

A CONCEPTUAL STUDY OF TOTAL QUALITY MANAGEMENT

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ABSTRACT

Quality plays an essential role in every business. Total Quality Management (TQM) is a management approach of structured organization. This technique is originated in the industrial sector of Japan (1954). TQM focuses and ensures continuous quality improvement of products and services through continuous feedback. The main aim of total quality management is doing things correctly. Its objective is to hold all the parties which are involved in the production process and responsible for the overall quality of products & services. TQM also helps in saving organization's time that would be needed to correct defective products, services and poor work implementations.

Keywords: TQM, management approach, quality, etc.

Introduction:TQM may be defined as constant efforts and work by the management along with organization's employees so as to ensure long term customer satisfaction and customer loyalty. The concept of TQM is developed by W. Edwards Deming, Armand V. Feigenbaum and Joseph M. Juran. This technique is invented in the manufacturing sector but it can be applied to all organizations where quality is considered as an important factor. Now-a-days TQM is used in the e-business sector also and it observes quality management entirely from the customer's viewpoint. The emphasis is on developing the quality output including goods & services through continual improvement of internal practices. Involvement of effective communication, data & strategy to incorporate the quality discipline into organization's activities and culture.

Objective: To understand the concept of TQM and its elements, principles and benefits in organizational growth.

TQM can be divided into four categories. This is also called PDCA cycle.

PLANNING PHASE: TQM begins with phase of planning. Everything depends upon planning therefore; it is the most critical phase of TQM. In this phase, employees need to come up with their queries and problems which need to be considered. Then necessary research is to be done by the employees and they have to collect relevant data which would help them in finding solutions to all the queries & problems.

DOING PHASE: A solution to a particular problem needs to be find out by the employees. After that strategies are made and implemented to overcome the challenges which employees are facing. The strategies & solutions need to be effective and its effectiveness is also measured in this stage.

CHECKING PHASE: In this checking stage, employees do a comparative analysis of before and after data to check the effectiveness of the processes followed & measure the results.

ACTING PHASE: In this phase, all the derived results are recorded and employees prepare themselves to face other problems.

ELEMENTS OF TOTAL QUALITY MANAGEMENT:

- **ETHICS:** Ethics means differentiating what is morally good or bad. It is double faced subject represented by individual and organizational ethics. Organizational ethics gives a business code of conduct which provides guidelines that all the employees have to adhere to in the work performance and individual ethics shows what is right or wrong in person.
- **INTEGRITY:** Integrity simply means value, fairness, honesty and adherence to the facts. It must be made sure that adherence is a part of good conduct. TQM cannot thrive in an organization where there is backstabbing, spreading rumors, etc. as TQM needs honesty, organization wide pattern and collaboration among team members.
- **TRUST:** Trust means how freely you can depend upon others. Trust is a by-product of ethical behavior and integrity. It is essential to ensure customer satisfaction.
- **TRAINING:** Training helps in increasing employees' productivity. They will do quality work with efficiency, less material wastage. Therefore, training to employees is necessary to implement TQM effectively.
- **TEAMWORK:** With the help of teamwork organization receives quicker & easier solutions to the problem. Broadly, there are three categories of team viz. quality improvement teams (QITs),

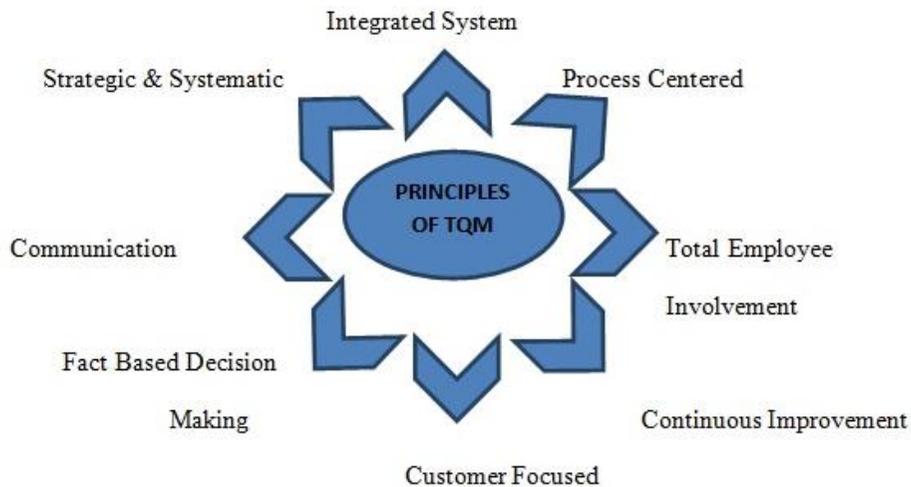
problem solving teams (PSTs), natural work teams (NWTs). Training helps in using everyone talent in one pool.

- **LEADERSHIP:** In TQM, the role of leader is acknowledgeable. The manager should provide a vision to inspire and make strategic directions that are accepted to all and lead subordinates.
- **COMMUNICATION:** As TQM requires teamwork, there has to be communication. It provides a link between all the elements. If an organization wants to effective implementation of TQM, it needs communication with and among all the suppliers, customers and organization's members. There are three kinds of communications: upward, downward and sideways communication.
- **RECOGNITION:** It is the last element of TQM system. It means employees gets appreciated for their unique contribution in business. Employees wantto receive recognition for them as well as their teams.



PRINCIPLES OF TOTAL QUALITY MANAGEMENT (TQM):

- **CUSTOMER FOCUSED:** This is the customer who needs to be made satisfied through TQM. Ultimately customer determines the level of quality.
- **PROCESS CENTERED:** TQM is a process centered approach. It is sequence that takes inputs from various suppliers and converts them into output which is distributed to customers. Process is followed which is based on objectives that are linked to vision, mission and strategy.
- **FACT BASED DECISION MAKING:** In organization, decision making must be based on facts and shouldn't be on opinions. Every decision should be backed by data. It needs that an organization should continually collect data which improves decision making.
- **COMMUNICATIONS:** Communication role is vital in motivating employees and maintaining morale in the organization. Communication strategy must be formulated in such a way that each and every department and employee must be connected.
- **CONTINUOUS IMPROVEMENT:** A major need of TQM is continuous improvement as it is not a one-time process. TQM tool can be used to have continuous update in Deming cycle, it is named so because it is developed by William Edwards Deming (Plan-Do-Check-Act).
- **STRATEGIC AND SYSTEMATIC APPROACH:** Strategic and systematic approach is necessary to implement TQM, to achieve an organization's vision, mission and goals.
- **INTEGRATED SYSTEM:** It is the process interconnecting functions that are the focus of TQM. This principle improves business elements in an attempt to improve and exceed expectations employee, customers and stakeholders.
- **TOTAL EMPLOYEE INVOLVEMENT:** Employee involvement in an organization largely determines the quality of products and services. TQM requires involvement of all the employees as they are the internal customers of the org



BENEFITS OF TOTAL QUALITY MANAGEMENT:

- Focuses on the market need.
- In every sphere of activity it assures better quality performance.
- It detects waste and non-productive activities.
- Helpful in facing competition.
- Develop an adequate communication system
- Progress is continually reviewed.
- Eliminating repairs and reworks.
- Reduce warranty and customer support costs.
- Highly satisfied customers.

CONCLUSION

It is thus concluded that TQM is needed in every organization for its benefits whether it is a manufacturing company or a service sector. Benefits of TQM make its implementation a must in every area. It is clear from the above discussion that organization without TQM including elements, principles and benefits would be a great remiss and would be incomplete too. Therefore every company should implement TQM for their success and growth.

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