).

According to the TQM concept, an effective leader can succeed in many works. Working with the leaders who are fair, reliable, open the new ideas, understand human psychology instead of the classic repressive leaders who focus on human much more than the work, improves the confidence of the employee to the institution. Thus, many factors which cause burnout can be eliminated by the TQM principles.

Techniques of TQM such as brainstorming and nominal group technique involve the employees to the production process and shows that the institution gives importance to their ideas. Thus the employees feel themselves more valuable and improve their commitment to the workplace.

The factors that motivate the employees changes from person to person. People's psychological state and the factors that motivate each of them differ. Physiologists divide employee six main psychological groups (http://www.yigitoglu.org/read/?art=4138, 15.06.2012):

- Staff seeking safety

- Staff seeking excellence

- Staff seeking value

- Staff like taking responsibility

- Staff seeking prestige

- Staff want to be accepted by everyone

All expectations mentioned above can be met by the TQM philosophy. The employee feels himself more secure in an institution which doesn't follow a centralized management approach. Moreover with the continuous trainings, he can renovate his knowledge all the time in the rapidly changing world.

5. Conclusion

Individuals are not only economical beings, they also wait respect from others and try to develop themselves and realize themselves (Çelik, 2011). In this context,

considering the personnel only as tools to make profit means pushing their many motives into the background and causing the burnout in the long turn.

Total Quality Management doesn't ignore the human factor and the modern world's governance understanding during the quality search. On the contrary, TQM eliminates the feeling of dissatisfaction by educating and developing personnel constantly, giving importance to their feelings and characteristics. On the basis of the quality concept "human" lies. The value given to him, the confidence that he feels, meeting his needs, his self-realization and his happiness shortly being a quality man forms the fundamental goal of the philosophy (Kanbur and Kanbur, 2008: 2).

It is obvious that as a result of increased pressure on employees, stress becomes an inevitable part of their life. According to the some experts, some extend of the stress is useful to step forward to the individual but excessive amount of stress, if the factors that cause it not eliminated, can create more serious dimensions like burnout syndrome. This mood of the personnel also affects the institution itself. The feeling of dissatisfaction decreases the motivation and creates adaptation problems.

Although, burnout can be affected from many internal or external factors, it reflects the feelings and the perception of the staff. The leader with whom the staff works can affect the mood of the personnel. The trust to the leader associates with the emotional exhaustion, depersonalization and reduced personal accomplishment. For this reason, the approach of the management has a vital importance on the staff (Arı and Tuncay: 2010: 129).

In this sense, adoption of the concept Total Quality Management in organizations provides numerous benefits both to the individual and the institution.

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