

IMPORTANCE OF TOTAL QUALITY MANAGEMENT

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ABSTRACT

Top management commitment and employees empowerment is one of the most important and vital principle in total quality management, because it often assumes to have a strong relationship with customer satisfaction. TQM strategy brings about a turnaround in corporate culture as compared to the old traditional system of management in which the top management simply give orders and the employees merely obey them. This can be achieved with top management commitment in training employees and giving employees opportunities to be responsible for the quality of their work.

This paper mainly covers about the characteristics, basic concepts, principles, Economic improvement oriented benefits, benefits and Implementation of TQM.

Key words: - Total Quality Management, Strategy, Implementation.

WHAT IS TQM? : BASIC CONCEPTS

Total Quality Management / TQM is an integrative philosophy of management for continuously improving the quality of products and processes.

TQM is based on the premise that the quality of products and processes is the responsibility of everyone involved with the creation or consumption of the products or services which are offered by an organization, requiring the involvement of management, workforce, suppliers, and customers, to meet or exceed customer expectations.

- TQM is an integrated organization approach in delighting customers (both external and internal) by meeting their expectations on a continuous basis through everyone involved with the organisation working on continuous improvement in all product/processes along with proper problem methodology.
- TQM means activities involving everyone in a company- Management and workers in a totally integrated effort toward improving performance at every level.
- This improved performance is directly towards satisfying cross-functional goal as Quality, Cost, Manpower development, Quality of work life etc.
- These activities ultimately lead to increased customer and Employee satisfaction.
- In short, the definition says continuous meeting agreed customer requirements at the lowest cost by realising the potential of all employees.”

Quality

W. Edwards Deming: concentrating on "the efficient production of the quality that the market expects, and he linked quality and management Costs go down and productivity goes up as improvement of quality is accomplished by better management of design, engineering, testing and by improvement of processes."

Total Quality Management

TQM is an integrated organizational approach in delighting customers (both internal and external) by meeting their expectations on a continuous basis through everyone involved with the organization working on continuous improvement in all products, services, and processes along with proper problem solving methodology - **INDIAN STATISTICAL INSTITUTE (ISI)**

TQM Principle

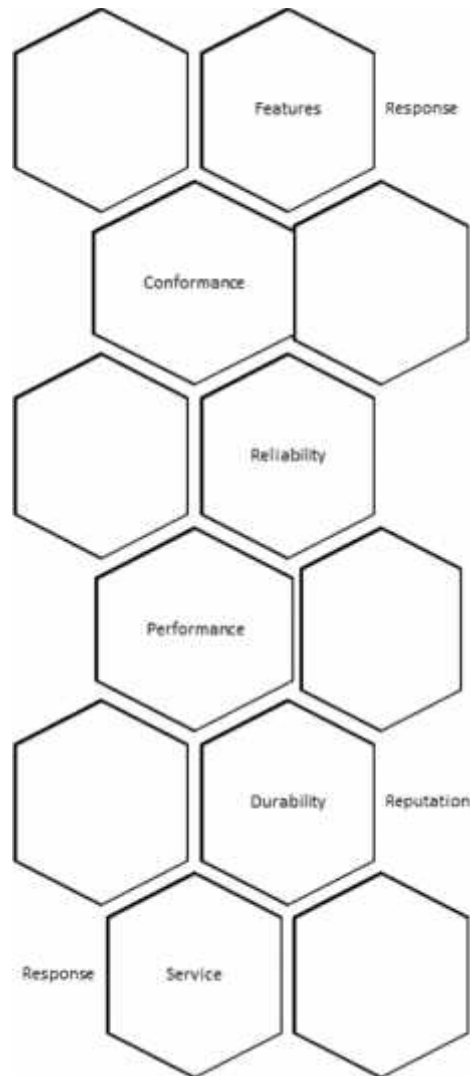
- Agree customer requirements

- Understand customers/suppliers
- Do the right things
- Do things right first time
- Measure for success
- Continuous improvement is the goal
- Management must lead
- Training is essential
- Communicates as never before

FOUR C'S OF TQM

1. Commitment
2. Competence
3. Communication
4. Continuous improvement

DIMENSION OF QUALITY



BENEFITS OF TQM

	Tangible Benefits		Intangible Benefits
	Improved product quality Improved productivity Reduced quality costs Increased market and customers Increased profitability Reduced employee grievances		Improved employee participation Improved team work Improved working relationships Improved customer satisfaction Improved communication Enhancement of job interest
			Enhanced problem solving capacity
			Better company image

IMPLEMENTATION

1. Lack of management commitment
2. Lack of faith in and support to TQM activities among management personnel
3. Failure to appreciate TQM as a cultural revolution. In other words, inability to change organizational culture
4. Misunderstanding about the concept of TQM
5. Improper planning
6. Lack of employees commitment
7. Lack of effective communication
8. Lack of continuous training and education
9. Lack of interest or incompetence of leaders
10. Ineffective measurement techniques and lack of access to data and results
11. Non-application of proper tools and techniques
12. Inadequate use of empowerment and team work

Satisfy the Customer

One of the TQM principle is to satisfy the customer--the person who pays for the product or service. Customers want to get their money's worth from a product or service they purchase.

Users

If the user of the product is different than the purchaser, then both the user and customer must be satisfied, although the person who pays gets priority.

Company philosophy

A company that seeks to satisfy the customer by providing them value for what they buy and the quality they expect will get more repeat business, referral business, and reduced complaints and service expenses. Some top companies not only provide quality products, but they also give extra service to make their customers feel important and valued.

Internal customers

Within a company, a worker provides a product or service to his or her supervisors. If the person has any influence on the wages the worker receives, that person can be thought of as an internal customer. A worker should have the mind-set of satisfying internal customers in order to keep his or her job and to get a raise or promotion.

Chain of customers

Often in a company, there is a chain of customers, each improving a product and passing it along until it is finally sold to the external customer. Each worker must not only seek to satisfy the immediate internal customer, but he or she must look up the chain to try to satisfy the ultimate customer.

Satisfy the Supplier

Another TQM principle is to satisfy the supplier, which is the person or organization from whom you are purchasing goods or services.

External Suppliers

A company must look to satisfy their external suppliers by providing them with clear instructions and requirements and then paying them fairly and on time. It is only in the company's best interest that its suppliers provide it with quality goods or services, if the company hopes to provide quality goods or services to its external customers.

Internal Suppliers

A supervisor must try to keep his or her workers happy and productive by providing good task instructions, the tools they need to do their job and good working conditions. The supervisor must also reward the workers with praise and good pay.

Get better Work

The reason to do this is to get more productivity out of the workers, as well as to keep the good workers. An effective supervisor with a good team of workers will certainly satisfy his or her internal customers.

Empower Workers

One area of satisfying the internal supplier is by empowering the workers. This means to allow them to make decisions on things that they can control. This not only takes the burden off the supervisor, but it also motivates these internal suppliers to do better work.

Continuous Improvement

The third principle of TQM is continuous improvement. You can never be satisfied with the method used, because there always can be improvements. Certainly, the competition is improving, so it is very necessary to strive to keep ahead of the game.

Working Smarter, Not Harder

Some Companies Have Tried To Improve by making employees work harder. This may be counter-productive, especially if the process itself is flawed. Examining the source of problems and delays and then improving them is what is needed. Often the process has bottlenecks that are the real cause of the problem. These must be removed.

Worker Suggestions

Workers are often a source of continuous improvements. They can provide suggestions on how to improve a process and eliminate waste or unnecessary work.

FACTOR AFFECTED THE COMMITMENT OF THE EMPLOYEES:-

- General worker's attitude towards the company.
- General worker's attitude towards the supervisor.
- Level of satisfaction toward job standard.
- The level of consideration the supervisor shows to his subordination.
- The workload & work pressure level.
- The treatment of individual by the management
- The level of worker's satisfaction with the salaries
- The level of worker's pride in the company and its activities
- Worker's reaction to the formal communication network in the organization.
- Worker's attitude towards the fellow worker.

RECOMMENDATIONS

The suggestions for the betterment of Operational department in an organisation are explained below:

- It is very important to provide the opportunity to the employees of the organization to express their ideas or whatever they want to express.
- Management should clear their vision mission and goals towards the employees in the organization.
- Management should involve the workers representatives in managerial activities so that the transparency could be maintained and through this they can win the confidence of the employees.
- Management should give due importance to mental relaxation & social cultural development of an employees who strives hard for the company.
- Reward or Praise/appreciation works as magic for an individual and motivates them to work.
- Role clarity of each position should be defined and based on that individuals can plan their work accordingly.
- Self-potential system should be encouraged.
- There are regular review and comparison of current & past performance to detect gradual deterioration in the strategy.

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