

TOTAL QUALITY MANAGEMENT

Concept, Need and Acceptability in Industries

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Abstract

Business environment has encountered enormous changes because of continuous rise in global market. It is imperative in this reference of cut throat competition in business brought by globalization only those industries can survive who own potency to face the stiff competition. The important question in this reference is how to develop competitive strength among industries to face competition? The answer to this question is Total Quality Management (TQM). TQM has received global attention and is being embraced in many industries. TQM frames a strategy which focuses on quality and continuous improvement. This paper aims to study the concept, need, acceptability of Total Quality Management practices and explore the application of TQM in various industries.

Keywords: Total Quality Management, Needs, Application of TQM.

Objective of Study

The objective of study is to present a set of Total Quality Management Practices through an extensive literature review

Research Approach/ Methodology

An extensive overview of the practices of TQM is carried out using secondary data, published research paper and TQM practices were extracted. The methodology adopted was literature review of published research paper on practices of TQM in different organizations. The chosen papers contain either empirical or review studies only.

Limitations

This paper focuses only on the literature review of previously published studies.

Introduction

The market is tough and so is the competition. Every company wants to keep up in this race and are always trying to outsmart each other. For this, the industries concentrate on maintaining their reputation in the market as it will reflect in their progress charts. Development and the reputation of any industry depends upon the quality of the products or services it penetrates in the market. To keep up to the mark, the manufacturers need a proper application of quality management to ensure optimum results. For this, industries have come up with TQM (Total Quality Management). TQM has varied definitions across the globe. It is a way of thinking and can be defined as a management tool, philosophy and set of principles which guide each and every member of the organization to work for meeting customer satisfaction.

Total Quality Management

The credit for pioneering the concept of TQM should be bestowed upon W.Edward Deming of Japan; who introduced this philosophy in Japan over four decades ago. Gradually, the concept of TQM caught the attention of industrialists, all over the world, TQM is a philosophy that believes in a company-wide responsibility toward quality via fostering a quality culture throughout the organization; involving continuous improvement in the quality of work of all employees with a view to best meeting the requirements of customers.

History of TQM

1930	The history of TQM starts with Elton Mayo's Hawthorne experiments. These experiments showed that workers participation in decision making improves productivity. It basically states that when workers are involved in studies or decision making, productivity increases.
1940	Edward Deming taught statistical methods and Dr. Juran taught quality management techniques to the Japanese. Armand Feigenbaum wrote Total Quality Control. This became the first work that started many Total Quality Management theories.
1954	Abraham Maslow created a pyramid of self actualization needs. In terms of work productivity, the lower levels of needs must be met prior to employees performing at higher levels.
1960	McGregor formed the Theory X and Theory Y leadership models. A Theory Y leader believes workers want to do a good job. They believe workers will offer solutions to problems and participate in problem solving events. An involved employee is a productive employee.
1970	In 1968 the Japanese shaped the phrase Total Quality Control. TQC is a companywide quality control philosophy. This philosophy drove Japan to the world quality leader in the 1970s. For the most part, Japan remains the quality leader. However the world has significantly closed the gap.
1980	In the 1980 the U.S. Navel Air Systems coined the TQM phrase. The Navy based most of the principles on the Japanese Total Quality Control philosophy. Many companies adopted TQM during the 80s. TQM spread like wild fire. Many companies saw significant gains in productivity. However many companies started the program and failed miserably because they weren't willing to change.
1990	In the 1990s' TQM evolved. Experts introduce new methods that supported TQM. These include Lean Manufacturing and Six Sigma. Organizations could now become certified to ISO 9001The Malcom Baldrige National Quality Award (MBNQA) was created for the US. MBNQA auditors give this award to companies who show the most outstanding quality management practices.
2000	n the 2000s, ISO revised ISO 9001 to focus more on business planning, quality management and continuous improvement. Other certification standards were created including AS9100 for aerospace, TS16949 for automotive, ISO 14001 for environmental, TL9000 for electronics, and ISO 17025 for laboratories. These standards all include the ISO 9001.
2010	ISO revised the ISO 9001 standard in 2015 to include Knowledge management. Although Six Sigma started in the 1990s, it became the prevalent problem solving process used by Quality professionals.The term Lean Six Sigma was born. A combination of Lean thinking, 5S, and Six Sigma forms the core of Lean Six Sigma. In addition experts start using Kaizen, Gemba, and Hoshin Kanri concepts.

Areas Targeted by TQM



W. Edward Deming Recommendations for Successful TQM

W. Edward Deming makes few recommendations to management for successful TQM for simplicity and quick understanding, these recommendations have classified into following four categories:

General Recommendations	<ul style="list-style-type: none"> Aim of continuous improvement should be reflected in all aspects of organisational strategy. Stability of purpose for improvement.
Recommendations on Directing	<ul style="list-style-type: none"> Break down barriers between staff areas. Adopt and institute leadership
Recommendations on Staffing:	<ul style="list-style-type: none"> Training a precondition for continuous improvement. Vigorous program of education and self-improvement.
Recommendations on Controlling	<ul style="list-style-type: none"> Build quality into product Eliminate numerical controls for workforce.

Advantages of TQM



Improves Competitive Edge of the Organization

TQM aids an organization to minimize costs through elimination of waste, rework etc. TQM increases profitability and competitiveness and helps to sharpen the organisation's competitive edge, in the globalized economy.

Customer Satisfaction:

Focusing on customer requirements, TQM makes for excellent customer satisfaction. This leads to more and more sales, and good relations with customers.

Improvement in Overall Organizational Performance

By promoting quality culture in the organization, TQM lead to improvements in managerial and operative personnel's performance.

Public Image of the Organization

TQM helps to build an image of the enterprise in the minds of people in society. This is due to stress on total quality system and customers' requirements, under the philosophy of TQM.

Good Personnel Relations

TQM promotes mutual trust and openness among employees, in the organization. This leads to better personnel relations.

COMPANIES PRACTICING TOTAL QUALITY MANAGEMENT

QUALITY IN MANUFACTURING RANBAXY

Best Practices

- Automate manufacturing processes as much as possible
- Create completely process-driven manufacturing systems
- Establish a system of color-coding to manage raw materials
- Document work processes and post them at all workstations •Educate workers continuously on corporate goals

QUALITY AS MARKETING HINDUSTAN UNILIVER

Best Practices

- Validate every marketing step through customer feedback
- Identify specific business needs for every new product
- Use cross-functional teams to filter out unworkable ideas
- Judge advertising quality against specific parameters
- Depend on market research to fine tune communication strategy

QUALITY AS SERVICE HDFC

Best Practices

- Reduce paperwork to make it easier for customers
- Reduce the time customers spend waiting in offices
- Identify steps that can be merged or eliminated
- Provide information and reduce transaction times
- Recruit inexperienced people to eliminate de-training

QUALITY AS HUMAN RESOURCE DEVELOPMENT INFOSYS

Best Practices

- Treat employees as customers of the human resource department
- Use the job line of every employee to install quality checks
- Research workers' requirements to design benefits and rewards
- Use tests and interviews to ensure suitable skills and mindset
- Adopt 360 degree appraisal to ensure objectivity of assessment

QUALITY AS SYSTEMS MODI XEROX

Best Practices

- Break down every process into sequence of steps
- Document every process to create a manual for conformance
- Devise systems that can function even if the individuals change
- Keep the processes fixed and the organizational structure flexible
- Use global quality audits to benchmark efficacy of systems

QUALITY AS LEADERSHIP PERFECT MACHINE TOOLS

Best Practices

- Set a personal example of practicing what you preach about quality
- Create the environment for innovation and personal development
- Instill in every employee a sense of pride in the work that he must do
- Invest in training people at all levels in quality theory and practices
- Empower employees to go to any length to satisfy the customer

QUALITY AS PRODUCTION SYSTEM

Best Practices

- Lean Manufacturing
- Kaizen
- Continuous Improvement
- Just in Time
- Jidoka

Conclusion

“Quality is never an accident. It is always the result of intelligent effort.” John Ruskin

In stepping towards the 21st century, corporate have begun the journey of TQM. The journey is tedious, but there is no alternate road for excellence. TQM is both a goal and a path. Therefore, the quality journey is one that can never end. Quality is not just about offering a product or service that increases the standard, but it is also about the goodwill you gain for delivering a customer experience that is “above and beyond.” Managing quality is crucial corporate. Quality products help to maintain customer satisfaction and loyalty and minimize the risk and cost . Companies can build a reputation for quality by gaining accreditation with a recognized quality standard. Companies spend much time on financial and competitive analysis, but many fail to realize that the most serious threat to their business can come from within.

Suggestions

- Organization should list its quality issues and what is being done about them.
- Management, you should ask quality questions just as often as you ask operational or financial questions.
- Efforts must be devoted to the quality issues.
- Customer experience is an integral part of understanding quality issues.
- Use satisfaction surveys, social media and, if you have a service organization, make sure that you get direct input from them as well.
- Use real world testing before you launching new product.

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