UNVEILING THE ADVANTAGES: ANALYSIS OF TQM IMPLEMENTATION ACTIVITIES IN ORGANIZATIONS

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Abstract

Over the last ten years, numerous companies have directed their attention toward "Total Quality Management (TQM)" as a plan to increase profitability, grow market presence, and strengthen competitiveness. Although TQM has shown achievement across industry, solutions, and the wider society category, several firms encountered difficulties in achieving their objectives, attributed to factors such as insufficient commitment from top management and neglecting customer-centric approaches. The present study aims to highlight and explore the benefits that arise from the implementation of TQM in organizational settings, and second, to conduct a detailed analysis of the understanding of "Quality" and the specific activities related to TQM within these organizations.

Researcher utilized Combining both statistical and qualitative approaches using an a mixed-method strategy. Primary data collection involves surveys/ questionnaire with representatives from Organizations and secondary data collected through review of existing literature on TQM implementation and its benefits in organizations. Through a comprehensive examination of TQM practices, this study seeks to provide valuable insights for organizational leaders, practitioners, and scholars, ultimately contributing to a deeper understanding of the positive impact of TQM on overall operational excellence.

Keywords: TQM, Organization, Quality, implementation, benefits, understanding

Introduction

The development of quality leadership ranges from the personal pride felt by craftsmen to contemporary the company methods, which include the assessment procedure, quality assurance and control, and general quality management. Total Quality Management (TQM) is a philosophy emphasizing improved goods and services to optimize organizational resources, fostering individual participation, contribution, and ownership. It comprehensively addresses organizational performance, emphasizing internal and external processes and customer–supplier interfaces. Successful TQM adoption necessitates a recognized need for change, with senior management providing a communicated vision. Adequate planning and workforce training in TQM tools are crucial for successful implementation (Collin, 1996).

The researcher carried the study with following objectives

1. "To highlight the benefits of TQM implementation in an organization."
2. To Analyse the understanding of "Quality" and "TQM implementation activities" in the organization.

Literature Review

Thiagarajan et al. (2000) delved into essential quality factors for successful "Total Quality Management (TQM)" implementation in Malaysian industries. Categorizing TQM elements, including leadership, stakeholder involvement, customer-driven processes, and continuous improvement, the study aligns with TQM principles. The authors recommended ongoing exploration of effective implementation strategies.

Lau and Idris (2001) analyzed the key determinants for the achievements of Total Quality Management (TQM) in Malaysia, with a focus on non-technical aspects. Examining culture, cooperation, confidence, and other factors, the study correlated these soft elements with tangible TQM outcomes. Organizations can use the findings to target specific soft elements for particular challenges, recognizing the interconnected relationship between soft elements and tangible TQM outcomes.

Wood (2001) reviewed TQM at Motorola, defining it as a process engaging all members for continuous improvement in product or service quality. The critique focused on TQM's internal process emphasis and highlighted lower costs. While discussing measurement techniques, the article lacked evidence of TQM success at Motorola, quantitative data, or real examples. Communication's role in TQM implementation was not addressed.

Material Method

The researcher applied descriptive and analytical methodology in present study and study carried in both quantitative and qualitative approach. The study conducted primary through survey / questionnaire distributed in 5 selected organizations and 10 respondents from each were approached. Secondary data collection method was through the review of existing literature related to topic and to fulfil the objectives of study.

Result and Analysis

"Benefits of TQM implementation in an organization"

When an organization adopts a new concept, it seeks a return on investment. Therefore, understanding the advantages and benefits of TQM implementation becomes crucial for the organization. With a comprehensive understanding, employees can more readily embrace the necessary changes. Here are some of the key benefits of TQM.

Cost Reduction

Cost Reduction in Total Quality Management (TQM) is more than just delivering quality products or services—it involves meticulous cost management to ensure a positive and lasting impact on the business. Quality cost, as quantified monetarily, provides a valuable perspective for measuring, analysing, and improving operational efficiency. expenditures associated with internal failures, such as spend and rework, and expenditures related to external failures, such as warranties and loss of goodwill, highlight areas where improvements can lead to increased productivity and profits. Utilizing a quality cost approach is a highly effective tool for monitoring the financial aspects of TQM, ensuring that the organization not only meets quality goals but also manages costs for sustained success (Oakland, 1993).

Enhanced Employee Involvement

TQM practices lead to improved teamwork and motivate employees to take control, manage, and enhance the processes within their responsibility.

Boosting Company Morale

The success of any organization relies heavily on the dedication and commitment of its members "(Stoner and Freeman, 1992)". While high-performance workplaces are designed by management, day-to-day activities like employee selection, development, motivation, and performance evaluation play a crucial role in the final result of comprehensive quality endeavors (Evan and Lindsay, 2002). Enabling people through collaboration, training, and entrusting them with overseeing quality responsibilities fosters a favourable work atmosphere, indirectly boosting morale, reducing costs related to poor quality, and increasing overall productivity.

"Instituting a Culture of Continuous Improvement and Business Process Reengineering"

The pursuit of excellence is a continuous journey without a fixed destination. Some individuals hesitate to start because they see the journey as never-ending, while others embrace each new day's challenges, persistently

advancing (Harrington, 1987). TQM provides tools that foster an environment for improving the performance of both employees and management. It brings attention to aspects of the business usually addressed only when they become problematic, making it a commendable management practice with the potential to transform an organization's characteristics and overall personality.

Understanding of "Quality" and "TQM implementation activities"

Table:1.1 Response on Understanding of Quality and TQM Implementation

S.no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am confident about the success of TQM implementation in our organization	2	8	15	18	7
2.	Do you believe management commitment plays in the success of TQM implementation	1	5	12	18	14
3.	Do you think the allocation of budgets for employee retraining is in TQM implementation	3	10	20	13	4
4.	Do you believe retraining programs, covering QC tools, SPC, quality control, and problem-solving techniques, contribute to overall quality enhancement.	1	4	8	23	14
5.	Do you believe visual management , involving the display of data at workstations, in ensuring product or service quality.	2	6	11	19	12
6.	Do you believe that the transfer of management support to lower-level employees for successful TQM implementation is critical.	4	9	16	12	9
7.	I believe, a clear line of responsibility and command for quality as a major managerial function within the context of TQM	3	7	18	14	8

Source: Created by researcher

The above table presents the responses to various statements related to Quality and TQM implementation. Here's an analysis of the responses:

1. Confidence in TQM Implementation: A majority of respondents (15 + 18 + 7 = 40) express confidence or neutrality regarding the success of TQM implementation. This suggests a generally positive sentiment or at least a cautious optimism within the organization.

2. Management Commitment's Role: The majority of respondents (12 + 18 + 14 = 44) believe that management commitment plays a significant role in the success of TQM implementation. This indicates a strong acknowledgment of the importance of leadership commitment.

3. Budget Allocation for Retraining: A substantial number of respondents (20 + 13 + 4 = 37) see the allocation of budgets for employee retraining as part of TQM implementation. However, a notable proportion remains uncertain or disagrees (Neutral: 20).

4. Retraining Program Contributions: A significant majority (8 + 23 + 14 = 45) believes that retraining programs contribute to overall quality enhancement. This reflects a positive perception of the impact of training on quality improvement.

5. Visual Management Impact: A considerable number of respondents (11 + 19 + 12 = 42) acknowledge the importance of visual management in ensuring product or service quality. Some uncertainty or disagreement exists (Neutral: 11), suggesting varied perceptions.

6. Transfer of Management Support: A substantial proportion of respondents (16 + 12 + 9 = 37) believes that transferring management support to lower-level employees is critical for successful TQM implementation. However, a notable number remains uncertain (Neutral: 16).

7. "Clear Line of Responsibility and Command": The majority (18 + 14 + 8 = 40) agrees that a transparent chain of authority and control for quality is crucial within the context of TQM. Some respondents, however, express uncertainty (Neutral: 18).

Overall, the responses reflect a positive sentiment toward TQM implementation, emphasizing importance of key factors such as management commitment and training. However, areas of uncertainty or disagreement, particularly regarding budget allocation and the transfer of management support, suggest potential areas for further exploration and improvement in communication within the organization.

Conclusion

In conclusion, TQM not only enhances product and service quality but also propels organizations towards sustained success, productivity, and a positive work culture. The multifaceted benefits showcased underscore TQM's pivotal role in shaping the future landscape of organizational excellence. The analysis portrays a generally positive outlook on TQM implementation, with an emphasis on the pivotal role of management commitment. Areas of uncertainty highlight opportunities for communication and clarification within the organization to ensure a more unified understanding and approach to TQM principles.

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