A STUDY ON TOTAL QUALITY MANAGEMENT – HERITAGE

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ABSTRACT

Total Quality Management (TQM) is an approach that organizations use to improve their internal processes and increase customer satisfaction. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and loyal customers.

However, TQM is not something that happens overnight. While there are a number of software solutions that will help organizations quickly start to implement a quality management system, there are some underlying philosophies that the company must integrate throughout every department of the company and at every level of management. Whatever other resources you use, you should adopt these seven important principles of Total Quality Management as a foundation for all your activities.

TQM is a way of life for a company. It has to be introduced and led by top management. This is a key point. Attempts to implement TQM often fail because top management doesn't lead and get committed - instead it delegates and pays lip service. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company, and in creating and deploying well defined systems, methods and performance measures for achieving those goals. These systems and methods guide all quality activities and encourage participation by all employees. The development and use of performance indicators is linked, directly or indirectly, to customer requirements and satisfaction, and to management and employee remuneration.

Continuous improvement of all operations and activities is at the heart of TQM. Once it is recognized that customer satisfaction can only be obtained by providing a high-quality product, continuous improvement of the quality of the product is seen as the only way to maintain a high level of customer satisfaction. As well as recognizing the link between product quality and customer satisfaction, TQM also recognizes that product quality is the result of process quality. As a result, there is a focus on continuous improvement of the company's processes. This will lead to an improvement in process quality. In turn this will lead to an improvement in product quality, and to an increase in customer satisfaction.

1. INTRODUCTION

Since the late 1980s, firms around the world have launched **Total Quality Management** (**TQM**) programs in an attempt to retain or regain competitiveness in order to achieve customer satisfaction in the face of increasing competition from around the world. TQM is an integrative philosophy of management for continuously improving the quality of products and processes.

TQM functions on the premise that the quality of the products and processes is the responsibility of everyone who is involved with the creation or consumption of the products or services offered by the organization. In other words, TQM capitalizes on the involvement of management, workforce, suppliers, and even customers, in order to meet or exceed customer expectations. Considering the practices of TQM as discussed in six empirical studies, Cua, McKone, and Schroeder (2001) identified the nine common TQM practices as cross-functional product design, process management, supplier quality management, customer involvement, information and feedback, committed leadership, strategic planning, cross-functional training, and employee involvement.

The goal of human resource management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The key word here perhaps is "fit", i.e. a HRM approach seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company.

The basic premise of the academic theory of HRM is that humans are not machines, therefore we need to have an interdisciplinary examination of people in the workplace. Fields such as psychology, industrial relations, industrial engineering, sociology, economics, and critical theories: postmodernism, post-structuralism play a major role. Many colleges and universities offer bachelor and master degrees in Human Resources Management or in Human Resources and Industrial Relations.

SCOPE OF STUDY

To prepare Total Quality management, Manager and Supervisor's responsibilities are more or we can say that they are the key players. Manager and Supervisors have to help the employees to develop the competencies in the employees. To help the employees at lower level they need to updated properly and they need to share their expertise and experience with employees.

Whatever Top management feels about employees they have to express to employees and whatever employees think about top management it must be express in other words we can say that there should not be anything hidden while communication process. Clear communication process will help to establish the Total Quality management.

- ✓ Employees should be motivated by giving them authority to take decision.
- ✓ Top management should trust the employees that after making huge effort to develop employees, employees will work for the well being of organization and for human being also.
- ✓ Top management's philosophy should be clear towards Human Resource and its well being to encourage the employees.
- ✓ Management and Managers need to give equal importance.
- ✓ Employees must be feeling of belongingness among the employees, and also willingness to work as a team.

OBJECTIVES OF THE STUDY

1. To examine the nature of Total Quality management prevailing in **Heritage Foods (India) Limited**.
2. To identify the nature of Total Quality management in the **Heritage Foods (India) Limited**.
3. To measure the effectiveness of Training Programs implemented and Performance Appraisal techniques used in the organization.
4. To analyze the prevailing practices of worker's participation in Management and

Study the relation between Management and Employees.

NEED OF THE STUDY

1. To know the Total Quality management in the organization.
2. To maintain the relationship between the management and the employee.
3. To develop the employee skills.
4. To know how the organization is taking care about its employees growth and the organization gives training and development programs to do job rotation to know how the seniors guide there juniors in different aspects.
5. To know how job rotation facilitates employee growth.

2. METHODOLOGY:

The methodology adopted for this study deserves a special mention. Firstly, the research studied various secondary sources of information. Then after discussed with the company's managerial personnel, the mode and nature of the data collected is explained in the following lines.

PRIMARY DATA:

The lectures given by the staff were used as the basics for the project. by observing various departments in HRD system.

SECONDARY DATA:

The information related to company and industry is obtained through secondary sources such as company's annual reports.

TOOLS AND SAMPLING METHOD:

The data was collected from the company website and the other data is collected from other websites and employees in that organization.

 Sample size of 100.

LIMITATIONS OF THE STUDY:

1. Conservative attitude of top management shouldn't exist.
2. Having the surplus staff is also one of the limitations.
3. The data given by a company is not full at times.
4. The data given by the organization is not reliable.

3. Total quality management

TQM and Six Sigma

The Six Sigma process improvement originated in1986 from Motorola's drive towards reducing defects by minimizing variation in processes through metrics measurement. [3] Applications of the Six Sigma project execution methodology have since expanded to include practices common in Total Quality Management and Supply Chain Management, such as increasing customer satisfaction, and developing closer supplier relationships.

The main difference between TQM and Six Sigma (a newer concept) is the approach. TQM tries to improve quality by ensuring conformance to internal requirements, while Six Sigma focuses on improving quality by reducing the number of defects and impurities.

Total Quality Management (TQM) is a management approach to long-term success through customer satisfaction.

In a TQM effort, all members of an organization participate in improving processes, products, services and the culture in which they work.

The methods for implementing this approach come from the teachings of such quality leaders as Philip B. Crosby, W. Edwards Deming, Armand V. Feigenbaum, Kaoru Ishikawa and Joseph M. Juran.

Principles of TQM

TQM can be defined as the management of initiatives and procedures that are aimed at achieving the delivery of quality products and services. A number of key principles can be identified in defining TQM, including:

- Executive Management – Top management should act as the main driver for TQM and create an environment that ensures its success.
- Training – Employees should receive regular training on the methods and concepts of quality.
- Customer Focus – Improvements in quality should improve customer satisfaction.
- Decision Making – Quality decisions should be made based on measurements.
- Methodology and Tools – Use of appropriate methodology and tools ensures that non-conformances are identified, measured and responded to consistently.
- Continuous Improvement – Companies should continuously work towards improving manufacturing and quality procedures.
- Company Culture – The culture of the company should aim at developing employees ability to work together to improve quality.

- Employee Involvement – Employees should be encouraged to be pro-active in identifying and addressing quality related problems.

4. DATA ANALYSIS AND INTERPRETATION
DATE OF BIRTH

DATA	NO OF EMPLOYEES
MENTIONED	70
NOT MENTIONED	10
WRONGLY MNETIONED	20
TOTAL EMPLOYEES	100
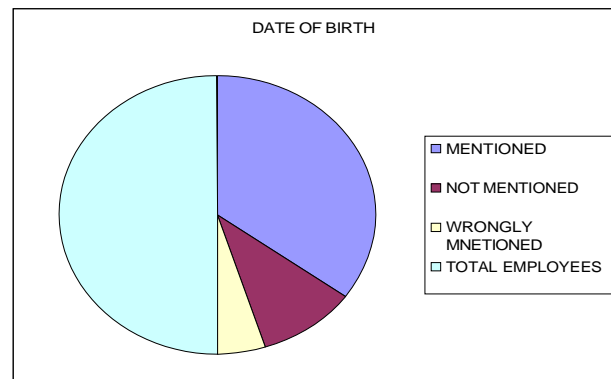
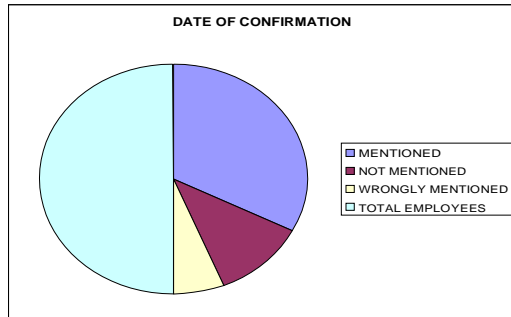
DATE OF BIRTH

Interpretation

Out of Sample Size of 100 Employees, 70 mentioned date of birth correctly, 10 of them did not mention date of birth at all , 20 of the employees mentioned wrong date of birth .

Correct mentioning of birthday would facilitate correct date of retirement

DATE OF CONFERMATION

| DATA	NO OF EMPLOYEES
MENTIONED	70
NOT MENTIONED	20
WRONGLY MENTIONED	10
TOTAL EMPLOYEES	100

DATE OF CONFIRMATION

Interpretation

Out of Sample Size of 100Employees, 70 mentioned date of confirmation Correctly, 20 of them did not mention date of confirmation at all, 10 of the Employees mentioned wrong dates of confirmation.

QUALIFICATION

DATA	NO OF EMPLOYEES
MENTIONED	60
NOT MENTIONED	20
WRONGLY MENTIONED	20
TOTAL EMPLOYEES	100
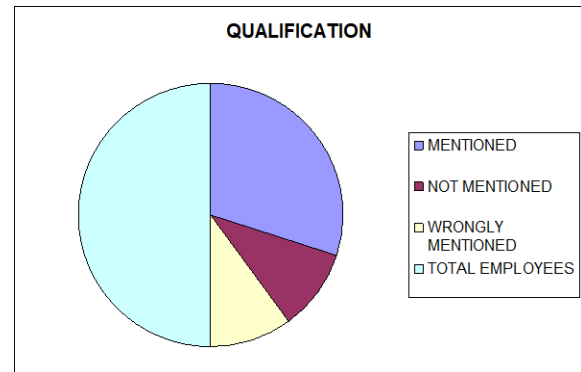
QUALIFICATION

Interpretation

Out of Sample Size of 100 Employees , 60 mentioned qualification details correctly, 20 of them did not mention Qualification at all , 20 of the employees mentioned wrong Qualification details.

Correct mentioning of Qualification would facilitate correct information on Employee

5. FINDINGS

➔ Morality of the respondents has freedom to take decisions. This shows TQM effects the organization.

➔ Employees feel that they are very important person in the deportment, which shows their level of commitment.
➔ Employees in **Heritage Foods (India) Limited** Can see themselves in a better position in near future which indicates the carrier growth on the company.
➔ Company successful in providing good working conditions.
➔ Megacity of the respondents feels that they are under paid.
➔ Employees in the **Heritage Foods (India) Limited** have good relationship with their peers, superiors and sub-ordinates.
➔ All most all the employees have positive attitude of the management towards security as employees feel highly

secured in **Heritage Foods (India) Limited**.

SUGGESTIONS

➔ Since majority of the people feel that they are not underpaid, this causes dissatisfaction. To avoid that company may introduce different assertive schemer through which pay and productivity can be minimized.

➔ As employees feel that they don't have freedom to take decision which affects job satisfaction adversely, employees should have some degree of freedom decisions at their workplace.

➔ Some employees have low level of commitment has they feel they are not much important in the dept they can explained how important there in the deportment.

➔ Some of the employees felt that their skills are not utilized completely; proper measure can be taken job design and placement.

➔ As more than half of the people not satisfy their personal development, company may provide carrier development programmers were people can achieve their personal and profit zonal goals.

6. CONCLUSTIONS

➔ Half of the Employees are not satisfied with the personal development.

➔ Employees in **Heritage Foods (India) Limited** are satisfied with the company policies and procedures.

➔ Employees in all dept are well planned while performing their activities.

➔ On the whole employees in **Heritage Foods (India) Limited** have Job Satisfaction the contributing factors for their satisfaction are good relationship, working conditions, Company polices and other benefits.

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