

A STUDY ON EMPLOYEE AWARENESS ON TOTAL QUALITY MANAGEMENT AT GOPIA TEX, TIRUPUR

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Abstract-Organizations everywhere are growing increasingly conscious of the competitive potential quality. As it has become an issue because standard are now specifically defined where as previously they were vague and unmonitored. Competition focus not only on price but on quality in the present economy and political climate, even higher standards are demanded in the face of diminishing resources. TQM is an integrated management approach that aim to continuously improve the performance of the products , process and services to achieve a surpass customer expectation. This article investigate the level of employees awareness on implementing TQM in Gopia Tex, Tirupur. Questionnaire survey and semi – structures interview has been carried out to achieve the aim of this paper.

Key words: Quality, performance, services, products, employees.

Introduction

Changes witnessed in every facet of life. In the wake of industrial revolution, came in technological innovations and today it is the scene of information explosion. The world has shrunk in size to a global village. Quality has become the buzzword for survival. A good quality product are serviced enables an organization to add and retain customers. The business environment has become increasingly complex and there is constant pressure on the management to improve competitiveness by reducing operating cost an improving logistics. Customers are becoming increasingly aware of rising standards, having access to wide range of products and services to choose from. Thus in GOPIA TEX, TQM reveals the continuous process to meet the customers demand and face frequent technical issues on regular competition. TQM composed of paradigms each has comprehensive philosophical foundation for achievement of quality excellent in different operational level. A primary role of management is to lead an organization in its day – today operation as well as to maintain it as a visible entity into the future. Quality has become an important factor who succeed in this later strategic responsibility. Total quality is a description of a culture, attitude and organization of a company that strives to provide customers with products and services that satisfy their needs. This culture requires quality in all aspects of the company operations, with process being done and the defects are controlled. TQM is a method by which management and employees can become involved in the continuous improvement of the production of goods and services.

Statement of the problem

To address the challenges being faced by the industries in today's highly competitive business situation, TQM has become the key survival tool and vital business requirement for all the industries – both large industries and SMEs. TQM philosophy has been successful adopted by all most all manufacturing industries.

➤ In today's global business environment, quality cannot be under estimated or overlooked by any firm, whether it is a manufacturing process firm or a services firm, regardless of its size or assets. The challenge for business today is to produce quality products or services efficiently and in a cost effective manner. Quality has become the most important factor in the long – term profitability and success of any business organization.

➤ While it is needles to emphasize the importance of quality for the success of any business firm, managing quality and offering value to the customer is still a major concern for many firms all over the world. Quality management is concerned with the understanding of the principles of total quality that allows the organize to become more effective and competitive in its performance characteristics viz., cost efficiency, quality dependability and flexibility.

➤ It is in this view that this study sought to investigate the challenges facing the implementation of total quality management practice in Gopia Tex and to explore the relationship between the extent of total quality management (TQM) implementation and organization performance, employee's awareness on TQM and the moderating effect of co-worker support and organization support on the TQM / performance relationship.

Objectives of the study

1. To ascertain the level of awareness of TQM among employees of GOPIA TEX
2. To assess the level of adoption of TQM practice by employees of GOPIA TEX
3. To determine the extent to which members of staff are involved in the practice of TQM in GOPIA TEX
4. To identify the major limitation of TQM practice in GOPIA TEX

Research Design

The study is carried out by adopting a Exploratory and Descriptive Research.

Sampling Technique

Stratified random sampling techniques is used for data collection among the respondents.

Sample Size

The data has been collected from 90 respondents.

Sources of Data

The validity of any research depends upon the reliability of the data. The study used both the primary and secondary data.

Review of literature

Yang (2006) investigated the relationships between HRM practices and TQM practices, the relationships between HRM practices and quality performance and the effect of HRM practices on the implementation of TQM. The questionnaires were sent to 300 high tech companies located in the Science Based Industrial Park in the so-called 'Silicone Valley' of Taiwan. There were 62 valid questionnaires in the 64 responses, representing a response rate of 20.66 per cent, which is moderate given a relatively lengthy questionnaire. The results of the study on the effect of various HRM practices on individual TQM practices show that the implementation of HRM has a positive and significant effect on the performance of TQM except the practice of 'employee relations', which has a tiny influence on all TQM practices.

Glover and Mike (2005) analysed the shop floor employees responses to TQM initiatives. Through a case study data were collected by using semi – structured interviews and questionnaire. It was found that the shop floor workers were broadly receptive to the promise of TQM and principal associated with it. The authors emphasized the importance of effective communication about day to day activities and receiving information about the state of affairs. Majority of the respondents expressed interest in training and development and stated a preference for management style that encourages mutual respect and celebrated achievements.

Karia et.al(2006) Narrated the impact of TQM practices on employees work related attitude in Malaysian setting. Its specifically examined employees job involvement, job satisfaction and organizational commitment as a result of TQM practices. 5 public sector companies and 5 private sector companies were randomly selected for the survey. Questionnaire were distributed to the employees of the various level within the organization. The result shows that training and education empowerment and team work and continuous improvement have a significant positive correlation with job involvement, job satisfaction and organizational commitment. These aspects of job related attitude are thus enhance the TQM practices increase.

DATA ANALYSIS

Table – 1
Opinion based on Quality system

| Opinion | No. of respondents | Percentage |
|-----------------|--------------------|------------|
| ISO 9000 – 2000 | 32 | 46 |
| TQM | 20 | 28 |
| Others | 18 | 26 |
| Total | 70 | 100 |

⇒ It is inferred that 46% of the respondents opined that the company has ISO 9000 – 2000 certification.

Table – 2
Opinion based on Implementing quality system

| Opinion | No. of respondents | Percentage |
|-----------------------|--------------------|------------|
| Customer requirements | 37 | 53 |
| Marketing purpose | 26 | 37 |
| Others | 7 | 10 |
| Total | 70 | 100 |

⇒ It is inferred that 53% of the respondents opined that the company implements quality system for customer requirements.

Table – 3
Opinion based on Implementation process

| Opinion | No. of respondents | Percentage |
|--------------|--------------------|------------|
| Easy | 26 | 37 |
| Challenging | 40 | 57 |
| Difficult | 4 | 6 |
| Total | 70 | 100 |

⇒ It is found that 57% of the respondents opined that implementation policy is challenging.

Table – 4

Opinion based on training employees to maintain quality

| Opinion | No. of respondents | Percentage |
|--------------|--------------------|------------|
| Yes | 68 | 97 |
| No | 2 | 3 |
| Total | 70 | 100 |

⇒ It is found that the employees are trained to maintain quality in the organization (97%).

Table – 5

Opinion based on encouraging staff for development

| Opinion | No. of respondents | Percentage |
|--------------|--------------------|------------|
| Yes | 62 | 89 |
| No | 8 | 11 |
| Total | 70 | 100 |

⇒ It is inferred that 89% of the respondents agreed the organization encourages for staff for development

Table – 6

Opinion based on Top management commitment to quality

| Opinion | No. of respondents | Percentage |
|--------------|--------------------|------------|
| Yes | 48 | 69 |
| No | 22 | 31 |
| Total | 70 | 100 |

⇒ 69% of the respondents opined that the top management shows commitment to quality

Table – 7

To test the respondents on the basis of experience and types of plant

| Experience | Types of Plan | | | | | Total | Statistical inference |
|---------------|---------------|-----------|-----------|----------|-----------|-----------|--|
| | S.P | P.P | Q.P | M.P | OTHERS | | |
| Below 5 years | 1 | 20 | 8 | 3 | 9 | 40 | $X^2 = 6.84$ $TV = 15.507$ $D.f = 8$ $CV > TV$ $P < 0.05$ Significant |
| 5 - 10 years | 1 | 8 | 4 | 1 | 4 | 18 | |
| 10 – 15 years | 1 | 5 | 2 | 1 | 3 | 12 | |
| Total | 3 | 33 | 14 | 5 | 15 | 70 | |

Conclusion

Since, calculated value of X^2 is less than the table value. Hence, Null hypothesis is accepted. So, it concludes that there is no significant association between experience and types of plan.

Suggestions

1. The top management has a pivotal role in establishing TQM concepts throughout the organization. It is suggested that the top management can allocate adequate resources for the implementation and maintenance of quality initiatives and should exhibit their commitment towards quality in all their actions.
2. The practice of quality circle is very important in many ways; as it gives suggestions for the improvement of the organization as well as to improve the morale of the employees. So quality circle is to be very effectively practice in this organization.
3. TQM concepts education and training need to be effectively organized and carried out properly.
4. There is a strong need to create a new culture which will fulfill the sense of shared valued, organization trust, team work and all other constituent necessary for the process of implementing continues improvement.

Conclusion

Total Quality Management (TQM) is just as important as it was in the age of Deming and Juran’s quality management efforts as it provides an opportunity to be used to its highest capability as a proven tool for success. Though the concept of TQM originated few decades back but even at present it is not implemented in every industry. Most of the small scale industries especially in developing countries consider investments required in TQM implementation as a burden and thus try to avoid it. They instead go for ISO certifications which generally look effective. Similarly many large scale industries are also getting over TQM and looking for some new concept. But the study undertaken shows that until organisations focus on basic principles given by concept of TQM like involvement of top level management, creation of suitable working culture, proper training and empowerment of employee etc. no new concept/technique can do wonders for quality improvement. Therefore it is required that every organisation irrespective of its size and scale, so as to survive the market competition should work for improving their process quality by effective implementation of TQM by integrating it with new techniques like lean manufacturing, quality circles, enterprise resource planning etc.

In spite of the different approaches to address Total Quality Management(TQM) implementations and applications, researchers insists that to achieve excellence , top management should be involved in the application of quality. They strongly believes that all functions, all employees should participate in the improvement process. They reveal the importance of evaluation to achieve continuous improvement.

Based on the above discussion, there are several factors which affect the successful implementation of the TQM in the organisation. For, the effective implementation of the TQM will improve the performance of the organization and thereby improving the quality of the product due to the continuous improvement process. Thus the company should go deep into the concept of TQM to take advantage of its full potential and it is the strategic tool for an organization to employ in the quest to remain competitive.

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