

Key Enablers for Effective Implementation of TQM In Indian Manufacturing Industries

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Abstract - Today there is lot of competition in the market. The companies are using hi tech technologies to make their production system better. It has become the necessity of the companies to produce quality products at economical price in short duration of time. The ultimate aim of the organization is profitability which is achieved when the customers are satisfied and the customers are satisfied with quality products. So it becomes necessary for companies to focus on quality. TQM is concerned with involving all i.e. suppliers, customers, employers and employees which help in improving the quality of product. This paper have identified the enablers for its successful implementation.

Keywords: TQM, Quality, Customer satisfaction, Cost.

I. INTRODUCTION & LITERATURE REVIEW

TQM means involving everybody who is associated with the organization in continuously improving the quality of the product. It helps in attaining the maximum customer satisfaction by providing quality products at economical price. Joseph, Rajendran, and Kamalanabhan (1999) identified the following 10 TQM factor organizational commitment, human resource management, supplier integration, quality policy, product design, the role of the quality department, quality information systems, technology utilization, operating procedures and training. According to Motwani (2001), the philosophy of TQM could be visualized as constructing a house with top management commitment being the foundation or base. Vuppapalapati, Ahire, and Gupta (1995) stated that TQM is an integrative philosophy of management for the continuous improvement of product and process quality in order to achieve customer satisfaction. According to Dean and Bowen (1994), TQM is a management philosophy or an approach characterized by principles, practices, and techniques. Anderson, Rungtusanatham, and Schroeder (1994) identified some core TQM components derived from Deming's 14-point programme using the Delphi method. These components reflect Deming's principles and are either explicitly or implicitly similar to the factors included in the other quality management frameworks. Dow et al. (1999) developed a TQM model in order to explore the impact of TQM practices on the firm's quality performance. They indicated that quality practices can be categorized into nine dimensions: workforce commitment, shared vision, customer focus, use of teams, personnel

training, cooperative supplier relations, use of benchmarking, advanced manufacturing systems, and use of just-in-time principles. Prajogo and Sohal (2003a) investigated the relationship between TQM and organizational performance by exploring six TQM practices proposed by Samson and Terziovski (1999). These practices are divided into two groups: mechanistic elements and organic elements. Mechanistic elements include customer focus, process management, strategic and planning, information and analysis, while the organic elements are leadership and people management. This categorization was based on Kruger's (1998, 2001) proposition that TQM should include a combination of both people (soft element) and technical systems (hard element). Researches Beshkol, Sajad; Rahimi, Fateme (2012) in their paper, "Total Quality Management; a New Approach to the Business Operation Improvement", identified organizations need operation improvement and this has to be taken care by the managers as it is the fundamental responsibility to improve the operation. Saad and Siha (2000) feel the visible (or tangible) variables such as technology, structure and strategy have a relatively small impact on TQM effectiveness compared with largely hidden and intangible variables such as values, attitudes and perception.

II. QUESTIONNAIRE BASED SURVEY

Instrument development

The questionnaire was designed on a 5-point Likert scale. It contained many issues regarding key enablers in effective implementation of TQM. 14 enablers, selected through discussions with experts, were mentioned in this survey format. The respondents were asked to indicate the level of ease in handling these enablers. On the Likert scale, 1 stands for very low and 5 for very high ease with handling the enablers

Survey administration

The self-contact, e-mail and postal survey methods were used for the administration of survey. The chief-executives/managing directors/general managers/works managers/senior executives were contacted in person for getting their response. Some questionnaires were e-mailed to some industries and some questionnaires, along with a covering letter, self-addressed and a stamped envelope,

were mailed to these top executives. In total, questionnaires were sent to 200 Indian companies.

□ *Survey responses and the respondents' profile*

Of the 200 questionnaires, 50 filled up questionnaires were received. Seven questionnaires were incompletely filled and were discarded for further analysis. This gives a response rate of 25%, which is not very low for such surveys. In most of the cases, the addressee filled the questionnaire on their own but in some cases; some senior executives of the companies also filled the questionnaires on behalf of addressee. Of the 50 respondents, 20 had less than 100 employees, 10 had 101–500 employees, 15 had 501–1000 employees and 5 had more than 1000 employees. In terms of turnover, 15 of the respondents had annual turnover up to \$10 million, 20 had turnover in the range of \$10–20 million, 10 in the range of \$20–100 million, 5 in the range of \$100–200 million.

□ *Results of survey*

The key enablers are identified on the basis of survey and listed. The key enablers identified can be worked upon and TQM can be implemented effectively in the organization.

Key enablers in effective implementation of TQM are:

1. Team work
2. Recognition and rewards
3. Communication
4. Remuneration and increment policies
5. Availability of funds
6. R&D facilities
7. Training programs
8. Availabilities of advance manufacturing capabilities
9. Focus on Quality tools
10. Flexible manufacturing system(FMS)
11. Availability of good suppliers
12. Top management commitment
13. Work culture
14. Workforce commitment

The Benefits of TQM are

1. Increased market share
2. Increased quality of products
3. Increased Market share
4. Increased Morale of employees
5. Reduced wastages
6. Increased sales
7. Better customer satisfaction
8. Recognition and rewards
9. Improved work culture
10. Increased adaptability to changing market conditions
11. Customer retention
12. Increased Profit

III. CONCLUSION

In this paper the enablers have been identified for effective implementation of TQM in Indian manufacturing industries. By implementation of TQM, everybody will gain benefits, employers by maximizing the sales and profit, employees by getting good remuneration and increments, suppliers by getting timely payment and regular and frequent purchase orders and customers by getting quality products at economical price. Since in the development of the country, the development of manufacturing organization contributes a lot, it will increase the GDP of the nation. So the identified enablers can be taken care by the industries for effective implementation of TQM.

IV. REFERENCES

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