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Total Quality Management: An Essential Tool To Efficacy Of Business Strategy

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Total Quality Management

The Concept of Quality:

Quality is defined by the people in many ways. Some think of quality as excellence or superiority, other view it as a lack of service or manufacturing defects, still others think of quality as related to product price or features. Today, most of the organizations believe that now a day's customers are the king, so the main reason to pursue quality is to satisfy customers. The American National Standards Institute (ANSI) and the American Society of Quality (ASQ) define quality as "the totality of features and characteristics of a product or services that bears on its ability to satisfy given needs". Thus, meeting or exceeding customer satisfactions is one of the most popular definitions of the quality.

a) **Quality in Manufacturing:** Manufactured products have quality dimensions, including the following:

- Performance: Primary operating characteristics of a product.
- Features: The "bells & whistles" of a product.
- Reliability: over a specified period of time the probability of a product surviving under stated conditions of use.
- Durability: before it physically deteriorates or until replacement is preferable the amount of use one gets from a product.
- Serviceability: The ability to repair a product easily and quickly.

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- Aesthetics: Appearance, taste, feels, sounds, or smell.
- Perceived Quality: Subjective assessment resulting from, advertising, image or brand names,

b) **Quality in Service**: The most important dimension of service quality include the following:

- Time: Actual waiting time of the customer.
- Timeliness: whether the services'll be provided on time?
- Completeness: Are all the items are included in the list?
- Courtesy: Do each customer cheerfully greeted every time?
- Consistency: Are services delivered in the same fashion for every time, and every customer.
- Accessibility and Convenience: Is the service convenient to obtain?
- Accuracy: For the very first time the services performed by the employees were right?
- Responsiveness: Can service personnel resolve unexpected problems and reacted quickly?

Principles of Total Quality:

Total Quality (TQ) is a people focused management system that runs continually lower real cost and continued increase in customer satisfaction. TQ is a total system approach; it works horizontally across department's functions and departments, involves all employees from top to bottom, and extends forward and backward to include the customer chain and the supply chain. TQ stresses that for the organizational success learning and adaption to continual changes. These are probably are as many different approaches to business as there are Total Quality Management. However, most share some basic elements:

- Customer focus
- Strategic planning and leadership

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- Continuous improvement and learning
- Empowerment and teamwork

Total Quality and Strategic Management:

Competitive advantage is what makes you better than the competition in your customer's minds. In long run, above average performance is obtained by a sustainable competitive advantage. A strong competitive advantage has six characteristics:

- It is driven by customer's needs and wants.
- Significant contribution is made by TQM to the success of business.
- It synchronizes the unique resources of the organization with environment and opportunity. No two companies have the same resources; a good strategy uses them effectively.
- It is difficult for the competitors to copy the TQM strategy, it is durable and lasting.
- A base is provided by the TQM for further development.
- TQM provides motivation and direction to the entire organisation.

Review of Literature

Total Quality Management: The Unbeatable Strategy:

Richard jimoh et al 2018 says that the relationship between total quality management (TQM) practices and organizational performance has been widely reported in literature without consensus on its nature. The study revealed that TQM practices have significant effects on organizational performance. However, the mediating roles of strategies for continuous improvement are necessary to ensuring better organizational performance. Therefore, it is imperative for organizations that are craving for competitive advantage to place high premium on TQM practices while ensuring that the right strategies for continuous improvement are put in place.

Shafiq Muhammad et al 2017 tells that Total quality management (TQM) is a widely used management philosophy across many sectors. Organisations implement TQM to gain

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competitive advantage in terms of quality, productivity, customer satisfaction; the findings of this study indicate that TQM has a highly positive effect on organisational performance.

P. Anil and Sharma 2017, indicated that there exists a positive and significant relationship between TQM practices and customer satisfaction level. The study also revealed that knowledge management and customer focus were perceived as the most dominant TQM practices associated with customer satisfaction.

S. Parvadavardini et al 2016, explore the relationship between quality management (QM) practices, quality performance and financial performance of the manufacturing firm. He concluded that a positive relationship exists between QM practices, quality performance and financial performance. In addition, the result illustrates the direct impact of quality performance on financial performance.

Norah Dhafer Al-Qahtani et al 2015, investigate the impact of Total Quality management (TQM) practices and strategies on organisational performance. TQM is defined as a strategy that essentially aimed to establish and deliver high quality products and services that cover all customers' demands and achieve a high level of customer satisfaction. The findings indicate that TQM has two organisational performances, either is TQM practices effect the organisational performance, or it hinders organisations to achieve their goals in which this will negatively affect the organizational performance.

Nadine et al, 2014, concluded that In times of globalisation and international trade, the concept of total quality management (TQM) as a strategy to enhance organisational performance is growing in importance. To exploit the benefits provided by TQM, organisations must manage the complex implementation process successfully. Therefore, organisations need to measure critical success factors (CSFs) when introducing TQM.

Zehir Cemal et al 2012 says that TQM and performance relationship is a popular discussion in the literature, quality performance and TQM relationship is supported with various studies but the findings about innovative performance is inconsistent. However, most scholars stress on the importance of TQM activities on performance outcomes. The main goal of the study is to investigate whether TQM activities affect quality and/or innovative performance and defining the effective components on these performance types.

Bawa 2012, concluded that A new practice which is TQM (Total Quality Marketing) on the lines of TQM has gained importance in the recent post as another mean to create and maintain

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relations with customers with the help of refined marketing activities for growing their business and have an edge over competitors' total quality marketing emphasis on a complete involvement of management especially marketing domain, cross functional training, customer involvement, information feedback and CRM.

Dr. Yadav et al, 2012, says that Initially, many writers described TQM as a methodology of quality improvement for manufacturing and process oriented organisation but with the process of development and universality of its principles, it was established that it could be implemented with any type and function of organisation although various writers have described TQM in different ways but in consideration, it is a participative management organisations to enabling meeting customer needs and expectations effectively and efficiently without compromising ethical values enabling meeting customer needs and expectations effectively and efficiently without compromising ethical values.

Dey et al 2012 tells that Total Quality Management is an integrative management Philosophy aimed at continuously improving the performance of products, processes and services to achieve and surpass customer expectations. There are many differences in manufacturing and service industries.

Satish 2010 says that Total Quality Management is considered as the foundation of improving productivity, profitability and consumer satisfaction in organisation. Then again, the factors of market competition, cost pressure, customer demands, etc., are forcing organisations to be innovative in all their activities.

Kati Tanninen et al 2010, studied how the experience (or age or application time) of TQM and the depth (level of self-assessing scores of the business unit) of TQM affect the performance of the unit measured with customer satisfaction, profitability and productivity. The results of our analysis indicated that TQM does influence all three types of performance measured. However, there was variation in whether the effects come from the experience of TQM or its implementation.

Sharma 2009, illustrates that market is a jungle and in a jungle only the fittest survive. The marketer is exposed to firerce competition not only from domestic front but also from global firms. In such a situation the only thing which will please the customer is the quality. That is the reason why TQM, which once was a luxury has now become a necessity that every organisation big or small, national or international has made it the way of doing business.

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Walia 2009, advocates that TQM is the description of the culture, attitude and organisation of a company that aims to provide and continue to provide, its customers with products and services that satisfy their needs. TQM is a continuous improvement in every aspects of the production process.

Research Methodology

Rationale of the study:

Due to liberalization, globalization and privatization, the international business environment has become fiercely competitive. In order to survive and prosper the top management teams must provide Business Strategies in all spheres of business activities. The necessity of Business Strategies is felt more acutely because the top managers should acquire skills in all dimensions of Total Strategic Management (TSM). In order to retain as well as expand their client base the business organisations must use enriched Strategic insights, Processes and skills to excel.

Research Objectives

The main objectives of the research work are: -

(i) To Study the Business Strategies used by different Organisations mentioned for our study.

(ii) To analyze the effectiveness of Business Strategies in Companies.

(iii) To examine the Business Strategies of Organisations in reference to achievement of their Organisational Objectives.

(iv) To Evaluate the Business Strategies of various organisation on the basis Total Quality Management.

Scope of the Study:

A. Area under the study-

The study is restricted to India. The organisations in India: -

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Pune, Mumbai, Delhi, Noida, Guargaon, Jaipur and Indore were chosen for the purpose of study.

Research Design: The Research design chosen for this study was exploratory research design. A number of organisations representing as cross-section of industries were chosen for study purpose.

Data Type:

Data has been collected both from primary and secondary sources.

A. Collection of secondary data:-

The researcher to provide a base to the current study has tapped a variety of sources to gather secondary data to develop a conceptual framework.

The sources of secondary data were sort by the researcher mainly from Vikram Sarabhai Library at Indian Institute of Management, Ahmadabad; central library at M.L.Sukhadia University, Udaipur; library at faculty of management studies, Udaipur, library of college of Technical and Agriculture Engineering, Udaipur and library of Pune University, Pune.

The researcher sort help of various search engines on internet, mainly goggles.com and yahoo.com for reference articles on the subject. The researcher also interacted with various academicians and practitioners in this field for their guidance.

B. Collection of primary data: -

The Primary data was collected using Survey method using a very well semi-structured questionnaire filled by mainly the top managers: CEO's, Managing directors, VP's and senior managers of organisations of India.

Sampling Process:

The units operating within the industrial areas of India namely were considered as target population.

Sampling Methods: -

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Convenience sampling in the non-probability sampling was adopted to select the sample units.

Selection of sample units: -

The sample units the researcher was able to incorporate in the sample came out to be 30.

Presentation, Classification, and Analysis of Data:

The Completed questionnaires were coded, and master data sheet was prepared. The data was tabulated and classified on the basis of characteristic of the business organisation such as age and type. The various statistical analysis methods such as percentages, proportions, measures of central tendency measures of Dispersion, and tests of significance: Such as chi-square test, t-test, and ANOVA were used.

Limitation of the Study:

1. The research has been limited to the Indian organisations only. Many organisations and tiny units have not been included even though they contribute to the Strategic problems.
2. The geographical coverage was only confined to the selected organisation of India. A wide coverage could have resulted in a more precise finding of the research.
3. The overall perception of the word 'Strategy' was the most difficult hurdle. Also, as only top managers specifically M.D., CEO's was targeted the time constraint was another hurdle.
4. The researcher was handicapped by the non-availability of financial resources and time-constraint.
5. Many industrial units were located in remote areas so the researcher could not get the response of the concerned manager for in-depth discussion. The corporate office filled up the questionnaire.

Observations and Analysis:

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The Respondent's Profile-The respondent's profile has been described on the basis of the under mentioned parameters: -

- Designation, Specific area of work, Age, Professional experience, Work experience with present organisation, and Year of establishment of organisation.

The Organisation's Profile-

Part (B) of the questionnaire was designed to get information about the organisations under study. The parameters bases were as under mentioned.

- Age of the organisation ,Whether flagship company or not,Type of organisation,Major products,Size of organisation (Basis – No. of employees), and Turnover.

The classification of organisations on the basis of size : if the number of employess in between 1-100 the the organizations t ıed as small, if the no of employess are in between 100-500, then the organization is termend as medium size organization, and if the employess are more then 500 it is termend as large size organizations. To identify the significance of different organizations's profile parametrs with TQM certain hypothesis were formulated. They are as follows:

The hypothesis has been tested for difference of means at 5% level of significance.

H_o: With respect to "Total Quality Management" there is no significant difference between the large, medium and small sized organisations.

Total Quality Management

Size of the Organisation	**N**	**Mean**	**SD**	**F**	**Df**	**Result**
Small	10	3.58	0.32	1.84	2, 27	NS
Medium	10	3.37	0.49			

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Large	10	3.27	0.30			

The above tables projects that null hypothesis can't be rejected. This shows that the large, medium and small sized organisations do not differ significantly with TQM. Thus 'TQM is considered in large, medium and small organisations at the same footing.

The tabulated value of F at (2, 27) degrees of freedom at 5% level of significance is 3.3541 where as at 1% it is 5.4881.

Influence of Age of an Organisation –

Age of the organization is classified as old and new. If the organization is established before 1991 it is termed as old and if it is established after 1991 it is termed as New organization.To study the influence of age of the organisations the following null hypothesis has been formulated.

H_O : With respect to "Total Quality Management", the old and the new organisations do not differ significantly.

Age of the Organisation	**N**	**Mean**	**SD**	**t**	**Df**	**Result**
Old	8	3.33	0.30	-0.61	28	NS
New	22	3.43	0.42			

As it is clear, from the above tables that the null hypotheses cannot be rejected. Hence, it can be statistically said that the old and the new organisations do not differ with respect to TQM.

Relationship between Experience of Top-Level Managers -

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The respondent organisations were classified on the basis of professional experience of top-level managers i.e. experienced category containing top-level managers with less than 8 years of professional experience while the category veteran consisted of top-level managers with more than 8 years of professional experience.

H_O: There is no difference among experience of top level managers with respect to "Total Quality Management".

Experience	N	Mean	SD	t	df	Result
Low	19	3.40	0.38	-0.04	28	NS
High	11	3.41	0.42			

The above hypothesis has been formulated to test whether the experienced and veteran managers differ with each other. The result of these hypotheses has been presented in the following table. The tabulated value of t_{28} (5% level of significance) = 2.05 (2 tailed test), t_{28} (1% level) = 1.70.

As it is clear from the above table the entire hypothesis cannot be rejected Hence, it can be statistically said that experienced and veteran organisations do not differ with respect to TQM. The difference is non-significant.

Relationship between Types of Organisations-

It means that the experience and top level managers affects their attitude towards customers. The respondents' organisations were classified on the basis of type of organisations (service and manufacturing) IT, financial firms, pharmaceuticals, banking & others. For the purpose of analysis, null hypothesis was formulated.

H_O: There is no difference among type of organisations with respect to "Total Quality Management".

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F-test using one-way ANOVA was applied to test the hypotheses.

Type of Organisation	**N**	**Mean**	**SD**	**t**	**df**	**Result**
Manufacturer	6	3.39	0.44	-0.12	28	NS
Service	24	3.41	0.38			

The tabulated value of F at ($F_{2,27}$) degrees of freedom at 5% level of significance is 3.3541 where as at 1% level at $F_{(2,27)}$ it is 5.4881, Hypotheses is accepted. This means that types of organisations do not differ among themselves with respet to TQM.

Conclusion of the Research

The conclusions of the research are presented in brief as follows:

Brief Profile of the Respondent

- Majority of the respondents in the study were the highest position-holders in the organisations mainly being senior managers.
- They represented several cross-functional departments.
- They belonged to the age-bracket of < = 30 years.
- The professional experience of the respondents lay in the range of 6 - 10 years.
- The work experience of the respondents was more than 3 years and above.

Brief Profile of the Organisations

- Maximum numbers of organisations namely 21 were categorized in the ‘New’ category.
- Relatively more organisations were in the service category.
- Major product of the organisation was banking.
- Large, small and medium size category contained proportionately equal scores in terms of number of organisations.

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Influence of Organisations Characteristics-

- Influence of Size-

  Test of difference of mean between 'Large', 'Medium' and 'Small' organisations with respect to TQM practices showed that they do not differ significantly.

- Influence of Age-

  Test of significance of means between 'New' and 'Old' organisations with respect to TQM practices showed that they do not differ significantly.

- Test of difference of means between 'Experienced' and 'Veteran' managers showed that they do not differ significantly.
- It was observed that there was no significant difference between the types of industries (IT, automobiles, and others).

Additional Business Strategic Practices-

Implementation of SWOT Analysis and the Periodicity:

- Highest priority was accorded to 'yearly by the large sized organisations' while in the medium sized organisations there was a mix of quarterly and regularly, while in the small sized organisations highest priority to 'Yearly' periodicity.
- In the analysis based on age, 'Old Organisations' projected that they implemented their SWOT analysis 'On project basis' while 'New Organisations' accorded highest priority to 'Yearly' periodicity.
- On the basis of type, the analysis revealed that Manufacturer industries opted for yearly implementation of SWOT analysis while service it was implemented on yearly and on project basis.

In the analysis many organisations have left the answer option blank, this can be the reason that this is a sensitive issue and organisations do not want to expose it.

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Mechanism for Handling Customer Grievances:

- Positive response 'Yes' was accorded by all the organisations when it was asked whether they have a mechanism for handling 'Customer Grievance'. Though there was a surprising response that when asked 'Which Mechanism' the many response boxes were blank. In the analysis based on size, 'Small Organisations' projected that they handle their Grievance 'By Customer Care and CRM' while 'Medium Organisations' accorded 'Support System' highest priority to 'CRM' in Large Size Organisations.

Conscious Effort to Improve Organisation Culture:

- When analysis was conducted based on age, size, type and experience, all the studies revealed a positive response towards conscious effort to improve organization culture. This projection concludes that organizations have come to realize that organization culture is a necessity for their human resources and if not handled properly can directly attack the productivity.

Top Management Team's Analysis of External Environment:

- 'Positive Response' was accorded the highest response by top managers, when the analysis was done based on size, age, type and experience. This reflects that organisations are monitoring external environment continuously and maintain their own records for competitor's analysis. This is the main basis for Building Strategies.

Top Management Team's Involvement in Industry Level Forums:

- When analysis was done based on size, age, experience and type, the responses of top management were inclined to the positive side. It projects that top management is aware and does participate in the different activities in industries and by participating in the forums.

Forces Relevant for Analysis the Structure:

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- In the analysis done size-wise the 1st rank was accorded to 'Competition from other existing organisation in industry' and 'Supplier bargaining Power' in case of large sized, small and medium size organisations.
- When analysis on age-wise basis was done it revealed that 'Competition from other existing organisation in industry.' was the first rank for new and old organisations, while 'Supplier bargaining Power 'got the last priority.
- Experience-wise analysis revealed that experienced managers and veteran managers accorded the 1st priority to 'Competition from other existing organisation in industry' while 'Supplier bargaining Power 'got the last priority.
- When analysis was done on type-wise basis manufacturer and service both type of organisations accorded highest rank to 'Competition from other Existing Organisation in Industry' 'Supplier bargaining Power 'got the last priority.

This analysis reveals that the top management is continuously progressively monitoring the external environment and is aware of all the factors that are in the vicious circle.

Suggestion -

An effective Strategic Management Process has become an essential norm for business. Companies should be managed for time-effective benefit at the corporate and business level. Companies can become more flexible but more embracing. Company's vision and analysis should be balanced and integrated.

In view of the above problems being faced by the Business Organisations in the Indian sub-Continent the researcher has tried to develop a suitable framework for the same.

Available Total quality Management presents a continuous stream of significant Business Opportunities. They often remain under-recognized and under-utilized. Companies should go for effective management of the use of Total quality Management involved, recognize the

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dimensions, the issues, the skills and the risks. Integrate Total quality Management into strategic thinking and finally, companies should manage the Total quality Management gap.

The researcher has attempted to satisfy all the above-mentioned questions which a road to Total quality Management Practices are. They are as under: -

1) Projected by analysis large sized Business Organisations must redress the (TSM) Total Strategic Management which is a combination of effective Total Quality Management (TQM) and efficient Total Productive Management (TPM).

2) Small sized organisations to have readily available funds for Total quality Management up gradation; Total quality Management up gradation fund scheme should be made.

3) 'Diversifying' may be one of the Strategies for optimum utilization of the expensive quality, adopted by large sized organisations.

4) Production planning should be lock and keyed with market demands by large and small sized organisations.

5) Large business organisations are suggested to manage Total quality Management as an exploitable Strategic asset across the whole business. They must develop sub-Strategies to exploit Strategy across the business.

6) Top management must systematically analyse potential relevant Total quality Management and create programme to search and access new available technology-exploit the Total quality Management gap.

7) The top management must further ensure Total quality Management inputs to regular Strategy reviews. Also, develop Total quality Management awareness as business opportunity at senior manager level.

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8) Business Organisations should try to establish cost-effective approach to global scanning for available Total quality Management. They should try to apply Total quality Management across all aspects of the business in products, services, processes and procedures.

9) The Strategic decisions taken should be focused on the use of Total quality Management to improve response to key customers Strategic needs.

Competitive pressures dictate that all businesses need to aim for best practice standards in the relevant areas if Efficacy in Business strategy is to be achieved. Best Practice standards should be laid down with Strategic vision. The senior managers must keep this in mind that without implementing the proper TQM practices the business can't get competitive advantage. The Managers need to update themselves continuously and keep updating the TQM strategy according to the intuition and instinct. This will give them a twin advantage. First the Competitor will not be able to cope up nor copy the TQM strategy. Second every strategy has advantages and flaws. It is not possible to eliminate the flaws of the strategies. The Manager can only minimize these flaws by providing the total quality product or by maintaining TQM. TQM is one of the routes to achieve Effective Business strategy in this dynamic, cut throat and advanced technological Environment.

Suggestion for Future Research-

In the present study, an attempt has been made to fill some of the existing knowledge gaps, identified during review of literature and analysis and interpretation. However, it is difficult to expect that a single study world does adequate justice to all aspect related to this area: some recommendations are offered to stimulate thinking to provide a further base to future researchers: -

- The geographical coverage of the study may be extended to be spread over the cities.
- Strategic Efficacy in area of service sector such as hotels, hospitals etc…. also, may form a part of further research.

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- Some case studies on implementation of Strategic Efficacy in organizations can be considered for future research.
- In the present study, TQM has formed the basis of the instrument develops to measure the ideal understanding of the Strategic issues. It needs further refinement. Supplier's analysis, integrated business and management development can be included. Further, future empirical researches may be conducted to validate or review these instruments.
- The types of organisations selected were belonging to automobiles, banking, software, pharmaceutical and others. This classification can include other types of organizations.

Finally, the researcher would deem her efforts to be amply rewarded if the strategic efficacy of the business organisations seriously considers the above suggestions to achieve success. It is high time now for the business organisations to improve their performance through sound TQM practice.

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