

TQM practices in HBL Industries Limited

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Abstract :

Total quality management (TQM) is an integrative management philosophy aimed at continuously improving the performance of products, processes and services to achieve and surpass customer expectations. The overall objective and goals of this program is to gain maximum customer satisfaction with high quality products and glow in the market as a market leader. There are number of quality tools available in the market for quality like ISO, Six sigma,

CMM etc.. all this tools leads to high quality initiation and change in every organization. Total Quality Management, TQM, is a method by which management and employees can become involved in the continuous improvement of the production of goods and services. It is a combination of quality and management tools aimed at increasing business and reducing losses due to wasteful practices. In this paper we are dealing with one manufacturing company TQM strategies and their policies and procedures for success of quality change. Employees readiness towards quality change are studies with an structured questionnaire.

Key Words : Quality, Employee Involvement, Change.

Introduction :

People need competence to perform tasks. The nature of the job is constantly changing due to changes in the environment, changes in organizational priorities, goals and strategies, changes in technology etc. Higher degree and quality of performance of tasks requires higher level of competence in people of an organization is essential to achieve the organizational goals and objective.

One of the important mechanism of HRD is that TOTAL QUALITY MANAGEMENT which is a commonly used them which has a wide variety of connotations depending on one's experience and background.

NEED FOR STUDY

- Proven best practices to increase profit.
- Improve the quality & expanding the business.
- Adopting TQM to construction.
- Using certain programmers increase the efficiency of TQM
- Identifying opportunities for improvement.
- It follows quality method programs so as to improve the quality of products.

Objectives :

- To know the employee level of commitment towards quality improvement in the organization.
- Analyses the choice about which TQM approach to adopt.
- To know employee team work towards quality improvement s in their organization.
- To know the training and development programs for employees about quality improvements.

Scope of the Study :

- Only 2 branches and 7 departments' area allowed collect data for research out of 4 branches and 13 departments.

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- Only skilled employees are participated in the study.
- Researcher worked under HR manager where there is no scope for meeting all other departments' managers.

RESEARCH METHODOLOGY.

Data collected from two different branches from HBL industries limited in Hyderabad and shadnagar where the sample of the study is 200 contains executive engineers and managerial employees.

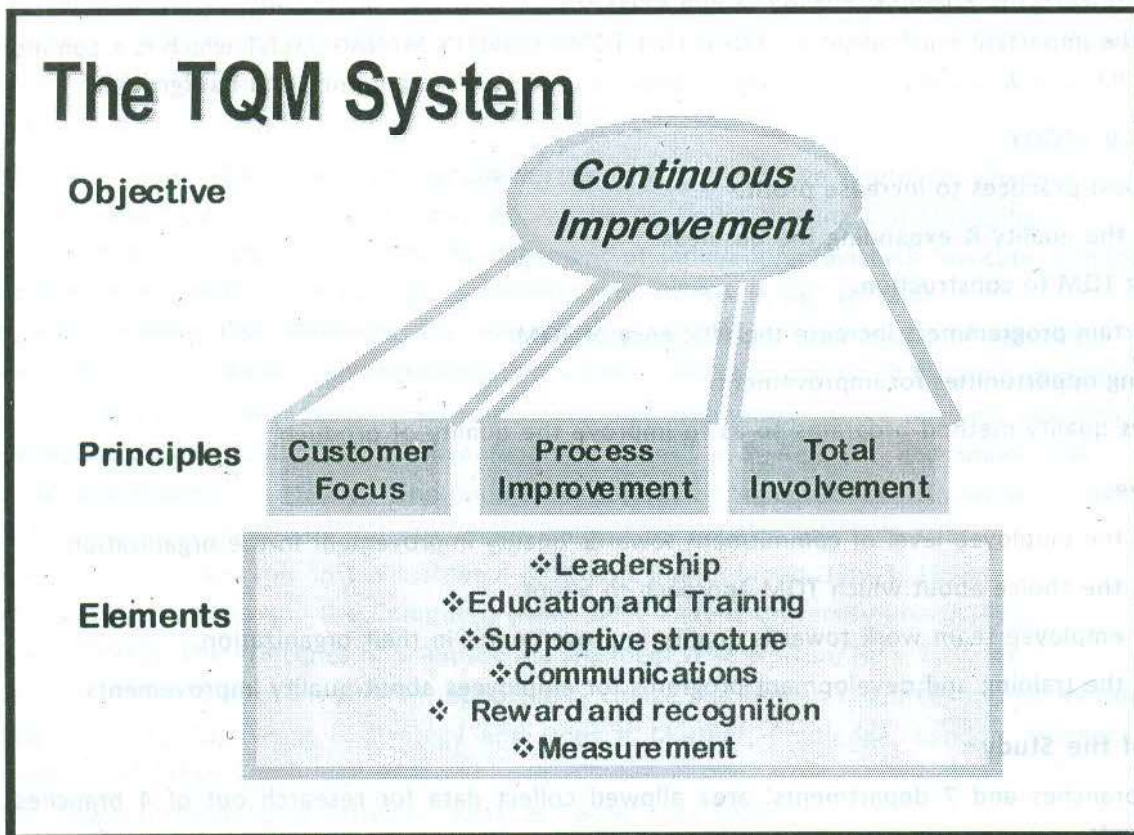
After collecting data primary data interpretation done by using SPSS 17.0, relevant statistical tests are used to check the efficiency of the results.

Empirical field studies require collection on first hand information or data pertaining to the units if study from the field, in this survey the sample consist of all the employees opinion in the organization about quality program. The sample is selected in such manner that reflects total company employees.

Review of literature :

TQM literature reviews examine the most recent business publication's studies concerning the growing complexities of today's organizations, which require a definitive management approach to ensure complete efficiency and productivity. Among the many quality management theories research in a literature review, Total Quality Management has surfaced as one of the most respected. Definitions of Total Quality Management vary according to the specific context within which managers and practitioners operate.

Total Quality Management is generally recognized, however, as a new system of principles, tools, and practices needed to manage a company in order to provide customer satisfaction in a rapidly changing global economy.



To tal Quality Management

Figure 1: Adapted from Oakland, J.S. (1993).

Using Total Quality Management not only eliminates product and service defects, but it as well enhances product design, speeds service, reduces costs, and, above all, changes the culture of organizations and improves the quality of work life.

Sample Distribution :

Cadre of Employee	No. Of Employees	% Of Resondence
Quality Analysts	57	28.5
Engineers	75	37.5
Sales & Services	49	24.5
Other Dept. Managers	19	9.5
Total	200	100

1) Which force made you to implement TQM in your organization?

	No. Of Respondents	(%) Of respondent
Cost Reduction	22	11
Customer satisfaction	56	28
Both	122	61
Total	200	100

Test Statistics.

	Value	df	Asymp.Sig (2- sided)
Pearson Chi-square	23.10	4	.000

Inference : The obtain chi-square value is equals 23.110 at 2 degrees of freedom the significance value is less than 0.05 suggest that there is significant for both factors forced to implement TQM.

2) Whether Employees need any training to implement Quality initiative.

	No. Of Respondents	(%) Of respondent
Formal Training	91	45
Special Reading	70	20
No Training needs	39	35
Total.	200	200

Test Statistics.

	Value	df	Asymp.Sig (2- sided)
Pearson Chi-square	25.226	4	0.002

Inference: The obtain chi-square equals 25.226 at 2 degrees of freedom, the significance value is less than 0.05 suggest that there is significance in employees need formal training to implement TQM successfully.

3) How do you measure customer satisfaction?

	No. Of Respondents	(%) Of respondent
Questionnaire survey	130	65.0
Informal Meetings	16	8.0
All the Above	54	27.0
Total	200	100

Test Statistics.

	Value	df	Asymp.Sig (2- sided)
Pearson Chi-square	101.810	2	0.000

Inference : The obtain chi-square va'ue equals is 101.080 at 2 degrees of freedom, the significance value is less than 0.05 suggest that there is significance in questionnaire survey is most best way to measure customer satisfaction

4) How much does TQM culture fit for your organization?

	No. Of Respondents	(%) Of respondent
Very Well	112	56
To some Extent	46	23
Won't Work	28	14
Can't say	14	7
Total	200	100

	Value	df	Asymp.Sig (2- sided)
Chi-square	112.80	3	0.000

Inference: The obtain chi-square equals 112.800 at 3 degrees of freedom, the significance value is less than 0.00 suggest that most of the respondents agree that the TQM culture fit for their organization.

5) Are employees are empowered significantly by leaders?

	No. Of Respondents	(%) Of respondent
Fully Empowered	120	60
Only Key personnel	36	18
Depend on situation	44	22
Total	200	100

	Value	df	Asymp.Sig (2- sided)
Chi-square	64.480	2	0.003

Inference: The obtain chi-square equals 64.480 at 2 degrees of freedom, the significance value is less than 0.00 suggest that there is significance in all employees are fully empowered to improve TQM

6) What is the TQM motto in view of employees?

	No. Of Respondents	(%) Of respondent
Avoid Waste	109	52
Customer Satisfaction	25	14
Effective utilization of Resources	69	34
Total	200	100

	Value	df	Asymp.Sig (2- sided)
Chi-square	20.480	1	0.003

Inference: The obtain chi-square equals 20.48 at 1 degrees of freedom, the significance value is less than 0.05 suggest that most of the employee view towards TQM is avoiding waste.

7) In employees view who are responsible for TQM implementation in the organization?

	No. Of Respondents	(%) Of respondent
HR Manager	102	50.5
All Managers	8	4.0
Employees	90	45.5
Total	200	100

	Value	df	Asymp.Sig (2- sided)
Chi-square	78.250	2	0.22

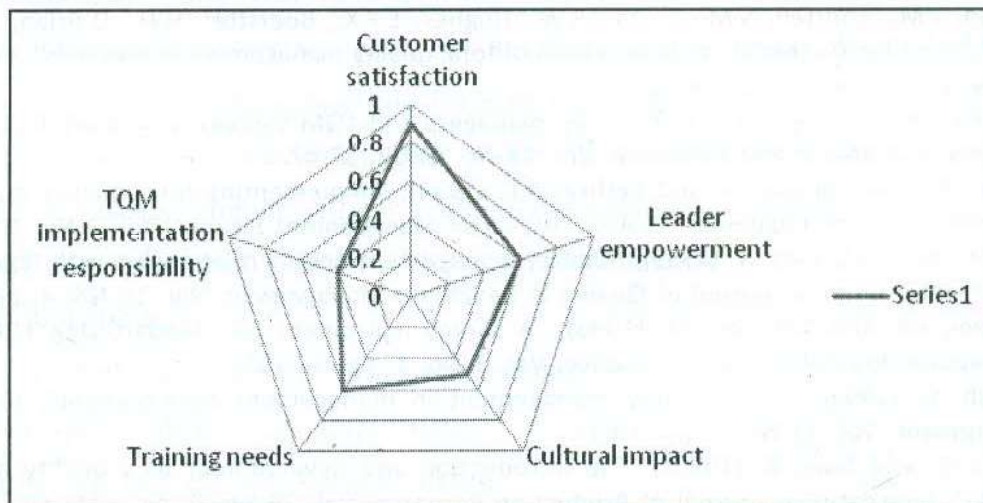
Inference: The obtain chi-square equals 78.250 at 2 degrees of freedom, the significance value is greater than 0.22 suggest most of the employees are think that HR department is responsible for TQM implementation.

**Factor Analysis.
Rotated Component Matrix**

Factors	Component Value.			
	1	2	3	4
Customer satisfaction	.572	.476	.666	.576
Leader empowerment	.711	.219	.428	.411
Cultural impact	.487	.337	.487	.687
Training needs	.179	.679	.179	.179
TQM implementation responsibility	-.658	-.488	-.758	-.658

Inference: Analysis by factor wise factor analysis the observation indicate that first most successful factors for TQM implementation was leadership empowerment to all employees, and training needs are second factor for employees according to new quality change, third factor is customer satisfaction for full fledged implementation and most of the employees are young engineering graduates who are inviting cultural change in the organization according to the changing world for success of this quality initiation in the company.

Factors Gap Analysis:



FINDINGS

- Cost reduction and customer satisfaction is the ultimate object for Quality management.
- Questionnaire is the most effective feedback form-for the quality certificate
- Most of the employees are agree with ISO 9000 is the best quality certificate.
- Most of the employees are agreed that formal trainings are needed to Improve quality.
- Management was fully committed with TQM initiation in their organization.

- Most of the employees are in illusion that HR manager is the responsible for quality in their organization.
- Union leaders and team leaders are committed towards quality improvement in their organization.

SUGGESTIONS

- TQM is the best practice to increase profits.
- Identifying opportunities for improvement.
- Establishing a vision, mission and theme.
- Management commitment like Directing supporting and communication is necessary.
- It should be based on customer focus.
- Teamwork plays important roles. Therefore teams need to be there in TQM
- Necessary and widely used in manufacturing, education and government services.
- Leaders creating and maintaining the right climate for achieving high quality.
- Training programs are effective methods for improving quality services.
- TQM leads to customer satisfaction.

CONCLUSIONS

The poor implementation in some of the observed companies can be attributed to viewing TQM not as a strategic imperative but as something that is forced on the company because others are doing it. Such follow the market mentality result in unplanned/hasty implementations. All organizations must realize that better implementations of foolproof processes may not necessarily lead to immediate customer delight, and improved cost performances may not lead to quick changes in customer perception. It is only through continuous improvements a company can consolidate its competitive position in the marketplace. In analyzing the findings from this study, it is important to be cautious regarding the recommended lessons for change management. With only one successful company, it would be difficult to generalize to other companies unless future research investigates other successful companies in similar industries, similar economic environment, and market conditions.

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