



Employees Perspective on TQM Practices in Manufacturing Concern

KEYWORDS

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ABSTRACT "Total Quality Management is a journey, not a destination" - Berry

TQM has spread its wings in every sphere of the global corporate world and Indian companies. It is found that training creates awareness, builds employees' commitment to quality policy and strategy, facilitates team work, enhances performance standards etc., There should be an improving communication competencies, multiple skill development etc., The data have been retrieved from the employees of manufacturing concern in Bengaluru. The purpose of this paper is to examine the employees perspective on TQM practices in manufacturing concern. The paper proposes percentage analysis and ANOVA tests on the relationship between TQM practices and employees perspectives in their work. It is a combination of quality and management tools aimed at increasing business and reducing losses due to wasteful practices. The simple objective of TQM is "Do the right things, right the first time, every time". Finally to conclude, it is seen that TQM is being a way in which a business can add value to its product and to gain competitive advantage over its rivals.

Introduction

Human resource is the most important factor for any organization and success of any Organization is depending upon their resource which is available. TQM is the process designed to focus external/internal customer expectation preventing problems building, commitment to quality in the workforce and promoting to open decision making. In an industry there are many parties involved namely: the owner or the manufacturer, employee, customer, supplier etc., they are the major support to the development of the industries. In an industry total quality management is very essential for a long survival in the market which acts as a guarantee or a brand preference for the manufacturing goods, among the competitors product. The major work of the manufacturing industry is to enrich human resources through TQM practices for the development of employees by providing training and various facilities like: motivation, proper communication, job satisfaction and involvement etc., which contributes to a major success of the organization. There is always a question "Does the perspective of employees have an impact on the excellence of TQM?" More specifically it is identified that there is a considerable research gap in the employee perspective which determines the excellence of TQM. Hence the present study has been carried out to study the employees perspective on TQM practices in manufacturing concern.

Objectives of the Study

The objective of the study is to know the employees perspective towards the TQM practices in the organization after implementing total quality management system.

Research Methodology

- ❖ **Area of the Study** – Bengaluru City.
- ❖ **Sources of Information** - Primary Data through interview schedule and questionnaire.
- ❖ **Sample Size** - 150 employees.
- ❖ **Sampling Technique** – Random sampling method.

- ❖ **Tools and Techniques** - Percentage Analysis & ANOVA

Analysis & Interpretation

Personal Profile of the Respondents

Table no 1.1 describes the personal profile of the respondents taken for the study. Out of 150 respondents who were taken for the study: it has been identified that most (68%) of the respondents are male, 30% of them are within the age group of 41 – 50 years, 65.3% of them are under graduates, 31.3% of them have 11 – 20 years of experience and 47.3% of them earns an income of Rs.15001 – Rs.20000 in the organization.

Attitude of the Employees

Table no 1.2 reveals the employees perspective towards TQM practices which is been implemented in their organization. It is clear that majority of the employees have marked excellence for reward for good performance (58%) and heavy work load leads to stress (45.3%), majority of the respondents have marked good for training and development (50.0%) , make an effort (60%), rules and policies are comfortable (49.3%), good place to work (51.3%), performance is good (58.7%), motivational program supports TQM (47.3%) and use of self assessment tools (64%).

Relationship between Incentives and Perspective of the Employees

Table 1.3 depicts the relationship between the incentives and the perspective of the employees. It is clear that, there is a significant difference between incentives and reward for good performance, training and development program for excellence in work, if you make an effort you can get ahead in the organization, performance is good as compared to your co-workers, use of self-assessment tools and other mechanisms to improve performance gaps in the implementation and effectiveness of practices so the null hypothesis is rejected. There is no significant difference between incentives and rules and policies are comfortable, the organization is a good place to work, heavy work load leads to stress, motivational program for the employees that supports TQM hence the null hypothesis is accepted.

Conclusion

In this regards, total quality management has been widely implemented and produced remarkable results, such as improved product and service quality, enhanced productivity, reduced costs and satisfied customer requirements. At present many firms around the world are practicing quality management to achieve those benefits in order to be competitive in the market. It is accepted world-wide that one of the key factors for forms to be successful in the global market is quality.

The empirical investigation reveals that that there are positive relations between employee perspectives and the excellence of Total Quality Management. Therefore these findings have to be considered when creating an atmosphere for enhancing the excellence of Total Quality Management of organizations.

Appendix

Table No 1.1 – Personal Profiles of the Respondents

Personal profile		No.of respondents	Percentage (%)
Gender	Male	102	68
	Female	48	32
	Total	150	150
Age	Up to 30 years	23	15.3
	31 – 40 years	43	28.7
	41 – 50 years	45	30
	More than 51 years	39	26
	Total	150	100
Educational qualification	Elementary	12	8
	Up to SSLC	25	16.7
	Under graduation	98	65.3
	Post graduation	15	10
	Total	150	100
Experience	Up to 5 years	28	18.7
	6 – 10 years	34	22.7
	11 – 20 years	47	31.3
	More than 21 years	41	27.3
	Total	150	100
Income level	Up to Rs.10000	20	13.3
	Rs.10001 – 15000	45	30
	Rs.15001 – 20000	71	47.3
	More than Rs.20001	14	9.3
	Total	150	100
Incentives	Cash award	52	34.7
	Promotion	21	14
	Appreciation	74	49.3
	Others	3	2
	Total	150	100

Table No 1.2 – Employees Perspective towards TQM

S. No	TQM Practices	Excellent	Good	Poor	Total
1.	Reward for good performance	58	40	2	100
2.	Training and development	37.3	50.0	12.7	100
3.	Make an effort	32.7	60.0	7.3	100
4.	Rules and policies are comfortable	40.0	49.3	10.7	100
5.	Good place to work	42.7	51.3	6.0	100
6.	Heavy workload leads to stress	45.3	44.0	10.7	100
7.	Performance is good	34.0	58.7	7.3	100
8.	Motivational program supports TQM	45.3	47.3	7.3	100
9.	Use of self-assessment tools	29.3	64.0	6.7	100

Table No 1.3 – Relationship between the Incentives and the Perspectives of the Employees

Particulars		Sum of Squares	DF	Mean Square	F	Sig
Reward for good performance	Between group	26.054	3	8.685	43.413	0.000
	Within group	29.206	146	0.200		
	Total	55.260	149			
Training & development	Between group	5.425	3	1.808	4.367	0.006
	Within group	60.449	146	0.414		
	Total	65.873	149			
Make an effort	Between group	4.302	3	1.434	4.544	0.004
	Within group	46.071	146	0.316		
	Total	50.373	149			
Rules & policies are comfortable	Between group	2.436	3	0.812	1.954	0.124
	Within group	60.658	146	0.415		
	Total	63.093	149			
Good place to work	Between group	2.132	3	0.711	2.047	0.110
	Within group	50.701	146	0.347		
	Total	52.833	149			
Heavy work load leads to stress	Between group	2.400	3	0.800	1.837	0.143
	Within group	63.573	146	0.435		
	Total	65.973	149			
Performance is good	Between group	6.299	3	2.100	6.806	0.000
	Within group	45.035	146	0.308		
	Total	51.333	149			
Motivational program supports TQM	Between group	2.366	3	0.789	2.095	0.103
	Within group	54.974	146	0.377		
	Total	57.340	149			
Use of self assessment tools	Between group	4.456	3	1.485	5.183	0.002
	Within group	41.838	146	0.287		
	Total	46.293	149			

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