

## **A STUDY ON TOTAL QUALITY MANAGEMENT IN MODERN ORGANIZATIONS**

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### **ABSTRACT**

Total Quality Management (TQM) is an approach that organizations use to improve their internal processes and increase customer satisfaction. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and loyal customers.

However, TQM is not something that happens overnight. While there are a number of software solutions that will help organizations quickly start to implement a quality management system, there are some underlying philosophies that the company must integrate throughout every department of the company and at every level of management. Whatever other resources you use, you should adopt these seven important principles of Total Quality Management as a foundation for all your activities.

TQM is a way of life for a company. It has to be introduced and led by top management. This is a key point. Attempts to implement TQM often fail because top management doesn't lead and get committed - instead it delegates and pays lip service. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company, and in creating and deploying well defined systems, methods and performance measures for achieving those goals. These systems and methods guide all quality activities and encourage participation by all employees. The development and use of performance indicators is linked, directly or indirectly, to customer requirements and satisfaction, and to management and employee remuneration.

Continuous improvement of all operations and activities is at the heart of TQM. Once it is recognized that customer satisfaction can only be obtained by providing a high-quality product, continuous improvement of the quality of the product is seen as the only way to maintain a high level of customer satisfaction. As well as recognizing the link between product quality and customer satisfaction, TQM also recognizes that product quality is the result of process quality. As a result, there is a focus on continuous improvement of the company's processes. This will lead to an improvement in process quality. In turn this will lead to an improvement in product quality, and to an increase in customer satisfaction.

### **I. INTRODUCTION**

Since the late 1980s, firms around the world have launched **Total Quality Management (TQM)** programs in an attempt to retain or regain competitiveness in order to achieve customer satisfaction in the face of increasing competition from around the world. TQM is an integrative philosophy of management for continuously improving the quality of products and processes.

TQM functions on the premise that the quality of the products and processes is the responsibility of everyone who is involved with the creation or consumption of the products or services offered by the organization. In other words, TQM capitalizes on the involvement of management, workforce, suppliers, and even customers, in order to meet or exceed customer expectations. Considering the practices of TQM as discussed in six empirical studies, Cua, McKone, and Schroeder (2001) identified the nine common TQM practices as cross-functional product design, process management, supplier quality management, customer involvement, information and feedback, committed leadership, strategic planning, cross-functional training, and employee involvement.

The goal of human resource management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The key word here perhaps is "fit", i.e. a HRM approach seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company.

The basic premise of the academic theory of HRM is that humans are not machines, therefore we need to have an interdisciplinary examination of people in the workplace. Fields such as psychology, industrial relations, industrial engineering, sociology, economics, and critical theories: postmodernism, post-structuralism play a major role. Many colleges and universities offer bachelor and master degrees in Human Resources Management or in Human Resources and Industrial Relations.

One widely used scheme to describe the role of HRM, developed by Dave Ulrich, defines 4 fields for the HRM function:

- ✓ Strategic business partner
- ✓ Change management
- ✓ Employee champion
- ✓ Administration

However, many HR functions these days struggle to get beyond the roles of administration and employee champion, and are seen as reactive rather than strategically proactive partners for the top management. In addition, HR organizations also have difficulty in proving how their activities and processes add value to the company. Only in recent years have HR scholars and professionals focused on developing models that can measure the value added by HR. Human resources management involves several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments.

- ✓ Workforce planning
- ✓ Recruitment (sometimes separated into attraction and selection)
- ✓ Induction, Orientation and On boarding
- ✓ Skills management
- ✓ Training and development
- ✓ Personnel administration
- ✓ Compensation in wage or salary
- ✓ Time management
- ✓ Travel management (sometimes assigned to accounting rather than HRM)
- ✓ Payroll (sometimes assigned to accounting rather than HRM)
- ✓ Employee benefits administration
- ✓ Personnel cost planning
- ✓ Performance appraisal
- ✓ Labor relations

#### **NEED OF THE STUDY**

- To know the Total Quality management in the organization.
- To maintain the relationship between the management and the employee.
- To develop the employee skills.
- To know how the organization is taking care about its employees growth and the organization gives training and development programs to do job rotation to know how the seniors guide there juniors in different aspects.
- To know how job rotation facilitates employee growth.

#### **SCOPE OF STUDY**

To prepare Total Quality management, Manager and Supervisor's responsibilities are more or we can say that they are the key players. Manager and Supervisors have to help the employees to develop the competencies in the employees. To help the employees at lower level they need to updated properly and they need to share their expertise and experience with employees.

Whatever Top management feels about employees they have to express to employees and whatever employees think about top management it must be express in other words we can say that there should not be anything hidden while communication process. Clear communication process will help to establish the Total Quality management.

- Employees should be motivated by giving them authority to take decision.
- Top management should trust the employees that after making huge effort to develop employees, employees will work for the well being of organization and for human being also.
- Top management's philosophy should be clear towards Human Resource and its well being to encourage the employees.
- Management and Managers need to give equal importance.
- Employees must be feeling of belongingness among the employees, and also willingness to work as a team.

### **OBJECTIVES OF THE STUDY**

- To examine the nature of Total Quality management prevailing in **Hyundai Motor India Limited (HMIL)**.
- To identify the nature of Total Quality management in the **Hyundai Motor India Limited (HMIL)**.
- To measure the effectiveness of Training Programs implemented and Performance Appraisal techniques used in the organization.
- To analyze the prevailing practices of worker's participation in Management and Study the relation between Management and Employees.

### **II. RESEARCH METHODOLOGY:**

The methodology adopted for this study deserves a special mention. Firstly, the research studied various secondary sources of information. Then after discussed with the company's managerial personnel, the mode and nature of the data collected is explained in the following lines.

#### **PRIMARY DATA**

Primary information represent the primary hand information that are specifically collected for the present analysis drawback. Primary information square measure raw, unprocessed and nonetheless to receive any sort of meaning interpretation. Sources of primary information tend to be the output of conducting some sort of preliminary, descriptive or casual analysis.

#### **SECONDARY DATA:**

Secondary data is collected through the documents provided by the personnel department. The documents include personnel manuals, books, reports, journal, etc.

#### **TOOLS AND SAMPLING METHOD:**

The data was collected from the company website and the other data is collected from other websites and employees in that organization.

Sample size of 100.

#### **LIMITATIONS OF THE STUDY:**

1. Conservative attitude of top management.
2. The data given by a company is not full at times.
3. The data given by the organization may not be fully reliable.

### **III.**

### **REVIEW OF LITERATURE**

#### **TITLE: MEDIATING ROLE OF LEARNING ORGANIZATION ON THE RELATIONSHIP BETWEEN TOTAL QUALITY MANAGEMENT AND OPERATIONAL PERFORMANCE IN BRAZILIAN MANUFACTURERS**

**AUTHOR: Guilherme Tortorella, Ricardo Giglio, Flavio S. Fogliatto, Rapinder Sawhney**

#### **Abstract**

The purpose of this paper is to examine the mediating effect of learning organization dimensions on the relationship between the implementation of total quality management practices and companies' operational performance improvement.

The authors carried out a cross-sector survey with 135 Brazilian manufacturing companies that have been implementing total quality management as an organizational strategy for at least five years. Collected data were analyzed using multivariate data analysis techniques.

#### **TITLE: STRATEGIES FOR QUALITY ACHIEVEMENT**

**AUTHOR: Eric Sandelands**

#### **Abstract**

Many organizations are investing much time and effort in the management of quality. A few enlightened ones even have a vision to be the best. G. Howland Blackiston, the president of the Juran Institute, noted recently that, "All around the world companies are waking up to 'quality'. Everyone is touting quality. Many are attempting it. Some organizations have gotten enviable results by using the concepts of 'managing for quality' dramatically to lower their costs, increase their profits and become more competitive in an increasingly competitive market. For these winners, quality has become an integral part of their business strategy".

#### **TITLE: STRATEGIES FOR SERVICE QUALITY**

**AUTHOR: Eric Sandelands**

#### **Abstract**

For many, quality circles have been a struggle, total quality management has been something to "get around to one day" and continuous improvement has just been another expression meaning total quality management, which, of course is something that we will "get around to one day". Worse, the acronyms used - QC, TQM, CI - have joined such exotic practices as JIT (just-in-time inventory), CAD-CAM (computer-aided development and manufacturing) and more recently BPR (business process re-engineering) in an alphabet soup of consultant-led packages, available to the discerning manager - at a price.

#### **TITLE: SUCCESSFULLY IMPLEMENTING TOTAL QUALITY MANAGEMENT TOOLS WITHIN HEALTHCARE: WHAT ARE THE KEY ACTIONS?**

**AUTHOR: Sue Jackson**

#### **Abstract**

This article recognises that many total quality management initiatives fail and that the failures are often due to a lack of knowledge, skills and expertise, particularly in relation to the organisation's leaders/managers. In contrast however, success is more likely if the implementation approach is well planned, executed, assessed and reviewed. There are five key steps that need to be contained within the implementation plan some of which include setting up a steering committee, agreeing the norms, values and behaviours for the organisation and determining indicators associated with success. Furthermore, a number of actions need to be effected within those five key steps. In essence it was concluded that without careful planning the programme for implementing total quality management was likely to fail resulting in an opposite effect on the quality of healthcare delivery to the one that was intended.

**TITLE: INFLUENCE OF HUMAN FACTORS ON ORGANISATIONAL PERFORMANCE: QUALITY IMPROVEMENT PRACTICES AS A MEDIATOR VARIABLE**

**AUTHOR: Nasser Habtoor**

**Abstract**

The purpose of this paper is to explore the influence of human factors in quality management on quality improvement practices and organisational performance in the Yemeni industrial sector.

Design/methodology/approach

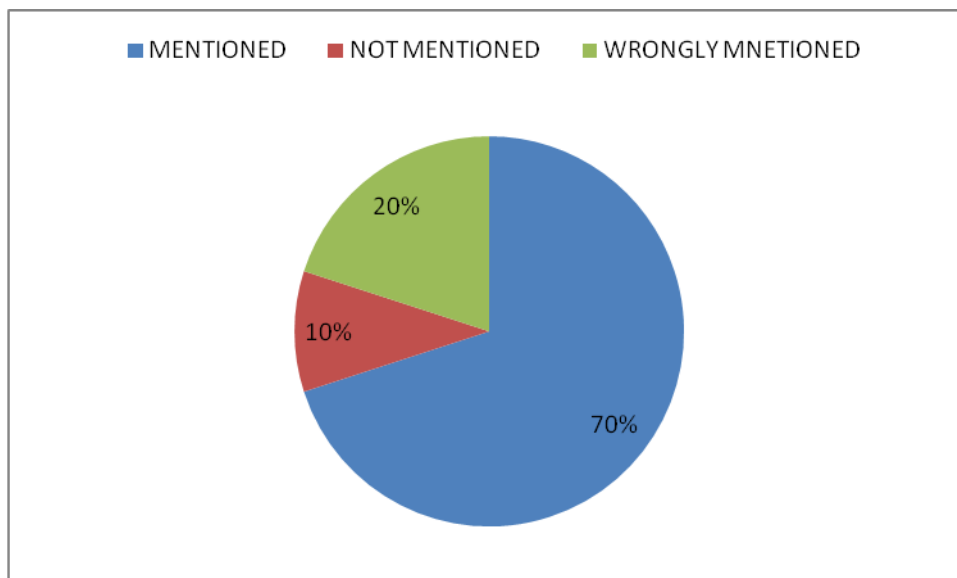
Data were collected via a quantitative survey with a questionnaire distributed to 261 managers from 87 industrial companies. Replies from 210 managers give a response rate of 80 per cent. Data were analysed with Statistical Package for the Social Sciences 16.0, including factor analysis, reliability analysis, descriptive statistics, and correlation analysis. Structural equation modelling was carried out using Amos to evaluate the model and hypotheses.

**IV. DATA ANALYSIS AND INTERPRETATION**  
**DATE OF BIRTH**

TABLE NO 4.1

| DATA              | NO OF EMPLOYEES | PERCENTAGE |
|-------------------|-----------------|------------|
| MENTIONED         | 70              | 70         |
| NOT MENTIONED     | 10              | 10         |
| WRONGLY MNETIONED | 20              | 20         |
| TOTAL EMPLOYEES   | 100             | 100        |

GRAPH NO 4.1



**INTREPRETATION:**

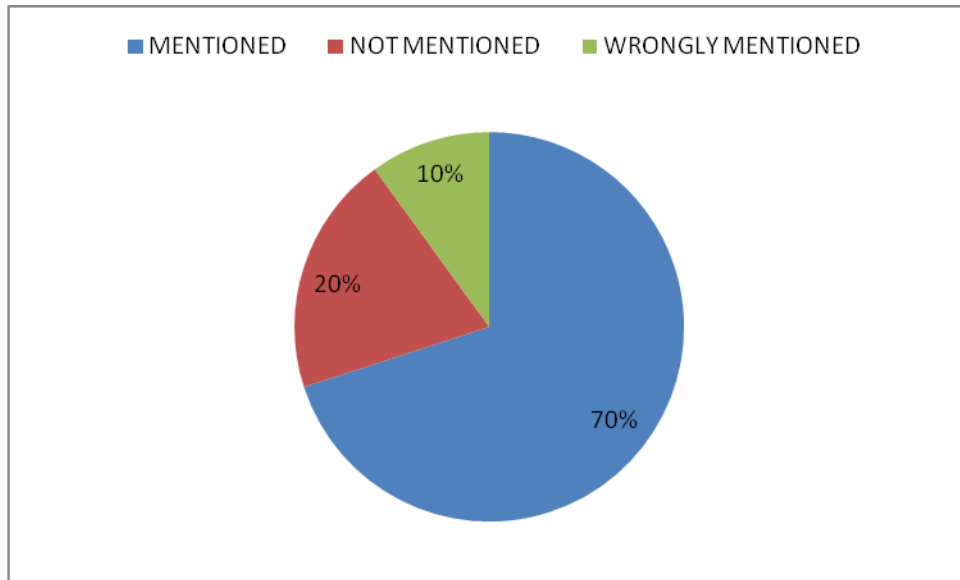
Out of Sample Size of 100 Employees, 70 mentioned date of birth correctly, 10 of them did not mention date of birth at all, 20 of the employees mentioned wrong date of birth .Correct mentioning of birthday would facilitate correct date of retirement

**DATE OF CONFIRMATION**

TABLE NO 4.2

| DATA              | NO OF EMPLOYEES | PERCENTAGE |
|-------------------|-----------------|------------|
| MENTIONED         | 70              | 70         |
| NOT MENTIONED     | 20              | 20         |
| WRONGLY MENTIONED | 10              | 10         |
| TOTAL EMPLOYEES   | 100             | 100        |

GRAPH NO 4.2



**INTREPRETATION:**

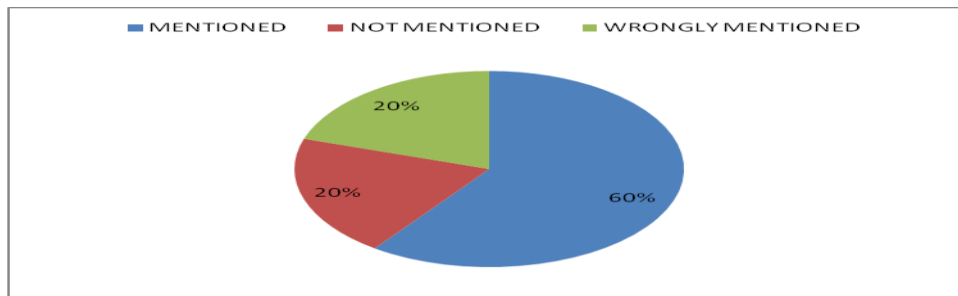
Out of Sample Size of 100Employees, 70 mentioned date of confirmation Correctly, 20 of them did not mention date of confirmation at all, 10 of the Employees mentioned wrong dates of confirmation.

**QUALIFICATION**

TABLE NO 4.3

| DATA              | NO OF EMPLOYEES | PERCENTAGE |
|-------------------|-----------------|------------|
| MENTIONED         | 60              | 60         |
| NOT MENTIONED     | 20              | 20         |
| WRONGLY MENTIONED | 20              | 20         |
| TOTAL EMPLOYEES   | 100             | 100        |

GRAPH NO 4.3



**INTREPRETATION:**

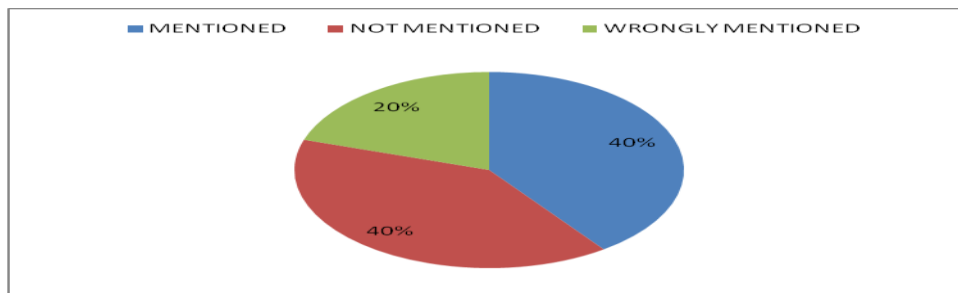
Out of Sample Size of 100 Employees , 60 mentioned qualification details correctly, 20 of them did not mention Qualification at all , 20 of the employees mentioned wrong Qualification details. Correct mentioning of Qualification would facilitate correct information on Employee

**PREVIOUS EXPERIENCE**

TABLE NO 4.4

| DATA              | NO OF EMPLOYEES | PERCENTAGE |
|-------------------|-----------------|------------|
| MENTIONED         | 40              | 40         |
| NOT MENTIONED     | 40              | 40         |
| WRONGLY MENTIONED | 20              | 20         |
| TOTAL EMPLOYEES   | 100             | 100        |

GRAPH NO 4.4



**INTREPRETATION:**

Out of Sample Size of 100 Employees, 40 mentioned Previous Experience, 40 of the did not mention Previous Experience, 20 of the employees mentioned wrongly. Correct mentioning of previous experience would facilitate on Employees Performance Appraisal & Career Growth

**V. FINDINGS**

- Morality of the respondents has freedom to take decisions. This shows TQM effects the organization.
- Employees feel that they are very important person in the department, which shows their level of commitment.
- Employees in Hyundai Motor India Limited (HMIL) Can see themselves in a better position in near future which indicates the carrier growth on the company.
- Company successful in providing good working conditions.

- Megacity of the respondents feels that they are under paid.
- Employees in the Hyundai Motor India Limited (HMIL) have good relationship with their peers, superiors and sub-ordinates.

#### **VI. SUGGESTIONS**

- Since majority of the people feel that they are not underpaid, this causes dissatisfaction. To avoid that company may introduce different assertive schemes through which pay and productivity can be minimized.
- As employees feel that they don't have freedom to take decision which affects job satisfaction adversely, employees should have some degree of freedom decisions at their workplace.
- Some employees have low level of commitment as they feel they are not much important in the dept they can explained how important there in the department.
- Some of the employees felt that their skills are not utilized completely; proper measure can be taken job design and placement.
- As more than half of the people not satisfy their personal development, company may provide career development programmes where people can achieve their personal and profit zonal goals.

#### **VII. CONCLUSION**

- All most all the employees have positive attitude of the management towards security as employees feel highly secured in Hyundai Motor India Limited (HMIL).
- Half of the Employees are not satisfied with the personal development.
- Employees in Hyundai Motor India Limited (HMIL) are satisfied with the company policies and procedures.
- Employees in all dept are well planned while performing their activities.
- On the whole employees in Hyundai Motor India Limited (HMIL) have Job Satisfaction the contributing factors for their satisfaction are good relationship, working conditions, Company policies and other benefits.

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