Total Quality Management And Its Contributing Factors In Organizations

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Abstract— **The effects of total quality management and its contributing factors like Employee Empowerment, Process Control and Improvement, Customer Satisfaction, Management Commitment and Communications in organizations; and how TQM contributes towards organizations profitability and growth.**

Keywords—Total Quality Management; Employee Empowerment; Process Control and Improvement; Customer Satisfaction; Management Commitment and Communications ; Organization profit and growth

I. OVERVIEW

Total Quality Management is an administration framework that concentrates on all areas of operations in an organization. TQM is a continuous effort to meet, and exceed the customer satisfaction and needs at lower costs, by constant work enhancement, in which every involved personal are committed, focused on the processes in any organization [1]. There is a significant effect of contributing factors like employee empowerment, process control and improvement, customer satisfaction, management commitment and communication, training for employees of TQM that would show impact on organization's performance, quality of product, productivity, and profit growth [2]. Various studies have researched on the connection between TQM and management and organization's performance and observed that there is a affirmative relations between them and concluded that implementing TQM practices will enhance organizational performance [3] [4]. Leadership provides a direction to the entire process of TQM. A manager needs to be a source of inspiration that motivate his employees and help them in decision making. Management should believe in the concept of TQM and explain the employees about TQM to implement it successfully [5]. TQM uses techniques like group discussions, brainstorming sessions, and consensus forming to enable communication among employees and management [6]. Employee's needs to be empowered and be trained on interpersonal skills, teamwork, technical knowledge, decision making skills, problem solving skills and so on. TQM is a systematic approach to plan and apply organization's improvement process [7]. It focuses on customer satisfaction, process improvement and management commitment and decision making among employees. TQM is one among traditional programs like T- groups, job enrichment, objective management and others that

are focused on the managerial scene enriched with promise, to be replaced by another new management technique [8].

II. RESEARCH METHODOLOGY

Review Centric

An intensive comprehensive literature review on total quality management and its contributing factors created a theoretical foundation of this paper. A model was created using the grounded theory, and evaluated with help of interviews. Utilizing University of Bridgeport library resources and databases a wide variety of books and journals on total quality management by different authors were reviewed. With the help of prior research lead to "developing new theoretical insights [9]" . Following LePine and Wilcox-King's review centric research approach, "existing theory and research was reviewed and further analyzed [10]". The focus of the research presented is by "combining the important previously established studies and concepts" that I have observed the literature upon which I provide an advanced understanding on the topic [10] .The research methodology includes the portrayal of every independent factor in detail, which affect the total quality management in an organizations. From this study, I recognize that the essential achievement is that it helps the present organization or hierarchical circumstance to assemble our objective to perform better.

III. TOTAL QUALITY MANAGEMENT IN ORGANIZATIONS

Total Quality Management is an attempt to reach, and preferably exceed the customer expectations and needs at the least prices, by consistent work improvement, in which all involved parties are concerned and committed on the process in the organization [11]. Most successful and competitive business organizations around the world have implemented TQM practices and procedures to constantly upgrade execution and performance of their business. TQM is a practice of ensuring quality in associations with a specific end goal to enhance items and administrations [12]. Quality management is an efficient method for ensuring that organized activities happen the way they are planned. Management discipline is concerned with avoid problems from occurring, by developing the controls and attitudes that make prevention possible [13]. There is a strong effect of contributing factors in organizations like employee empowerment, process control and improvement,

customer satisfaction, management commitment and communication towards TQM practices and effects on organization productivity, profit hike, market share, performance for sales growth, and quality of products and service [14].

Many studies have researched on the relationship between TQM and organizational growth and performance and came to conclusion that there is an affirmative relationship between them. [15] and [16] also suggested that the implementation of TQM practices will improve organizational performance. Numerous studies in the past have also witnessed a affirmative correlation between the TQM practice and organizational performance [15]. Workers in an association may obtain new participating so as to learn and abilities in TQM. As they take an interest, it prompts enduring changes in conduct which brings about quality change [17].A portion of the upsides of interest is that, it can change a few representatives negative demeanors, lessen strife originating from the workplace, impart a superior comprehension of the significance of item quality and add to the overall product quality [18]. TQM will enhance the execution of association until all workers grasp it, and it regularly requires an adjustment in an employee's way of life. The client in today's world directs the business sector. The key contributor of TQM is the client. It is the needs of organizations to satisfy client needs. [14] have shown that consumer loyalty is expanded by interest of all workers in TQM. A successful organization foresees the need to put the customers first in choices they make [19]. In production plan and the product development, the client needs to be firmly included and should give inputs at every phase of the procedure, to minimize waste, deformities and quality issues [6]. It has been suggested by [20] that TQM is a methodology utilized as a part of coordinating authoritative endeavors towards the objective of consumer loyalty. Shoppers look for top quality in items or products at reasonable costs which imparts consumer loyalty and worthiness [21].

As competition increases and changes occur in organizations, there is the need of superior comprehension of value. To implement TQM effectively, top administration must first have faith in it and need to show responsibility [22]. [23] mentioned in his article that top notch item quality is not possible without strong top administration responsibility. TQM requires the collaboration of high level management in all offices and divisions of an organization. Communications is the most vital component in the achievement of each employee and chiefs in organizations spend an extensive amount of time every day imparting. For workers to comprehend and grasp any change in processes and procedures, administrators must convey to them [24].The presentation of TQM in an organization includes change and representatives must be conveyed to, and comprehend it and be a part of it. Since TQM requires worker involvement and support, the authority in the association must guarantee that they have imparted

the standards and systems furthermore the upsides of TQM to the general workers [25].

To maintain a strategic distance from breakdowns in organizations, the strategy is to manage processes focused on manufacturing and quality [26]. Process administration includes accurately characterizing and archiving procedure administration strategies with guidelines for operation processes and set-up presented at every workstation to minimize the loss in organizations [27]. The strategies which are utilized for procedure control and change are critical thinking routines, measurable procedure control, failure handling, testing and investigation [28].

Figure 1: *Model for Total Quality Management inside Organizations.*

Employee Empowerment

Employee Empowerment lets employees to give their opinions and manage their work. Having an opportunity to share their knowledge, views on the processes in the projects motivates the employees to take up the responsibilities of the project. Empowered employees are loyal, show commitment and work towards the goal. They serve as strong ambassadors for the organization. They will be able to create a sense of good customer service that earns much greater customer satisfaction [29]. Employee empowerment is a key factor which contributes towards TQM in any organization. The workers in an organization may gain new learning and abilities by taking an interest in TQM. As they take interest, it prompts enduring changes in employee's behavior which brings product quality improvement [30]. Advantages of employee involvement are that, it can alter some employee's low states of mind, lower conflicts at workplace, and ingrain a comprehension of the significance of quality , efficiency and aid to establish an organization's business culture [31]. Total Quality Management would enhance the performance of an organization only when the organization brings up the change in its culture its employees embrace it. Management leadership and employee empowerment contributes towards TQM as they embrace connections with customer satisfaction. TQM in an organization set up which would reduce manufacturing costs by following several management methods through constant improvements and change. Employee empowerment and high peaks of job satisfaction is eased by high level management towards Total Quality Management [20]. Employee empowerment facilitates employees to make decisions

in the interest of the organization [32]. Employee empowerment is generally intended to give every worker self-rule; which fosters better connections among employees and their supervisors. Employees who are given freedom tend to form better working connections [33]. Freedom in the workplace lessens dependence on managers and supervisors to accomplish a task. When employees are looked upon well and their ideas are given importance confidence levels develops among team members, and the company would see improvement in profitability and reliability [24]. Employee empowerment aids in cultivating innovative thinking. Employees that take part in the company's development and manageability will offer many insights and critical thinking capabilities when obstacles emerge. In addition, as the employee meets specific difficulties or discovers enhancements in approaches, methodology or items, it will cultivate growth and more distinct and innovative thinking [34].
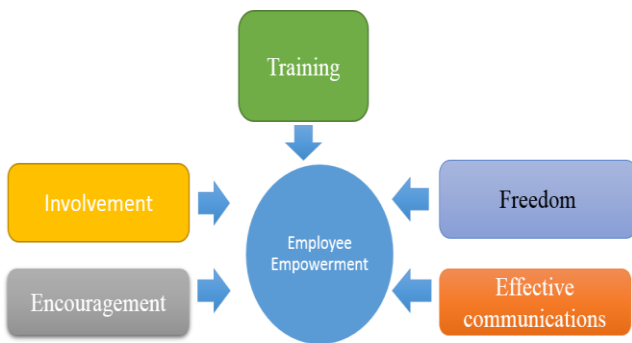
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Figure 2: *Model for factors contributing towards Employee Empowerment*

Pro*cess Control and Improvement*

Process control is a blend between statistics and engineering discipline that deal with the system architectures, and calculations for controlling a procedure. Process control and improvement plays a key role in organization's profits [35]. Process control is a process which includes factors like training employees, high level management commitment, business environment and culture with constant improvement [36]. The methods used for process control are issue solving techniques, failure mode effects analysis, statistical process control, frequent auditing, fool proofing, inspection and sampling [37]. Industries or organizations can implement increased automation and reduce human intervention. Reduce rework, scrap and concessions [38]. Also organizations should work on enhancing the capabilities, offer customers state-of-the-art capabilities and meet customer demands for traceability. The smart utilization of process control procedures has beneficial effects, beyond the traditional aspects of dimensional quality assurance [39]. Product design, product reliability, and process efficiency are features that contribute towards process control in TQM. Performance expectations for TQM is in the form of increased business revenues, cost

reduction, and time lag reduction, are taken care with the support of business uncertainty [40]. TQM is particularly adaptable and applicable to human services because of its emphasis on process quality as evaluated by clients as the primary source and its focus on process control and nonstandard outputs [41]. The procedure that underline on the idea of procedure control as a basic building piece of the association which highlights process administration, and procedure change [42]. Orderly approach underlines on authoritative spotlight on low process duration, quality change, and waste, cost reduction [43].
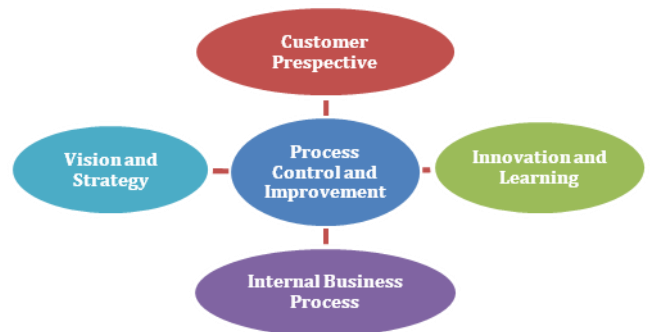

Figure 3: *Model for factors contributing towards Process Control and Improvement*

Customer Satisfaction

Customer satisfaction plays a vital role in an organization's growth. It develops customer's loyalty towards products and service of organization. Process quality is usually defined by level of customer satisfaction [44]. Being responsive and answerable to customers can have the affirmative effect of employee development, to identify the sources of problems, find creative solutions, overcome obstructive routines, and get results in both private and public sector setting [45]. The primary focus of TQM implementation in firms is customer satisfaction. Consumer loyalty is expanded by the support of all workers in TQM. Loyal customers tend to buy products more frequently which aids in good profits [46]. Companies should produce products which meets customer's needs and focus and analyze on processes for successful customer orientation, maintain good contact with customers, promote customer care, cultural empowerment [47]. A powerful affiliation sees the need to put the customer assessment in every decision made. In item plan and advancement preparation, the client needs to provide suggestions, feedback in every phase of the procedure, so it could minimize the wastes, and quality issues [48]. Customer satisfaction can be attained by producing products which are reliable, adaptable, and show varied functionality [49]. Customer service should excel in an organization by having friendly and courteous employees, being responsive to requests, approachability of the service provider, willingness to listen to clients and provide them with a solution [50]. Through empirically examination of TQM meditational model, TQM practices straightly affect consumer loyalty and a backhanded effect on plant's execution

[51]. The outcomes show noteworthy relations among TQM practices, consumer loyalty and plant execution. TQM practices demonstrates an in number effect on customer satisfaction [38].

Figure 4: *Model for factors contributing towards Customer Satisfaction*

Management Commitment and Communications

Management commitment and communications among employees in an organization plays a crucial role in Total Quality Management [52]. A manager's perception of quality management reflects in organization's quality context. The information of hierarchical quality connection is helpful for clarifying and foreseeing quality administration norms [53]. TQM fizzles when the administration's discernments shift's from executions in commercial ventures. He says management should create responsibility to the new TQM bearing and carry on and settle on choices that are reliable with it, (2) add to the cross-practical components, authority aptitudes, and group society required for TQM usage, and (3) make an atmosphere of open discussions about advancement in the quality management is change that will empower further leanings and change [54]. Managers must communicate and explain the employees on the change process in organization and should let them understand and embrace the change. Implementing TQM in an association includes change and workers must be conveyed to comprehend and actualize it [55]. The initiative in an organization must guarantee that they have conveyed the standards and techniques of TQM to the general employees [56]. The success of TQM requires sharing and communication among the team members within the company, suppliers and customers. Communication combined with the sharing of right data is fundamental [57] . For correspondence to be solid the messages must be understandable and the recipient must interpret the way the sender expected. By encouraging communications among teams, avoiding information secrecy, promoting employee involvement, embracing change, focusing on improvement and proper planning may be linked with increased commitment towards Total quality management [58]. The correspondence between units, demoralizing data, empowering worker support, accentuating change, concentrating on frameworks

change, organizing linkages among units is connected with expanded responsibility to Total quality management [59]. TQM practices can be improved in organizations by changing and adopting to a good business environment, proper planning of goals and implementation, and employee engagement in decision making process are directly linked with increased focus to Total quality management, as it is concerned on systems enhancement [60].

Figure 5: *Model for factors contributing towards Management Commitment and Communications*

IV. RESTULT AND FINDINGS

The model highlights various factors which contribute to total quality management like Employee Empowerment, Process Control and Improvement, Customer Satisfaction, Management Commitment and Communications which aids the organizations growth rate. The findings showed affirmative effects of change elements on the organizations performance due to the four contributing factors of TQM. This study demonstrated that organizations and industries trust that TQM is an important contributing factor for an organization's survival. TQM is a highly effective practice for any organization to run the operations of production and marketing. Insights of the advantages of TQM have been suggested to managers of firms and organizations who have questions about TQM. The empirical data collected is by taking interviews within organization, government bodies and consultancies. The model suggested here is particularly helpful for managers to better acknowledge the needs of the organization and employees to achieve affirmative outcomes rather than insisting organizations to comply with rules and regulation. The findings of this study have implications on total quality management principles implementation in organizations and research purposes.

V. CONTRIBUTION AND NEW INTUITION

There is a developing enthusiasm for hypothesis with respect to the relationship between human asset administration (HRM) and aggregate quality administration (TQM), and in addition, the relationship between these two points of view and business execution. Observational exploration recommends noteworthy effects of TQM on organizations. Most of investigations around there is focused on the effects of

TQM at various levels. Research on the impression of individual delegates may get new bits of information for further study on the suitability of HRM/TQM in an organization. The makers had the opportunity to separate a decently limitless database with late data of individual worker discernments from a knowledge- intensive association in The Netherlands. This investigation gives new understanding into ideas, for example, "co-operation", "data", "initiative", "compensation", "work conditions", and "objective setting" in connection to employee satisfaction and the goal of organization growth.

VI. CONCLUSION

The study of four total quality management variables like employee empowerment, process control and improvement, customer satisfaction, management commitment and communication, training for employees were used to conceptualize total quality management rationality of administration. The study utilized a quantitative examination and introduced an affirmative relationship between the total quality management variables (independent) and organization performance (dependant). Quality is said to help organizations increase profitability and competency in global market .Total quality administration will improve organization gain upper hand over remote items. The aggregate quality administration is a strong contributing component of organization execution and survival. In spite of the fact that a few chiefs may be acquainted with quality administration practices and its points of interest and accordingly would need to execute them, their representatives may not realize what they are. Correspondence is exceptionally crucial in such manner. In the execution, cautious consideration should be handed to the top administration, supplier's inclusion, and procedure control and change management. Additionally the client driven data variables should not be neglected. A watchful investigation of representative strengthening will coordinate the organization on its creation arrangement. The outcomes have accepted past studies in which they proved an affirmative relationship between TQM practices and organization execution.

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