

Total Quality Management – A Review

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ABSTRACT: Quality plays a vital role in all aspects of organization. Quality consciousness, efforts to attain, retain and develop quality of services and products should be there at all levels of organization. There have been a lot of research studies on Total Quality Management (TQM) practices. Quality determines the future of business. In this customer centric competitive world, employees should be concerned for the importance of quality of business. Total quality management is a practice to improve quality in various dimensions which ultimately facilitates growth and development of business. There should be continuous search and sincere efforts to improve business quality for all organizations. In this article, the concept, importance and implications of total quality management practice have been highlighted. The paper has been developed based upon the review of different studies on total quality management. Such qualitative paper shall be helpful for understanding the importance of total quality management to be useful for practitioners as well as academicians. Implementation of total quality management practices is helpful for better customer satisfaction in terms of manufacturing products and rendering services. It is suggested to implement TQM practices to attain organizational goals.

Key Words: Total Quality Management, Customer Satisfaction, Organizational Goals

I. INTRODUCTION

Quality means best for use fulfilling all expectations by customers. Quality is a verbal or non-verbal commitment by employees to provide products or services to customers. The efforts to attain quality is important to meet the requirements of customers either known or unknown. Attaining quality is helpful in growing business which enables an organization to be competitive advantage and market leadership. Improving

product quality and ensuring best services create more business opportunities. It is really challenging for organizations to manufacture quality products ensuring quality services to customers. The overall features of product should be based on its ability to satisfy stated or implied expectations. In order to achieve quality, Total Quality Management (TQM) practices can be applied. It is quite relevant to understand such practice.

II. CONCEPT OF QUALITY

The consumers have become more quality conscious and in order to satisfy them, organizations strive to maintain quality products and services. In the handicrafts era, quality was confined to manual skills and proficiency. With the advancements in the field of technology, mass production methods of manufacturing were developed in all areas of engineering and technology. In the current fourth industrial revolution era, mechanization and automation have been focused more so far as quality of products and services are concerned. Quality was emphasized in the era where scientific management was dominating. The aspects like product inspection and gauging were listed as fundamental areas of manufacturing management by F. W. Taylor. The statistical control charts known as 'process control' were introduced in 1924 to monitor production by W. Shewart. The 'product control' as acceptance sampling technique was introduced by H. F. Dodge and H. G. Doming in 1930. By late forties, the quality control movement evolved as quality assurance. The techniques like 'Statistical Quality Control' by W. Edward Deming, 'Cost of Quality' by Joseph Juran, 'Quality Circles' by K. Ishikawa; 'Total Quality Control' concept in mid 1950's by Armand Fiegen Baum i 'Zero Defects Management' in 1960's by Philip Crosby were developed. In late seventies, the shift was from correcting defects in manufactured units to a

strategic approach to quality stressing more on preventing defects from recurring. Several performance improving concepts have been developed in Japan. The JIT (Just In Time) approach by Toyota Motor Company to improve the quality and performance at various workstations, 'Kanben' to display, 'Queue control' or 'Q-Control' approach used to keep the work-in-process as low as possible by using utilization of idle capacity concept, 'OPT' or Optimized Production Technology' for increasing the output of available resources developed in Israel, 'Bench Marking', 'Concurrent Engineering', 'Computer Aided Design (CAD)', 'Computer Aided Manufacture' (CAM) systems have been developed and implemented for improving quality. The use of 'Artificial Intelligence' '3-D Printing' etc. are dominating in this era of twenty first century popularly known as IV 4.0. The continuous research for improving quality of product and process is going on which has impact on providing better services to customers directly or indirectly.

III. CONCEPT OF TQM

'Total Quality Management' popularly known as TQM describes a management system to attain organizational development through a commitment to customer needs and expectations. And in order to achieve these, an organization empowers employees in every department to maintain high standards and strive for continuous improvement. By applying TQM, process improves and enables customers happy. The top management of an organization is responsible for improving quality of products though extent of implementation is determined by employees. There are eight elements of TQM as customer focused, strategic & systematic approach, continual improvement, process development, total employee involvement, commitment, development in decision-making and communication. Employee participation, process management and systematic approach is there in TQM. Customer satisfaction is one of the key purposes of implementation of TQM.

IV. SIGNIFICANCE OF TQM

Implementation of total quality management practices will benefit from customer satisfaction and employee satisfaction. It will also improve the productivity of a firm or organization. TQM also effects level of employee satisfaction. An organization can survive in a highly competitive environment when it maintains good quality in their business. Both manufacturing and service organizations use total quality management

(TQM) as a tool to increase the performance of their business (Bajaj, Garg&Sethi, 2018). The companies can use TQM to enhance internal quality, external quality or the performance of their business. An organization can show progress in its market share, customers' and employees' satisfaction by implementing TQM (García, 2015). Quality management not only focuses on customer satisfaction, but it also concentrates on human resource management. Employees' performance acts as the connection between quality management practices and firm's performance. Teamwork along with individual employee's performance can be related to productivity. The accomplishment of quality management will be at the cost of employees (Wood, 2012).

The business environment will keep on changing with time. A customer's expectation keeps on changing and the organization must offer products or services according to the customer's needs and wants. The organization must adapt to its environment and customer focus will keep the organization aware of the changing environment. An organization must also take into consideration the market's top leaders. It should compare itself with them to prepare performance goals. This process is known as benchmarking. The organization must also train its employees to achieve greater quality.

TQM and Employee Satisfaction:

The employees of an organization are as important as its customers. Employee satisfaction relates to the extent to which the employees of any organization perceive that their wants are taken care of by their organization. In order to achieve employee satisfaction, each organization must treat its employees impartially and uniformly. They can encourage them with reward systems, giving them better pay, promotions and advancement in their careers. When a firm or organization adopt TQM, its employees are sure to gain and experience its benefits. The organization following TQM must allow its employees in the decision making the process and problem-solving process. When an organization follows this, one can see the presence of higher employee satisfaction, job insecurity will be greatly reduced, the employees can be proud of their work and they will always feel like a part of the organization i.e sense of belonging will be there. Along with satisfaction, a firm's employees will feel that they are important to the organization. They would think that they are respected and valued and it would build a level of confidence in themselves (García-Bernal&Ramírez-Alesón, 2015).

The organizations must aim at keeping their employees happy with their jobs. They must also keep track of how the employees might affect their customers. When an organization decides to implement TQM, it must commit to training their workforce with necessary skills in relation to the continuous improvement process. The organization suggests its staffs take full responsibility and to creatively use the training given to them. The aim of any organization would be to achieve profits. The difference between one firm to another is the way and methods they use to achieve their goals. Most of the organizations will deliver products or services to gain customer satisfaction which in turn helps the organization in achieving greater profits. This can only be achieved if the employees of the organization are satisfied with their work, rewards, and recognition. Employee empowerment is one of the few factors of TQM. The past data represents that empowerment programmes have a positive impact on employees resulting in their satisfaction (FarjanaMitaa, Eliza BinteElahib, Farhana Mituc&Reashad Bin Kabird, 2014).

Total Quality Management Practices:

Total quality management is an approach followed in the industrial world. Many firms recommend following total quality management practices. The firm which uses the TQM practices will experience their staffs' improved commitments. There will also be a better communication channel, higher quality outputs and a competitive advantage in a competitive environment (Arshad &Wang, 2016). TQM is a popular approach and because of its importance in firms, many types of research have been conducted in relation to various sectors like manufacturing, service, SME's and public organizations (Al-Dhaafri, Al-Swidi&Yusoff, 2016). TQM consists of principles, tools, practices, and methodologies. With its origination in the manufacturing sector, it is also widely used in the service sector to gain organizational excellence (Bouranta,Psomas&Pantouvakis, 2017).

TQM can be described as a company culture which can be identified by a raise in satisfaction. This can be achieved with continuous improvements. The employees of the company are sure to participate actively in these continuous improvements process. Firstly, the company must create awareness about TQM and the actions that will be taken in relation to TQM among its employees. Once the company does the company can train its employees to achieve full potential (Moccia, 2016). TQM is followed by many major companies to gain a competitive edge. It also helps

the organization to develop their competitive abilities and also delivers better strategic advantages in its market (Dubey,Singh&Sadia Samar Ali, 2015).

The concept of TQM surrounds around customer satisfaction. It focuses on the customer and it depends on employees and teams to achieve better quality. In order to compete with competitors and gain an advantage, most organizations aim to deliver better quality products and services in return to gain new customers. There are eight principles of total quality management. Human resource plays a major role in total quality management. The behaviour of employees positively or negatively affect the quality of products and services. It is becoming of high importance because it affects organizational and individual performance. TQM involves top managers and staffs with essential training, working towards goals and achieving the mission of an organization (Behdadmanesh, Moharrampour, Esfandiyari&Asgarzadeh, 2014).

TQM and Job Satisfaction:

When employees positively react emotionally to their job experiences, work or aspects of work, it is known as job satisfaction. Job satisfaction might show the difference between what the work offers and the employee's expectation of the job. It can also be related to the employee's satisfaction because the work shows how much employees needs and wants are satisfied. Emotional reactions, beliefs about the object and behaviour in association with the object are the three aspects of any attitude to any object. Job satisfaction of an employee can be measured with universal facets or specific facets. Communication with other employees and their relationship with other employees also determine employees' job satisfaction (Rozkwitalska&Basinska, 2015).

Job satisfaction helps in the improvement of employee performance. The term job satisfaction might differ in meaning for person to person. It is the positive emotional state experienced by the employees of the company. With many factors, the job satisfaction of an employee can be related to individual perceived job values to the organization's goals. Job satisfaction is experienced when the organization rewards the employees for their work (Chomal&Baruah, 2014). Job satisfaction can be measured based on the satisfaction of employees' needs and expected versus actual. An employees' job satisfaction is

achieved not only with internal factors but also external factors play a major role in it (Liu, 2018).

Firms should satisfy their employees and by doing so there will be job satisfaction among employees which in turn will lead to the high performance of the firm. If the employees of the organization have job satisfaction there will be less absenteeism, employees will be committed to the organizational goals and there will be higher productivity. One can say that job satisfaction positively or negatively affect customer satisfaction (de. Menezes, 2013). To implement TQM in a firm, the involvement of employees is necessary. For successful employee involvement, there must be better communication channels from top management to the low-level staffs. Deming (1986) says that necessary training must be given to employees, without which they can't be productive in the improvement process (Prajogo & Cooper).

TQM and Employee Management:

Employee management takes note of how the managers in an organization improve and supervise the skills of employees at the individual level, organizational and team-based levels. Equality among employees and the fair treatment of them by all is also encouraged by managers. They also connect with their employees, support and encourage them to commit themselves to achieve personal and organization goals (Esfahani, 2019). One of the factors required for successful implementation of TQM is employee management. A firm or organization must use their employees' skills, knowledge, responsibility, passion, quality-oriented attitudes, motivation and accountability to offer better quality products or services. They not only should use the skills of employees but also keep them satisfied by announcing financial rewards and non-monetary rewards. These types of employee recognition will increase the effectiveness of TQM (Esfahani, 2019).

Teamwork is essential for TQM. It is said that problems related to quality can be resolved when staffs from different departments work as a team in a firm. A successful team is sure to motivate individual employees and it aids them to fulfill both personal as well as organizational goals leading to job satisfaction (Prajo & Cooper). Teamwork is one of the eight principles of total quality management.

V. SUGGESTIONS

Research studies reveal the importance of TQM and its application has positive impact on development of quality in product and process in organizations. As the customers are more conscious for quality, implementation of TQM should be

more emphasized along with training the employees to be more quality conscious for the long-term success of organizations. Such TQM application enables an organization to reduce defective manufacturing and ensuring quality output in the specified time duration to fulfil the customers' demands in terms of quality as well as quantity. Organizations of all sectors and nature should implement TQM practices. More studies should be conducted in future to explore new dimensions and implications of TQM on business.

VI. CONCLUSION

Total quality management is a business approach which is widely used by most of the firms across the countries. Customers expect better quality products and their needs change from time to time. Most of the firms aim to deliver better quality product or service which is also cost-effective to the firm. TQM mainly focuses on customer satisfaction. In order to satisfy customers, the firms compete with each other by applying TQM to deliver quality services. To produce quality products or services firms need employees. Employees play a major role in total quality management. If a firm wants to retain its employees they must keep them satisfied. So, total quality management practices have a direct and positive impact on employees and their satisfaction. By applying TQM practices, expectations and interests of multiple stakeholders can be fulfilled.

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