

A Comparison Into Indian Quality Awards In Contrast To International Quality Awards

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ABSTRACT

Total Quality Management, TQM, is a system that enables management and staff to engage in the Continuous quality development and services production. It is a combination of performance and management tools to improve company and Reduce costs because of inefficient practices. This paper represents a review of TQM implementation, the Indian Quality Awards & their comparison with International Quality Awards.

1. INTRODUCTION: QUALITY AWARDS OF THE WORLD

We are aware that there are many Quality awards and each one of them is uniquely positioned as the measures of success on the road. These are also sought by companies that have reached any degree of their pursuit of excellence as signs of recognition. We intend to cover all the awards one by one in a series of articles written in a simple and direct manner.

First, let us look at the most popular award model in the world i.e. Malcolm Baldrige National Quality :

The principles for Baldrige Quality of performance is a structure that any company can use to improve overall performance. The qualifications for the award are seven categories:

Leadership— Examine how the company is directed by senior executives and how the company addresses its social responsibilities and practices good citizenship.

Strategic planning— Examine how to set strategic directions and how to determine key action plans.

Customer and business orientation— Examine how customer needs and preferences are defined by the company and Buy, satisfy and retain customers.

Measurement, measurement, and knowledge management — Examines data and information processing, productive utilization, evaluation, and enhancement to support key organizational processes And the framework for performance management of the organization.

Focus on the workplace— Examine how the company helps its workforce to grow the maximum capacity and the manpower aligns with the priorities of the organization.

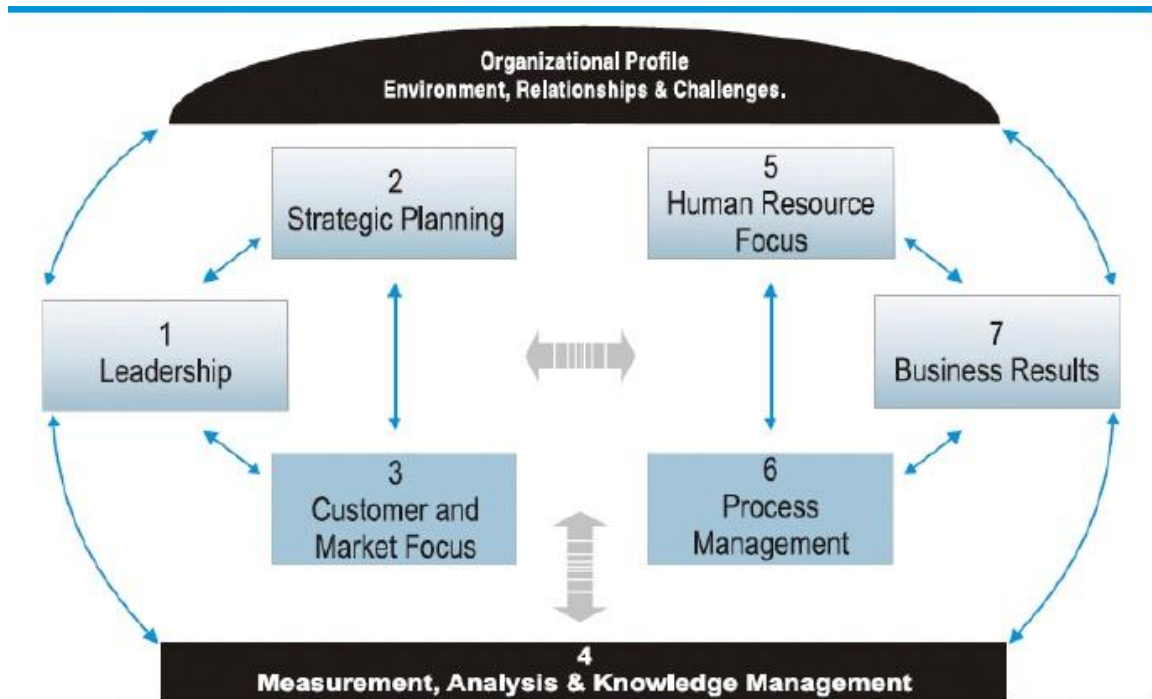
Management of processes — examines aspects of the development, management and enhancement of key production / delivery and support processes.

Results— Examines the quality and progress of the company in its main areas of business: customer satisfaction, economic and market results, human resources, performance of suppliers and partners, organizational efficiency, and social responsibility and governance.

The section also explores the quality of the entity relative to competitors.

The last few years ' winners ' titles are as follows:

•2004....Bama Companies, Texas Nameplate Company Inc., Business College Kenneth W. Monfort, and Johnson University Robert Wood.



Baldige award has three important aspects.

1. Stakeholder orientation: The purpose of the organization is to achieve sustainability by addressing the expectations of all stakeholders.

2.Results indicate the value delivered: The results should be viewed as outcomes as they indicate the value delivered to each of the stakeholders.

3.Diagnosing and Balancing the value to stakeholders: Organisation should learn from

the results and improve the processes to ensure that each stakeholder is getting the expected value from the organisation. We can see now that the the Baldrige Award's intent, content and emphasis and ISO 9000 are very different. ISO 9000 series are conformance models whereas Baldrige model is diagnostic in nature.

ISO 9000prescribes the systems and requirements whereas Baldrige model is non-prescriptive. .ISO 9000 is based on audits to verify the implementation status, while the Baldrige model has a comprehensive evaluationand a scoring system which reflects the maturity of the system. ISO 9000 audits point out non-conformances to minimum requirements whereas in Baldrige assessments, organisations get a report of strengths and opportunities for improvementIn Baldrige apart from the report the scoring is done by the assessors. The score for each criteria is on a scale of 1 to 100 and by prescribing different weightages to the criteria,the total score is arrived at as 1000. Though the scale is 1 to 1000, it is almost impossible to score beyond 700 due to the demanding criteria requirements.

In India, Tata Group has adopted Baldrige award model as Tata Business Excellence Model for theirinternal use. All Tata companies are required to use the model as a basis for evaluating the maturity ofprocesses.

2. TQM in India and Indian quality awards

The literature review, till now, shows that in the western literature, TQM For the last two to three decades, it has been an important field of study. Nevertheless, in the Indian sense, the TQM project was initially launched in the early 1980s by the Confederation of Indian Industry (CII). The Confederation of Indian Industry (CII) invited the Juran Institute to India in 1987 and 1988 to hold seminars and a group from India attended the Deming seminar in London in 1989.. Because of the strategic tie-up between many Japanese automobile manufacturers and Indian automobile manufacturers, there have been TQM implementations in some Indian automobile companies such as Maruti and TVS Suzuki. It has been reported that some Indian companies - mostly ancillary suppliers to large automobile manufacturers in India had tied up with Japanese consultants to implement total quality (Business Today reported by Jagadeesh 1999). Jagadeesh further adds that, Generally speaking, there are large variations in the depth and the spread of quality culture among Indian organizations. Some are comparable to the best in the world, but the bulk of Indian companies are yet to make use of the various techniques for continuous improvement.

The special point about this TQM attempt was that the TQM project began at the shop - floor level involving workers and then moved onto the middle management levels. Blythe and Shahani (1997) have described a continuous improvement initiative at Glaxo which has been successfully implemented. In this report, in order to give TQM the right organisational connotation, they named their initiative as 'Glaxo Excellence Process'. They cited commitment from the top as one of the key enablers (Blythe & Shahani 1997, p.16). Blythe, Rao and Shahani (1997, p.104) further add that 'The easier the process, the better it will work ' The basic rules are identifying the starting point, defining the destination, mapping the path, setting up a formal and coordinated training program for all staff, setting goals and measurables and beginning the recognition system'.

Gondhalekar and Karamchandani (1994) have described a *kaizen* improvement system

started at Godrej. They identified the variables which affected this improvement system and further classified them into two categories:

(i) Attributes of individuals

- (a) organisational level (Better higher)
- (b) age (30-50 Middle age, better than serious age)
- (c) recognition,
- (d) communication ability
- (e) Work type (better than desk shop floor)

(ii) attributes pertaining to design of the system

- (a) visible top management commitment
- (b) mandatory participation.

In a country-wide survey of Indian manufacturing industry's competitiveness, quality has been reported to be Indian firms ' top competitive priority (Chandra & Sastry 2001) practices among Indian manufacturing companies since 1985, Mandal et al. (2000) have stressed the improvement of organisational culture in the direction of team working, harmony and participation. The same study also reports that there were A small number of companies that started using SQC techniques but mainly focused on inspection as a means of value attainment. In fact, it has been remarked (Harrington reported by Jagadeesh 1999) that poorly performing companies have failed in other parts of the world but were still surviving in India. This means there is still scope for bad products in India.

As the Indian industry started to internalize the idea of quality, which was primarily promoted by competition, quality awards were introduced on the lines of the Malcolm Baldrige award and the European Quality award. The Malcolm Baldrige National Quality Award (MBNQA) was established in 1987 and the implementation of the European Quality Award in 1991. The first award of Indian performance in comparison-- In 1991, the Rajiv Gandhi National Quality Award (RGNQA) was established. A variety of performance awards were subsequently also announced. This was a test of value related concepts maturing in India.

3. TQM and awards in public sector

All the awards that have been looked at, started with private sector organizations in mind. A question arises whether these awards need to look different in the context of public sector. In recognition of the different framework which public sector may require, the Federal Quality Institute (FQI) was established in U.S.A. (Research Results Digest 1994, p.4). FQI also administers the 'President's award for Quality' for the public sector in the US.

However, there is no equivalent of FQI in India. The President's Award was instituted in 1988 for the top federal public sector performer in the USA. The President award, though based on the Baldrige Award, were regulated by a more concise and less detailed set of criteria. (Harwick & Russell 1993, p.34). Also, the Baldrige The "Public Responsibility" section was not included in the President's award (Harwick & Russell 1993, p. 36). The The president award contestants must qualify by winning the first model award-- the President Prototype Award (Harwick & Russell 1993, p.34). The President Prototype Award was instituted to promote divisions that are less integrated in the performance system.

Outside the U.S.A., awards like the 'National Quality Award for the Public Transportation and Traffic Industry' was instituted by the Brazilian National Public Transport association. This quality award is also an

adaptation of the MBNQA model. (International Awards n.d.). Thus, the answer to the question whether there are separate sets of yardsticks in quality awards for public sector appears to be 'no'. Even in the Indian context, though the Indian Peacock award is divided into three categories, one of them being for government organizations, the criteria for all the three categories are the same. However, beyond the limited ambit of quality awards, another approach which governments across the world used for better public management in the 1980s and 1990s was the reform movement. Realising the importance of quality in government, there have been instances of innovation in different government departments across the world (Kamarck 2003, p.26). For example, the United States adopted Customer Service standards for its federal agencies. In Europe, 'Citizen Charters' were the response of the British government for the introduction of a quality movement in the public sector. These charters articulated explicit performance for everything from waiting times at the National Health Service to expectations for the punctuality of the railway system. Portugal established Quality Charters for public services and Ireland established Northern Ireland Quality Awards for excellence in Northern Ireland public sector organization. This award model was based on the European Foundation Quality Management's (EFQM) Business Excellence Model (McQuillan 2003). In 1998, the

Australian government embarked upon a major reorganisation of 78 different social service programs affecting 7 million customers. It was called 'centrelink' and it has been reported to be one of the most studied instances of quality and customer driven government in the world (Kamarck 2003, p.24). It flattened hierarchies, put the most experienced people in the front, instituted performance pay. All this helped in creating a customer culture. A more detailed review of the infusion of quality consciousness in government working will be undertaken in the study of bureaucracy.

The literature review Until now, the emphasis has been on TQM growth in Japan and the West. Then there was an attempt to understand TQM through the TQM awards prism. The development and status of TQM in India is now being checked as well as the Indian performance awards.

4. Summary : Indian quality awards vs. MBNQA & EQA

These are generally based on foreign quality models of MBNQA and EQA (Chandra & Adur 1999) when these quality awards were introduced. Even now, the comparison of MBNQA and EQA with Indian quality awards reveals that there are striking similarities between Indian quality awards 'enablers' and 'results' with respect to the corresponding enablers and Western quality award results. The relative weighting of Indian performance awards on various criteria is close to those given by EQA and MBNQA.

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