

TOTAL QUALITY MANAGEMENT - HOW TO IMPLEMENT IT?

*Ms. Manni Sharma, Assistant Professor in Desh Bhagat University, Mandi Gobindgarh.
Email Id:sharmamanni33@gmail.com*

*Ms. Kirti Sharma, Assistant Professor in Desh Bhagat University, Mandi Gobindgarh. Email
Id:kirtivashista91090@gmail.com*

Abstract

Total quality management (TQM) plays a pivotal role to achieve the long term objectives of an organization. TQM implementation has been an important aspect for improving organizational efficiency. The key objective of TQM is to focus on continuous process improvement within organizations to provide superior customer value and meet customer requirements. The main objective of this research paper is to understand the concept of TQM and its implementation. TQM a popular guideline for organizational management is implemented for developing strategic info maps and info charts for an information organization. Ford motor Company operated losses between 1980 and 1982, and Xerox market share dropped from 90% to 30%, Attention to quality is the main reason for the loss of these companies. For many companies TQM does not work. TQM means

TOTAL- Made up of the whole

- In all functional areas
- At all levels

QUALITY-Degree of excellence a product or service provides

- To meet the customer requirements.

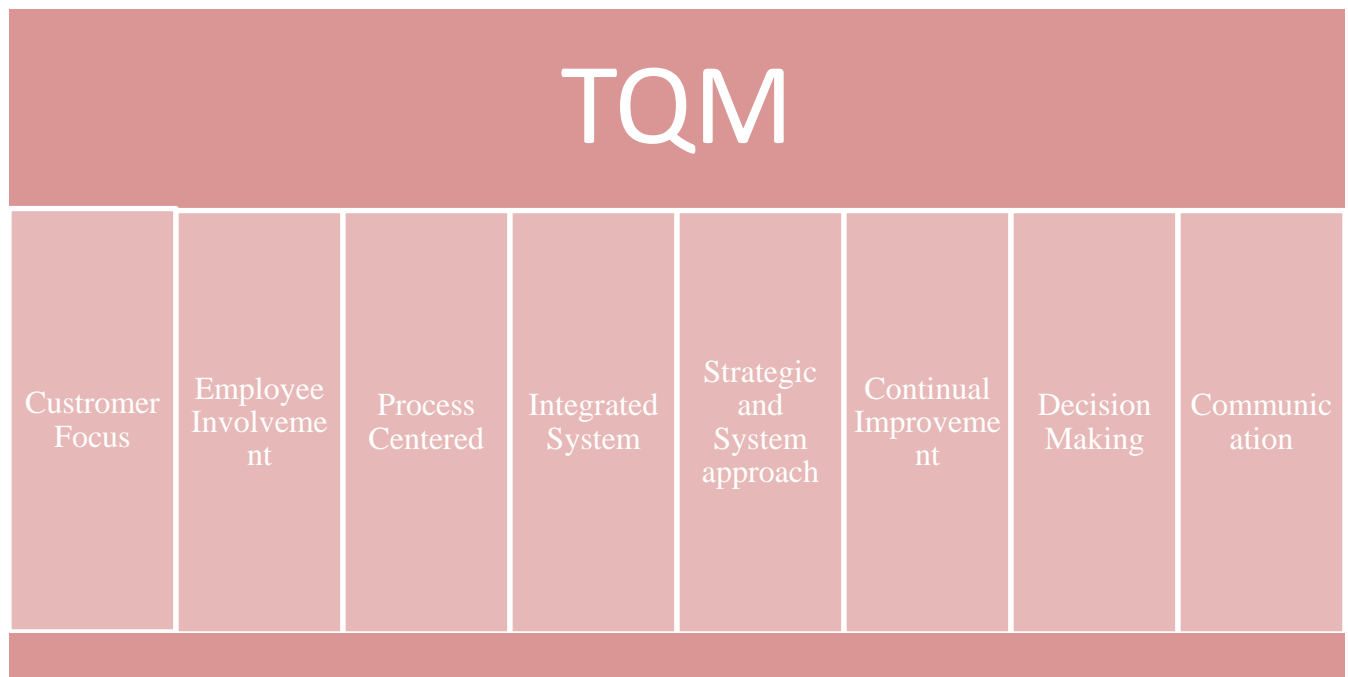
MANAGEMENT-Act or manner of planning, Controlling, Directing etc.

- Effective Utilization of resources,
- To improve quality,
- Effective Commitment.

KEYWORDS:Quality, Customer satisfaction, Training, Organisation.

INTRODUCTION:

Total Quality management provides the concept that ensures continuous improvement in an organisation. TQM is a system approach to the quality management. It is not only based on improvement of quality of the product, but also the total quality management of all the processes and functions in the business such as production, operation, distribution, marketing, planning, training, communication and so on. Total quality management has 8 basic principles- customer focused, total employee involvement, process centered, integrated system, strategic and systematic approach, continual improvement, fact based decision making and communication.



Japanese Industry has evolved ‘Total Quality Management’ as a tool for managing excellence in their organizations which have taken those over 50 years to come to this stage. It is a process that developed over a period of time and people in Japan believe in the process. It is a rare phenomenon that an employee in a Japanese industry absents himself without prior/ timely information to his employer. Moreover, a successful TQM implementation needs a important training for the employees involved in it. Dr. Frag Diwan of All India Management Association, New Delhi has very nicely concluded that TQM is “an all encompassing dynamic process in an organization to promote never ending involvement in the effectiveness and efficiency of all elements of a business.” TQM stands on 4 pillars: System, Team work and SPC (Statistical process control) tools. The links to these pillars are culture, communication, commitment and customer focused.

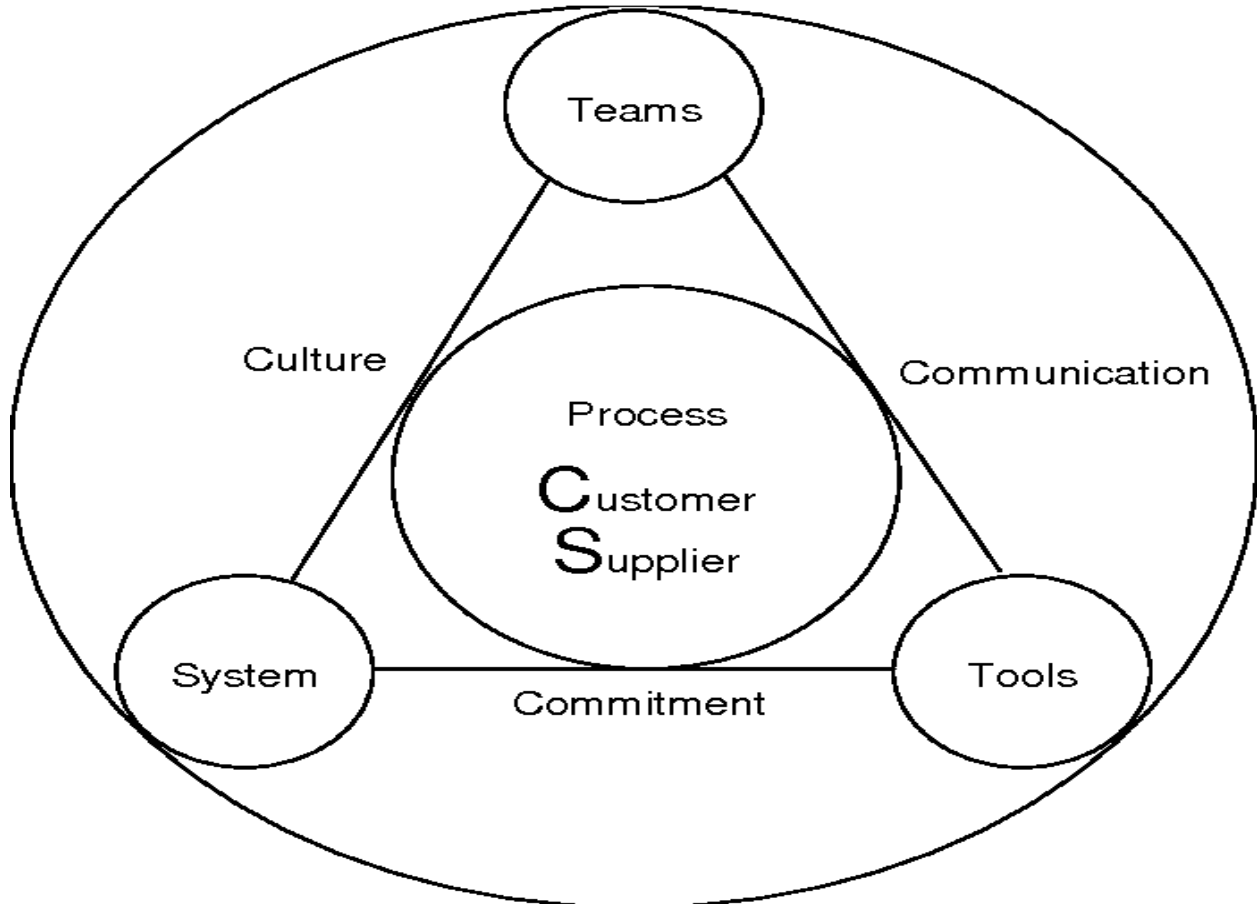


Fig: Model on Total Quality Management (TQM)

Literature Review:

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customer-orientation into the production process. Quality assessment process is based on self-assessment since it requires customer requirements to be met at all production process phases with every employee ensuring products have all the quality specifications required. In the literature, the TQM and company-wide-quality-control are described as being synonymous. There are important differences even though the emphasis and approach is similar (Kohand Low, 2008). Company-wide-quality control concept was introduced in 1968 by Ishikawa. Ike Juran's quality, the quality requirements of quality in Ishikawa are translated into technical specifications and derived from individual needs. However, customer-orientation refers to both the internal and

external customer with the whole company being interpreted as consisting of a network of customer-relationships (Al-qahtani and Al-methheb, 2013) *Reviewing the Literature on Total Quality Management and Organizational ...* 196

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The philosophy underlying the implementation of a TQM strategy is to see organisational customers and clients as the vital key to organisational success. Organisations with TQM strategy see their business through the eyes of their customers and clients and then measure their organisations performance against customer/client expectations (Fran, 2002). It therefore follows that organisations that want to be successful with the implementation of TQM strategy must evaluate its operations through the eyes of its customers by strengthening and exploring all avenues including the people (employees) that make up the organisational structure (Stah, 2002).

According to Balogun and Hope-Hailey (2008), strategy should be seen as a system/process, that should be able to engender in the employees a culture of total commitment to the vision and mission of the organisation, and thus, a functional strategy that embodies the collective contribution of various components that make up the organisational hierarchy should be such that compliment each other in the implementation of a strategy. For a strategy to accomplish the desired goals and objectives of an organisation, effective strategy implementation mechanisms should be put in place and one of the most potent ways for achieving this is by exploiting the internal capabilities of the organisation in the form of its employees as a veritable asset while

encompassing various HRM initiatives, such as recruitment and selection, training and development, reward systems, performance appraisal, the need for enhanced employee voice systems, employee engagement and greater line manager involvement with management, because they should be seen as a bridge between the employees and management for enhanced psychological contract, which will in turn facilitate greater employee commitment (Murphy et al, 2001).

Quality products or services need not only to conform to consumers requirements; the product/service must be acceptable. Effective TQM strategy entails that the product/service must go beyond acceptability for a given price range. For example, rather leaving customers/clients satisfied that nothing went wrong with the product or service, a product/service should give the customers/clients some delightful surprises, or provide unexpected benefits (Collard, 2001). This means, therefore, that product/service quality assurance requires more than just meeting customers/clients minimum standards. The level of product quality is the degree, to which a product/service is equal to or greater than customers/clients expectations,

That is $LPQ > CE$

Where LPQ = Level of Product Quality, and CE = customer/client expectation.

Thus, for organizations who desire to have TQM strategy in place and make it work effectively, should as a matter of principle Endeavour to be positively disposed to the idea of quality management philosophy in their organization.

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Objective:

1. To understand the concept of Total Quality Management.
2. To study how to implement TQM.

THE CONCEPT OF CONTINUOUS IMPROVEMENT BY TQM

TQM is basically concerned with continuous improvement in all work, from high level strategic planning and decision-making, to detailed execution of work elements on the shop floor. It stems from the belief that mistakes can be avoided and defects can be prevented. It leads to continuously improving results, in all aspects of work, as a result of continuously improving capabilities, people, processes, and technology and machine capabilities.

Continuous improvement must deal not only with improving results, but more importantly with improving capabilities to produce better results in the future. The five major areas of focus for capability improvement are demand generation, supply generation, technology, operations and people capability.

A central principle of TQM is that mistakes may be made by people, but most of them are caused, or at least permitted, by faulty systems and processes. This means that the root cause of such mistakes can be identified and eliminated, and repetition can be prevented by changing the process.

There are three major mechanisms of prevention:

1. Preventing mistakes (defects) from occurring (Mistake - proofing or Poka-Yoke).
2. Where mistakes can't be absolutely prevented, detecting them early to prevent them being passed down the value added chain (Inspection at source or by the next operation).
3. Where mistakes recur, stopping production until the process can be corrected, to prevent the production of more defects. (Stop in time).

The basis for TQM implementation is the establishment of a quality management system which involves the organizational structure, responsibilities, procedures and processes. The most frequently used guidelines for quality management systems are the ISO 9000 international standards, which emphasize the establishment of a well- documented, standardized quality system.

STEPS IN IMPLEMENTING TQM:



Step 1: Appoint a representative

· We have to identify and nominate a senior executive to coordinate TQM activities in the organization. This person should have some qualities like belief in the process, good communicator, friendly and caring, good listener, good facilitator etc. He should also have good knowledge about the organization and report directly to Chief Executive Officer (CEO). It should always be remembered that responsibility and accountability of TQM remains with Chief Executive and TQM coordinator merely helps while performing the task.

Step 2: CEO to switch on to learning

This suggests that we should switch ourself to learning mode. We should create a liking for knowledge on TQM, participate in programs on TQM, read literature and listen to the people who have done it. We should open our mind to see what is happening in the environment. We should learn to face facts with smile. We should learn to be a 'giver'. A giver of encouragement, appreciation, motivation, guidance, information, new opportunities etc. We should be willing to experience the process of TQM and be part of the solution.

We should develop human sensitivity. People in the organization are its greatest assets and human sensitivity is the most powerful tool to motivate them. We should treat everyone in the organization as human beings can be sensitive to their needs.

Step 3: Purify Environment

People need to identify their differences, communicate with each other and develop mutual trust. If we allow people to socialize in a group periodically, we will observe, they will talk out their differences themselves and over a period of time they will develop mutual trust and communicate openly with each other. To facilitate this form a team of senior management people representing most of the function in the organization. This group will be the CEO's first level of partners in promoting TQM in the organization. Conduct a workshop on vision, current realities, contradictions and strategies for the above group. Form task forces out of the senior management group to tackle contradictions identified in the Vision Workshop. Review performance of these task forces every month.

Step 4: Commitment to do it

· We should demonstrate the commitment through framing the Quality Policy. Quality Policy should be practical. People should find it easy to understand and relate to their own role with it. Above all the content of Quality Policy should be visible in all our actions. The change will not take place overnight. It is a process. Once change sets in, it will blow up as 'continuous improvement'.

Step 5: Bring out purity of inner self

· We should conduct a purpose, mission and value workshop for senior management group. Arrive at the draft document. We should listen to the voice of inner self while drafting the document. the document to be discussed with all the management executives and allow them to make suggestions for modifications. People should have conviction to what is written in the document. Without conviction, there will be no commitment. Once the draft document has been

thoroughly discussed across the organization, adopt it and solemnize the values across the organization.

Step 6: Prepare people to attainment

Prepare training plan of the people based on their needs. This should be mutually discussed and finalized. · All the people must be trained in 7-Tools of QC(quality circle). Some should be trained in advanced tools of QC. · All the people should be trained in problem solving techniques and consensus decision making. · People should also be trained to participate in suggestion schemes and QC circles.

Step 7: Lighting the lamp

Brighten up the dark areas across the organization and identify areas of weakness requiring action. · Prepare short term and long term action plans. Focus should be on process rather than result alone. · Remember '**Small is Beautiful**'. Take only those areas where you can concentrate in the first phase. · The action plans should be mutually discussed and agreed to between the leaders and followers.

Step 8: Empowering people

Encourage and empower people to perform but you have to lead the team yourself while executing TQM action plan.

Step 9: Have a sense of gratitude to all

Speak to various people, go to their work places, review their programs and achievements, and give encouragement to perform better.

Step 10: Share success with all

In TQM this is the most important step and one has to freely share information across the organization, share success through appreciation of one's contribution. Provide motivation through new challenges and the level of human sensitivity in the organization. It should always be mentioned that we can't do it alone. We need help. People are ready to help provided they trust that their future is in safe hand. Trust cannot be shared. It builds through actions. Therefore, we have to be role model to demonstrate the **Purpose, Mission and Values**, and create human sensitivity in the organization. The process will lead the organization to greater heights of glory.

Conclusion:

Total Quality Management works best in an environment where there is strong support and commitment from the management. It never ends and has become a necessity for every organization. TQM needs support through a well-defined structure, processes, and transitions.

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