

**IMPACT OF TOTAL QUALITY MANAGEMENT IN ORGANIZATION
DEVELOPMENT**

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ABSTRACT

Business, through local and international trade, has a profound impact on the ability of a culture to provide basic human needs, and other goods and services. Therefore, commerce and how it conducts itself internally and interacts with its operating environment is axial to the success of sustainable development. Long-term business management requires the successful management of losses and gains; and, so it is with sustainable development. TQM is offered as a systems approach for implementing sustainable development. While Total Quality Management has proven to be an effective process for improving organizational functioning, its value can only be assured through a comprehensive and well-thought-out implementation process. The purpose of this study is to outline key aspects role of TQM implementation in organization development. The methodology of TQM should reduce the risks associated with the administration of socioeconomic policy and provide a way to achieving the goals of sustainable development. In this paper author explains the concept of TQM and how it helps the organization to develop and sustain in the competitive business world.

Keywords: Total Quality, Organization Development, Sustainable, Organization Culture.

INTRODUCTION

Total Quality Management has proven to be an effective process for improving organizational functioning; its value can only be assured through a comprehensive and well-thought-out implementation process. The purpose of this chapter is to outline key aspects of implementation of large-scale organizational change which may enable a practitioner to more thoughtfully and successfully implement TQM. TQM is a large-scale system change, and guiding principles and considerations regarding this scale of change will be presented. A model of implementation will be presented, including a discussion of key principles. Visionary leadership will be offered as an

overriding perspective for someone instituting TQM. In recent years, the literature on change management and leadership has grown steadily, and applications based on research findings will be more likely to succeed. Use of tested principles will also enable the change agent to avoid reinventing the proverbial wheel. Implementation principles will be followed by a review of steps in managing the transition to the new system and ways of helping institutionalize the process as part of the organization's culture. This section, too, will be informed by current writing in transition management and institutionalization of change.

CONCEPTS OF THE TQM PHILOSOPHY

Another concept of the TQM philosophy is the focus on continuous improvement. Traditional systems operated on the assumption that once a company achieved a certain level of quality, it was successful and needed no further improvements [1]. Improvement in terms of plateaus that are to be achieved, such as

- Customer focus- Goal is to identify and meet customer needs
- Continuous improvement- A philosophy of never-ending improvement
- Employee empowerment- Employees are expected to seek out, identify, and correct quality problems
- Use of quality tools- Ongoing employee training in the use of quality tools
- Product design- Products need to be designed to meet customer expectations
- Process management- Quality should be built into the process; sources of quality problems should be identified and corrected
- Managing supplier quality- Quality concepts must extend to a company's suppliers

TOOLS FOR TQM

There are a wide range of TQM tools [2]:

1. Process maps
2. Cause and effect diagram
3. Poke-A-yoke
4. Statistical tools
5. Force field analysis

6. Root cause analysis (five whys)
7. Fishbone diagram (ishakawa diagram)
8. Loss function
9. The plan-do-check-act (PDCA) cycle
10. Affinity diagram
11. Interrelation diagram
12. Tree diagram
13. Prioritization matrices
14. Activity network diagram
15. Histogram

TECHNIQUES OF TQM:

There are mainly three innovative techniques of TQM, which are play a very significant role in the organization development [3], they are;

- 1) Reengineering
- 2) Benchmarking
- 3) Empowerment

RE-ENGINEERING

Reengineering is defined as “the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed”. Radical redesign involves abandoning existing procedures and reinventing the process, not just incrementally improving it. But the goal is to achieve quantum leaps in performance.

BENCHMARKING:

Benchmarking is the process of “measuring your performance against that of best-in-class companies, determining how the best-in-class achieve those performance levels and using the information as a basis for your own company’s targets, strategies and implementation”. In short, benchmarking means “the search of industry’s best practices that lead to superior performance”. The term „best practices“ refers to approaches that produce exceptional results, are usually

innovative in terms of the use of technology or human resources and are recognized by customers or industry experts. Benchmarking helps a company to discover its strengths and weakness and those of other industry leaders and to learn how to incorporate the best practices into its own operations. It can provide motivation to achieve “stretch goals” by helping employees to see what others can accomplish.

EMPOWERMENT:

Empowerment is the process of delegating decision-making authority to the lower levels within the organization. Empowerment gives both responsibilities for delivering quality and authority to identify problems and then formulate and implement solutions to employer’s free employees from the need to ask for permission from a manager. Employees simply do whatever they must to solve the problem. As employees become more empowered in their work, the feeling of ownership and responsibility becomes more meaningful. Further the act of empowering employees provides evidence of the management’s trust in the employees.

TQM IN ORGANIZATION DEVELOPMENT:

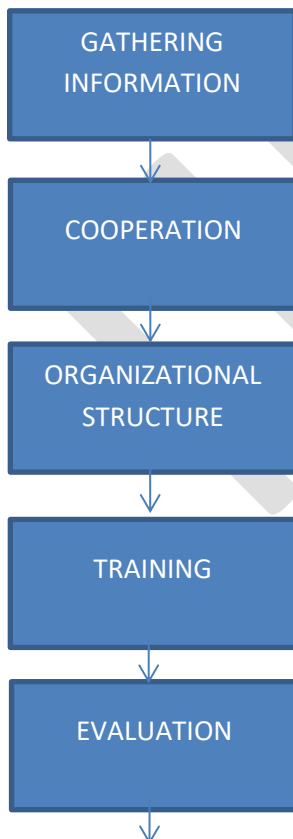




Fig: TQM implementation process

GATHERING INFORMATION:

Gathering data can be done by conducting surveys to determine organizational climate and behavioural problems [4]. By collecting data one can identify the various problems faced in the organization and also the barriers of organization development also identified.

COOPERATION:

This leads to a second recommendation for implementation. It encourages the development of processes that will lead to greater cooperation between economic, public and other multinational entities. The creation of a government controlled data base as suggested above might serve as a corner stone of this goal.

Facilitating sustainable development as a feature of TQM requires that all decisions be made in reference to the customer. Cooperation in this process can deteriorate between the public and private sector when variations of the definition for the term customer occur.

ORGANIZATIONAL STRUCTURE:

It is suggested that the policies of sustainable development should be integrated into an existing TQM program. TQM organizations should have at least one quality circle management team established. A quality circle management team is made up of different stakeholders at all levels within the organization that share some common area of responsibility. The members of the team can change depending upon the objectives, function, size and organizational structure of the company.

TRAINING:

The relationship between education and development is paramount education and the dissemination of knowledge as related to socioeconomic policies should occur on multiple levels. The processes of educational training might be one of the more costly areas of implementing sustainable development. Fortunately, training is a continuous function of TQM. Sustainable

development should become another extension of that training. Along with the principles of sustainable development, TQM quality circles will also need to be trained on the decision-making processes best applied to the management of sustainable development.

EVALUATION:

The process of evaluation is critical to successful management; it has three phases in it. They are,

- First, evaluate your company's activities in terms of ecological impact; then implement a plan towards sustainable development policy
- Then, evaluate the success and failures of your policy
- Finally, evaluate potential reorganization strategies for increased ecological considerations within activities associated with trade, energy usage and other operating factors

MANAGING SUSTAINABLE DEVELOPMENT:

As we have seen, the processes of gathering information, cooperation, organizational structure, training and evaluation are major areas of concern within the framework of managing a sustainable development program. The brainstorming of even the simplest socioeconomic program can usually produce a process of unlimited freedom in design as compared to other typical operations within the business entity. Such freedom can create policies, which if not carefully designed, will expose the business entity to consequences of higher risk.

The TQM quality circle must consider the theme of risk management not only in its traditional management functions but also in the design evaluation of its sustainable development programming. Our Common Future suggests that a sustainable development program is a complex system, which should be designed in consideration of risks. These considerations should include human factors safety design, accident prevention, and liabilities for unintended damages, sabotage, and ecological or economic damages as a result of improper integration.

APPLICATIONS:

To review principles of effective planned change implementation and suggest specific TQM applications [5].

1. TQM is a viable and effective planned change method, when properly installed;
2. Not all organizations are appropriate or ready for TQM;

3. Preconditions (appropriateness, readiness) for successful TQM can sometimes be created; and
4. Leadership commitment to a large scale, long term, and cultural change is necessary. While problems in adapting TQM in government and social service organizations have been identified, TQM can be useful in such organizations if properly modified.

CONCLUSION:

TQM is an appropriate strategy; Leadership styles and organizational culture must be congruent with TQM. TQM is seen to emphasize problem prevention more than problem solving. It is customer driven, both internal and external, that is a customer is anyone, including work colleagues, who receive our individual work output. TQM is more of a long-term organizational strategy. TQM can be a powerful technique for unleashing employee creativity and potential, reducing bureaucracy and costs, and improving service to clients and the community. It emphasizes teamwork, employee's empowerment, open communication, involvement and participation, skill development. This will lead the organization in a growing path.

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