

“TOTAL QUALITY MANAGEMENT: THRUST FOR QUALITY”

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Abstract-Quality is a dynamic concept. It cannot be precisely defined. With the increase in standard of living of society people are getting more quality conscious. Demand for quality has given birth to the concept of Total Quality Management. In the today's competitive era, organizations are adopting Total Quality Management as an important strategic tool. TQM calls for continuous improvement of quality with the cooperation of workers through innovation in product and technology, so as to meet the changing requirements of customers. The launching of ISO: 9000, ISO: 14000 series standards by the international standards organization in adopting TQM for improve their quality and productivity and to serve their customers efficiently.

I.INTRODUCTION

Total quality management is a philosophy of management for continuously improving the quality of products and processes. The idea is that the quality of products and processes is the responsibility of everyone who is involved with the development and/or use of the products or services. TQM involves management, workforce, suppliers, and even customers, in order to meet or exceed customer expectations. **Tauseef Aized.**

Both a philosophy and a set of guiding principles that represent the foundations of a continuously improving organization. TQM is the application of quantitative methods and human resources to improve the material and services supplied to an organization, all the processes within an organization, and the degree to which the needs of the customer are met, now, and in the future. **Jack Strickland,**

Total quality management can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Many of these concepts are present in modern Quality Management Systems, the successor to TQM. An organization planning the implementation of Total Quality Management (TQM) is about to embark on the challenge and opportunity of a lifetime. This adventure must surely change the organization. Total Quality Management can be the answer to both the customer's plea for improved products and services and the organization's quality and productivity problems .The organization will need time and

patience to complete its journey. Planning is essential; TQM implementation must not be left to chance. Some basic principles that should be kept in mind while implementing TQM in an organization are explained below.

A) Customer-focused: Customer is the king. It is the customer who ultimately determines the level of quality. No matter what an organization does to foster quality improvement, how many steps does it take for quality improvement it is the customer who determines whether the efforts were worthwhile.

B) Employee Empowerment: Employee empowerment and employee involvement is the key to total quality management. A committed and motivated human resource team is must for total quality management.

C) Process-based: A basic part of TQM is a focus on process thinking. A process means a series of different steps converting input into output. The steps required to carry out the process are clearly defined, and performance is monitored continuously so as to detect the unexpected deviations.

D) Integrated System: An organisation consists of different functional department that are often vertically structured. But TQM focus on horizontal processes that interconnect these functional departments. Micro processes adds up to larger processes and all processes together convert into business processes required for defining and implementing strategy. Every human resource in the organisation must clearly understand the vision, mission and guiding principles as well as the quality policies, objectives and important processes of the organisation.

- Micro-processes sums up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization. Business performance must be monitored and communicated continuously.
- Every organisation has its own work culture and it is quite impossible to achieve

excellence in its products and services unless a good quality culture has been inculcated. An integrated business system must be modeled to incorporate the quality standards like ISO:9000, ISO:14000 series.

E) Strategic Approach: An important requirement of TQM is adopting a strategic and systematic approach for achieving an organization's vision, mission and objectives. Strategic planning or strategic management integrates quality as a core component for getting competitive advantage.

F). Continuous Improvement: A major demand of TQM is continuous improvement. Continual improvement leads an organization to be analytical and creative that helps it to become more competitive and more effective and help in meeting the expectations of stakeholders.

Fact-based decision making In order to know how well an organization is performing, data on performance measures is necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.

G). Communication: Effective communication plays an important role in motivating employees and building their morale. While implementing an important change in organization like TQM, communicating it effectively to employees is essential for its success.

The above explained elements are so essential to TQM that organizations define them in form of core values and principles of organization. The methods for implementing this approach come from the teachings of such quality leaders as W. Edwards Deming, Philip B. Crosby, Kaoru Ishikawa etc

II. THE DEMING PHILOSOPHY

Dr. Deming's philosophy is expressed in his Fourteen Points and his Seven Deadly Management Diseases. At first encounter, his philosophy seems simple, requiring nothing but common sense. And it is not complex. What is complex is its successful application. The important question is, "How do you follow these common sense principles?" Understanding the fourteen points, agreeing to their meaning for your organization, and deciding how to implement them is a necessary management responsibility which should follow management's defining quality and excellence.

III. DEMING'S FOURTEEN POINTS FOR TOTAL QUALITY MANAGEMENT:

1. Create constancy of purpose for improvement of product and service
2. Adopt the new philosophy
3. Cease dependence on inspection to achieve quality
4. End the practice of awarding business on the basis of price tag alone
5. Improve constantly and forever the system of production and service
6. Institute training
7. Adopt and institute leadership
8. Drive out fear
9. Break down barriers between staff areas
10. Eliminate slogans, exhortations, and targets for the work force
11. Eliminate numerical quotas for the work force and eliminate numerical goals for people in management
12. Remove barriers that rob people of pride of workmanship
13. Encourage education and self-improvement for everyone
14. Take action to accomplish the transformation

IV. DEMING'S DEADLY MANAGEMENT DISEASES

1. Lack of constancy of purpose
 2. Emphasis on short-term profits
 3. Evaluation of performance
 4. Mobility of management
 5. Running an organization on visible figures alone
 6. Excessive medical costs
 7. Excessive costs of warranty, fueled by lawyers that work on contingency fees
- Diseases 6 and 7 are pertinent only to the United States

V. IMPLEMENTATION BARRIERS TO TQM

The implementation of the total quality management in the organization is somewhat similar to other decentralized control method. While developing TQM it is necessary for an organization to know how customer defines quality. If a company gives importance to quality in its production process then there will be fewer problems when the product is in customer's hand. For understanding how customers define quality a customer survey, regarding the performance of product relative to its quality may be undertaken, which can help managers to identify design, manufacturing or any other process that has a bearing on the quality of a product or service, and therefore provide an opportunity for continuous improvement.

Discussed below are some of the barriers or obstacles that total quality management face during implementation.

A). Management Infallibility:

The competition, inefficient management leads to unproductive and lethargic attitude. These attitudes often are expressed in popular sayings, such as “it is not my duty”, “ I am not supposed to do this.” Such attitude sayings originate from the popular belief that management is always right and therefore the employee should work according to the commands of management without any questioning. Also management does not consider it necessary to properly motivate employees for the implementation of total quality management.

B). Lack of Leadership for Quality.

Excess levels of management often drive to duplication of duty and responsibility. This make the lower level employee feel that implementing quality is the duty of management only. The role of employee is only peripheral in quality implementation. Employees who are directly involved in the production of goods and services are not often considered integral while incorporating quality issues in the organization, Moreover, in the most organization top management is not committed to the quality.

C). Deficiency of Cultural Flexibility

Every organization does things in its own way. Every organization has its own culture. The work culture, the philosophy of the organization, the tradition of the organization defines how the employee and management contribute in achieving organizational objectives. Indeed, sticking to organizational culture is integral in delivery of the mission of the organization. However, it is important to review culture and for that matter re-adjustments needs to be done in tune with the prevailing political, technological, economic and social realities so as to improve the efficiency. Inadequate cultural dynamism make it difficult to implement the total quality because, most of the top level management are rigid in their work culture.

D). Inadequate Resources

As most of the companies do not involve quality in their strategic plan, TQM is often ignored in terms of financial and human resources. The point of attention of management is increasing profit margin rather than improving the quality. In many organizations there is insufficient budget for training and development of employees which is the main requirement for the implementation for total quality management. TQM is often neglected because it does not bring gains to the organization in the short term. There is generally insufficient budget for implementing TQM.

E). Lack of Customer Focused Plans

Most of the strategic plans of the companies are not customer focused. Insufficient market research is done to ascertain the product or service performance in the market relative to its quality. Most of the organizations focus on profit earning. A very little concern is shown to quality improvement for customer satisfaction. It is very difficult to implement TQM in these profit focused (short term) organizations.

VI. LACK OF EFFECTIVE MEASUREMENT OF QUALITY

A) Improvement

TQM is centered on monitoring employees and processes, and establishing objectives that anticipate the customer's needs so that he is surprised and delighted. This has posed a considerable challenge to many companies. Measurement problems are caused by goals based on past substandard performance, poor planning, and lack of resources and competitor-based standard. Worse still, the statistical measurement procedures applied to production are not applicable to human system processes

B) Resistance of the Workforce

Whenever there is a change in the organization which have a bearing on the existing work culture of employees, they always resist. TQM project must have the support of employees, but it rarely happens. Keys (1991) suggested that and an adverse relationship between management and employee should not exist, and there should be co-operative relationship between management and no management to ensure successful implementation of TQM.

C) Inadequate Human Resource Development

There is evidence that proper training is not considered necessary and this leads to worker's resistance. Generally training or human resource development is not given much importance in the organization. There is no use of investing heavily in quality control, quality circles if it is not integrated with relevant training to employees.

D) Conclusion and Recommendations

The merits of TQM have been discussed widely but little attention is still being paid to its implementation. For the successful implementation of a quality project a quality philosophy is required. A long-term change in lifestyle must be facilitated by this philosophy. For successful implementation of TQM the top management should be highly committed to quality.

This philosophy must facilitate a long-term lifestyle change for a company. There should be adequate inflow of resources, proper training, workforce participation and effective measurement techniques for successful implementation of TQM. A successful TQM program is one of its kind, and it should motivate middle management to focus on long-term strategies rather than short-term goals. Groups should be motivated to work cohesively and effectively.

Teamwork is the key to involvement and participation. Here are some suggestions for successful TQM implementation:

- New philosophy should be adopted. We are living in a new economic age. We cannot afford delay, mistake, ineffective workmanship and faulty material.
- Attention should be given to the quality of raw material. Business should not be awarded only on the basis of price alone.

Quality should also be given due importance along with the price.

- Improvement should be continuous. Productivity should consistently increase and cost should consistently decrease.

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