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**“TOTAL QUALITY MANAGEMENT
IMPLEMENTATION AND ORGANIZATIONAL
DEVELOPMENT AMONG INDIAN INDUSTRIES”**

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“Total Quality Management Implementation and Organizational Development among Indian Industries”

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Abstract – In this paper we present about total quality management implementation and organizational development among Indian industries. There are many draw near in the business domain in order to attain and exceed the quality prospect of the clients.

For this, most companies integrate all quality-related processes and functions together and control it from a central point. As its name suggests, Total Quality Management takes the whole thing connected to excellence quality into deliberation, including the company processes, process outcomes and human resources.

Keywords: Total Quality Management, TQM, quality, process, organization

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INTRODUCTION

“Total Quality Management (TQM) is a philosophy that involves everyone in an organization in a continual effort to improve quality and achieve customer satisfaction”. There are two key philosophies in TQM, one is a never ending push to improve and the other is a goal of customer satisfaction which involves meeting or exceeding customer expectation. It will be relevant to mention at the outset that as TQMs emphasis is on creating an organizational culture, which involves extensive participation, an emphasis on teams and teamwork, cooperation between units, generation of valid data and continuous learning, TQM is highly congruent with organization Development (OD) approaches and values. Most of the companies are interested to improve quality of their products and services through the TQM.

Total quality management (TQM), as a fad, has had a long life (Williams et al., 2004). The Japanese were moving in the quality direction soon after the Second World War and the hype first reached the USA by the mid-1980s with the installation of the Baldrige award in 1987. The movement then hit Europe with the founding first of the European Foundation for Quality Management (EFQM) and then the rest of the world. Van Der Wiele et al. (2000) analyzed the concept of TQM to examine whether TQM can survive and last long enough to eventually become part of the recognized management theory. It has been argued that if TQM is to move from being a fad to being a

fashion or a fit, it must be clearly defined and its present implementation status assessed. Like many other TQM studies, they also emphasized the critical role of top management support or motivation for this process to be successful.

The origin of the TQM goes back to the time of the First World War. During the World War I, there have been a number of quality assurance initiatives taken place due to the large-scale manufacturing required for war efforts. The military fronts could not afford poor quality products and suffered heavy losses due to the poor quality. Therefore, different stakeholders of the war initiated efforts to enhance the manufacturing quality. First of all, quality inspectors were introduced to the assembly lines in order to inspect the quality. Products below certain quality standard were sent back for fixing.

Total quality management implementation and organizational development

Samson and Teriovski (1999) used a large database of 1,024 usable responses from Australia and New Zealand manufacturing organizations to examine the relationship between TQM practices, individually and collectively and firms performance. The paper showed that the relationship between TQM practice and organizational performance is significant in a cross-sectional sense. The performance elements include quality performance, operational and business performance indicators. Some but not all of the categories of TQM practices were particularly

strong predictors of performance. The categories of leadership, management of people and customer focus were the strongest significant predictors of operational performance. An empirical study (Easton and Jarrell, 1998) compared financial performance of TQM and non-TQM firms, and reported an improved financial performance of the adopting TQM. However, many researchers have state that to be global competitive firms should only use productivity measures based on financial perspective (e.g. return on assets and return on sales) but should also view their operations from internal business and customer perspectives (The General Accounting Office Study,(GAOS),1990). The GAO Study (1990), categorizes performance measures for a manufacturing firms in three groups;

- (1) Financial measure
- (2) Measures from customer perspective
- (3) Measures from internal business perspective

The financial measures of performance according to the study are; market share, sales per employee, return on assets, and return on sales. The measures of performance from customer perspective are; overall customer satisfaction, customer complaints, customer retention, and order processing time, defects produced, reliability and cost of quality. Finally the measures of internal businesses prospective are; employee satisfaction, attendance, turnover, safety/health and employee suggestions received.

DIFFERENT TECHNIQUES FOR TQM

Total Quality Management (TQM) is an integrative philosophy of management for continuously improving the quality of an organization's products and processes in order to meet or exceed customer expectations. TQM techniques are as follows-

- Benchmarking
- Kaizen
- Quality Circle
- Quality Function Deployment (QFD)
- Business Process Reengineering
- Total Productive Maintenance
- Six Sigma,
- Poka Yoka etc.

KEY PRINCIPLES OF TOTAL QUALITY MANAGEMENT:

1. Focus or delighting the customer

2. Participation and team work
3. Continuous improvement and learning
4. Zero defects planning for quality must always start with the product attributes which are important to the customers.

CONCLUSION:

In this paper we found that when an organization / company want to maintain a level of quality that satisfy their customers at the appropriate time and price then that organization must follow some

Quality management techniques for fulfill those principles and planning. In this paper we also analyze that a method must be plan to test and measure quality for each of product attributes. Quality standards are set against which the actual quality is compared. Quality planning also involves setting of quality objectives, establishing quality strategies and formulating quality policies.

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