

## Total Quality Excellence through Organization-wide Transformation

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### Abstract

**Objectives of the Study:** *Compulsion of competitive business environment is not merely to do well, but to do better than the competition. This challenging situation is compelling industries to opt for new strategies leading to superior performance: the goal of a TQM system. This call for rethinking and reworking of an organization's existing processes, position, posture and attitude with a view to transforming the organization to enable it to cope with the changing context of business, where customer is king. TQM provides the vehicle for change and transformation by making the organization more customers focused people driven, flexible and committed to continuous improvement.*

**Finding:** *These organizations are having new opportunities and challenges to grow much faster since the Government of India has*

*implemented its new policies of liberalization, privatization and globalization. Many Indian organizations have started realizing the importance of Total Quality Management (TQM) and now quality system improvement standards. More and more organizations in the corporate arena are striving to obtain ISO 9000 accreditation and some of these have already go these standards.*

**Conclusion:** *The paper concludes that TQM is not merely a system of quality management; it is a strategy that is designed to seek improvement in business performance by focusing on customers, empowering people, restructuring processes and leading the organization by vision and purpose.*

**Keywords:-** TQM, Globalisation, ISO, Strategy, Excellence

### Introduction

With the liberalization of Indian economy, the manufacturing and service sector is poised to face the rapidly growing competition from within and from outside. In the emerging

struggle for survival, up gradation of Quality systems in line with the international standards has assumed a great importance. The challenge to a developing nation like India is to motivate its manufacturers and service providers to adopt and implement these standards, and to establish a credible national quality registration system which will be recognized and acceptable to its trading partners.

In the market place everyday new products or services are being introduced. The characteristic of market has become that of buyer's market. Today's buyer is a very discerning personality, who demands better products at lower price. To make this happen providers of products and services must improve quality. Therefore, market compulsions make it imperative upon manufacturer's to improve quality.

In today's quality oriented markets, battles for customers and market shares are being fought with 'quality' as prime weapon. Therefore, it is hardly surprising that quality is becoming significant factor in the business strategy planning process.

The main reason for giving quality as place of pride in business strategy is that the ensuring quality programme and activities

provide major competitive advantages to the companies. Depending upon a company's strategic aim and its position in market, the corporate Total Quality Management abbreviated as TQM Policy is generated.

It is now being widely acknowledged that adaptation of global quality standards like ISO-9000 is the need of the hour for the Indian exporting companies. The strategic approach to facilitate ISO certifications is to develop, "Total Quality Management" in the organization in every area of operations. The quality concept has been there in Indian industry but restricted to manufacturing operations those too only control parts of it, there by excluding planning of quality across all departments.

Various research studies have suggested that customers are heavily influenced by 'Eight dimension' in determining quality levels.

- (i) Performance: It refers to the primary operating features of a product,
- (ii) Features: These are secondary qualities that supplement the product's basic functioning,

- (iii) Reliability: The probability of a product's failing within a specified period of time reflects reliabilities,
- (iv) Conformance with the degree to which a product's design and operating characteristics makes pre-established standards,
- (v) Durability: It is a measure of product life, having both economic and technical dimensions,
- (vi) Serviceability: It refers to speed, courtesy and competence of repair,
- (vii) Aesthetics: It refers to as to how a product looks, feels, sounds etc,
- (viii) Perceived Quality: It refers to assessment of standards relying on indirect measures when comparing product brands.

#### **Evaluation of TQM and Its Concepts:**

The most crucial breakthrough in the modern quality movement came in 1931 with the publication of Shewhart's article on "Economic control of Quality of manufactured product". Shewhart became the first "to recognize that variability was a fact of industrial life and that it could be understood and managed using the principles of probability and statistics" (Ishikawa, 1985). However, business interest in quality did not fully materialize until World War II in the U.S. and post World War II in Japan. In the early days of World War II, the department of defense used

quality-sampling procedures to accept or reject munitions, thus causing defense suppliers to be more concerned with quality assurance (Garvin, 1998). But the modern roots of what we now call TQM originated around 1949 in Japan with the adoption, by a committee of the Union of Japanese Scientists and Engineers, of many of the statistical methods of Deming (Walton, 1986). Deming, a recognized scholar in the field of sampling is the one who introduced quality control to Japan through his visits in 1950, 1951 and 1952. Juran is credited to introduce TQM in Japan through his visit in 1954 (Gehani, 1992). Juran's Visit marked a transition in Japan's quality control activities from the dealing primarily with technology based in factories to an overall concern for the entire management. The Juran's visit created an atmosphere in which quality control (QC) was to be regarded as a tool of management, thus creating an opening for the establishment of total quality control (TQC) (Ishikawa, 1985). Feigenbaum defined TQC through an article in Industrial Quality Control in May 1957. According to him, TQC requires participation of all divisions in an organization. But he felt that quality, which is everybody's job in an organization, could become nobody's job. He suggested that essentially quality control specialists should manage the quality function. But TQC advocated by Feigenbaum did not find wide application and hence did not become popular (Ganapathy et al., 1994). Japanese accepted the basic concept of Feigenbaum's theory of TQC however, the Japanese did not agree to this view that

quality function may be managed by quality control specialists. The success of Japanese manufacturers during the 1960's and the 1970's, changed the emphasis from a quality control approach to a quality assurance approach leading to a greater number of business functions being involved in the management of quality, Success stories in Japan and its capturing of a larger share of world markets, paved a way for acceptance of quality in the United States and in Europe. Quality and its control became TWC as Feigenbaum called it in the 1960's and its management became TQM by the 1980's and 1990's.

Dale and Plunkett (1991) presented a hierarchy of quality management starting from inspection to quality control the quality assurance to total quality management. Zaire (1991) also identified the evolution of two extremes one, from control driven to culturally driven, and two, from controlling-in to managing-in quality. Miller (1993) however, mapped the evolution into four phases – Quality control, quality assurance, total quality management and quantum quality. Sallis (1996) depicted the evolution in terms of a sequential movement from inspection to TQM, through quality control and quality assurance. Kehoe (1996) identified three phase: (i) 1940's and 1950's – quality control phase; (ii) 1960's and 1970's – quality assurance phase; and (iii) 1980's and 1990's – total quality phase. Hermel (1997) remarked that the search for quality has been present in organizations for a long time and along the way, it has taken different forms varying with an evolving paradigm

and conceptualization. He distinguished four great eras/periods, from the beginning of the century to the 1980's. He identified them as: (i) beginning of the century – inspection era; (ii) 1930's to 1950 – quality control era; (iii) 1950's to 1970 - quality assurance era; (iv) 1970's and onwards – total quality management era. This philosophy of TQM underlines the Malcolm Baldrige National Quality Award in the United States, the European Quality Award, the Australian Quality Award, and the Japanese Deming Prize.

Finally, it can be said that, “to survive and thrive in the competitive business world of today and the surely more competitive world of tomorrow, we need all the management weapons we can get. One of our most potent will undoubtedly be Total Quality Management (TQM)”. It's designed to get us ahead of the competition. It gives new and improved ways for insuring that our operations are efficient, profitable and productive. To enable us to conduct our organization, no matter what industry we have, no matter where we are positioned today. (Kelly, 2000)

### **Benefits of TQM**

The tangible and intangible benefits of TQM are well acknowledged and are summarized in table 1. Boaden (1997) pointed out that it is important to consider the definition of TQM for a number of reasons, viz., TQM is increasingly taught as an academic subject; there is a broad based developing body of research on TQM; TQM and quality management are often confused; and evidence regarding the 'success' of

TQM is mixed. Dale and plunkett (1990) also emphasized the importance of the issue of definition for better understanding and communication.

However, they admitted that there are difficulties in finding generic definition to describe specific tasks or activities.

Table 1 : A list of Benefits of TQM as reported in literature

Benefits	Authors
Better Quality	Deming (1986); Juran (1974); Holloway et al.(1995); Oakland (1989); James (1996); Mohanty and Lakhe (1998); Reed et al. (1996)
Promoting continuous improvement	Spencer (1994); Reed et al. (1996); Waldman (1994); James (1996); Ross (1993); Bounds et al. (1994)
Increasing flexibility	Reed et al. (1996); Oakland (1989); James (1996); Ross (1993); Bonuds et al. (1994)
Enhancing firms profitability/productivity	James (1996); Ahire and Kiran (1995); Banerjee and Ramesh (1993); Waldman (1994); Oakland (1989); Ross (1993); Mohanty and Lakhe (1998); Sun (2000); Easton and Jarrel (1998); Hendricks and Singhal (1997); Lemak et al. (1997); Samson and Terziovski (1999); Shetty (1993); Wisner and Eakins (1994); Anderson et al. (1995); pfau (1989); Buzzel and Gale (1987)
Faster organizational learning	Oakland (1989); Ross (1993); James (1996)
Safe and healthy communities	Oakland (1989); Crosby (1979)
Better customer service/Greater loyalty and customer satisfaction	Reed et al. (1996); James (1996); Ahire and Kiran (1995); Terziovski and Samson (1999); Sun (2000); Sakofsky (1996); Anderson et al. (1994); Anderson et al. (1995)
Strong organizational economy	Juran (1974); Spencer (1994); Reed et al. (1996)

Improvement in market share	Ross (1993); Reed et al. (1996); Mohanty and Lakhe (1998); Buzzel and Gale (1987)
Better organizational management	Oakland (1989); Ross (1993); Terziovski and Samson (1999); Gehani (1993)
Better performance in employee relations	Terziovski and Samson (1999); Anderson et al. (1995)
Competitive advantage	Curkovic and pagell (1999); Feigenbaum (1990,1992); Hewitt (1994); Noori (1991); Reich (1994); Seawright and Young (1996); Tobin (1990); Powel (1995); Reed et al. (1996); pfau (1989)

Oakland (1989) defined TQM as an approach to improve the effectiveness and flexibility of business as a whole. The essential part of this is to involve the total organization. Witeher (1990) defined the term by breaking the phrase into three terms whereby, ‘total’, implies every person is involved (including customers and suppliers); ‘quality’, implies customer requirements are met exactly; and ‘management’, implies senior executives are committed. Jablonski (1992) defined TQM as a co-operative form of doing business that relies on the talents and capabilities of

both labour and management to continuously improve quality and productivity using teams. This definition emphasizes three essential ingredients necessary for the successful implementation of TQM: participative management, continuous process improvement and the use of teams. However, Youssef et al. (1996) remarked that the definition does not explicitly mention the role that the suppliers and customers play in the success of TQM. The benefits of TQM can be classified into the following structure:

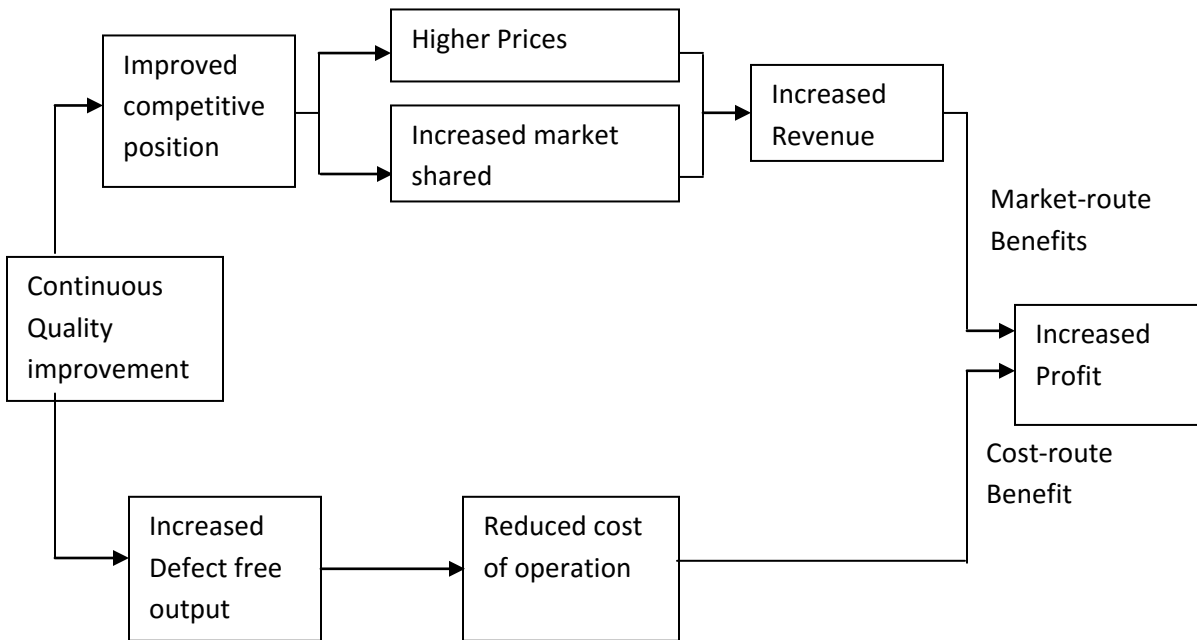


Fig.1 Benefits of TQM

(Source: Richard J. Shonberger, Edward M. Knod, Jr., Operation Management, 1998, P.54)

### **Conclusion:**

There is about 2.5 lach company sites and other organizational locations the world over Europe, USA, Australia, Latin America, Asia and Africa. Out of these, more than 50 percent are located in the West European countries like UK, Germany, France, Switzerland etc. A number of organizations through out the world such as some Japanese companies like Nippon Denso, Honda, Nissan, Toyota, Hitachi etc., the US companies such as Motorola, Hewlett-Packard, Xerox, IBN etc., European companies like Jaguar, British Airways, Mars etc., and Indian companies like Reliance, Philips, Tata, Maruti, BHEL, BEL. ITC etc., are the excellent business organizations of the world and many of these have

won several national and international quality awards for the excellent performance. All are using quality as an accelerated way of improvement. Indian industry is facing stiff competition from rivals like china, Korea, and many other nations. Of late, Indian companies have demonstrated many successors on this front, such as winning Deming prizes. The crux of the issue is that whatever quality philosophy we follow, be it TQM, Six Sigma , ISO 9000, or something else, we must have a continuous zeal and serious intentions of improving the quality of our products and services.

In sum, business compulsion in a competitive environment is not merely good performance, but doing better than the competition. This performance

standard is not static; it has to continually change in step with market dynamics. This situation is compelling industries to go for new strategies, strategies for sustained and superior performances. TQM is the outcome of the collective actions and efforts of all members within and outside the organization, who have a stake in the company's well being and performance.

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