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# Examining The Influence of Total Quality Management on Organisation Performance

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## ABSTRACT :

The framework of this research encompasses a thorough examination of key components integral to TQM implementation, including Continuous improvement, customer focus, service design and process management by synthesizing insights from empirical studies, case analyses, and industry best practices, this research aims to provide a comprehensive understanding of how TQM practices contribute to organizational success. The study employs a descriptive research approach, management to understand how things are done and where things need to be improved to improve the quality of a company's products and services to measure the statistical significance of TQM interventions and qualitative assessments to capture the nuanced aspects of its implementation. Through a series of questionnaires circulating, the research explores the challenges and successes organizations encounter in their journey towards TQM adoption.

(KEYWORDS: Continuous improvement, Service Design, Organization Success.)

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## INTRODUCTION :

Quality means the products meet all the requirements, standards, and specifications. A product is said to be of good quality if it satisfies the customer requirements in terms of performance, grade, durability, appearance and intended use/purpose, etc.

### QUALITY = PERFORMANCE AND EXPECTATION

Quality is considered as a key strategic factor in achieving business success. To enhance the competitive position and improve business performance, companies worldwide, large and small, manufacturing and service, have applied the principles of total quality.

Total quality management is a structured approach to overall organizational management. The focus of the process is to improve the quality of an organization's outputs, including goods and services, through the continual improvement of internal practices. TQM is not only a management process, but also a corporate philosophy which recognizes that customer needs and business goals are inseparable. To be successful, it must be top management-driven and focus on maximizing efficiency and effectiveness and promoting market dominance through improving systems and processes, error prevention, and aligning business objectives and customer needs.

The main objective of TQM is to establish a management system and corporate culture to ensure that customer satisfaction is enhanced. The organization's culture is defined by and supports the constant attainment of customer satisfaction through an integrated system of tools, techniques and training's is a philosophy and a series of instructions for organizations to make continuous improvements, which are formed from 7 components/ subsystems, namely: Focus on customers; Effective leadership; Quality concept; Relationship.

between superiors and subordinates, focus on employee engagement; Problem solving approach; and Recognition of suppliers as a partner in the quality management process.

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## 1.2 STATEMENT OF THE PROBLEM

The study of the research purpose is to understand the impact of total quality management. This study will examine the impact on operations, product quality, customer satisfaction and overall performance involved in implementing TQM.

## 1.3 OBJECTIVES OF THE STUDY

The objectives of the study are:

- To analyze on continual improvement of quality management.
- To analyze the implementation of customer focus in achieving the satisfaction
- To determine the impact of product design in quality
- To study the impact of process management towards TQM

### 1.4 NEED FOR THE STUDY

- This helps to know the quality culture.
- It gives a clear insight into the customer decision-making process.
- This helps to identify quality management based on performance.
- This study helps to identify the different factors of process management.
- To understand the effectiveness of the product design.

### 1.5 SCOPE FOR THE STUDY

- To improve the quality culture in the organization
- To increase the customer focus and satisfaction while overcoming challenges in this area
- To achieve the highest level of quality and design through TQM
- To improve the performance of TQM processes through optimal process management.

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## REVIEW OF LITERATURE

**Marina Godinho Antunes et al., (2021)** This research study aims to study and identify which dimensions of TQM have influence on and support innovation strategies within the Portuguese small and medium enterprises (SMEs), in the context of products or services' innovation and process innovation, as well as to analyze the extent to which this relationship occurs.

**Saragih J. et al., (2020)** The main objective of the study is to examine and explain the structural relationship between and among the operational capability, Total quality management, supply chain practices, and operational performance. Enterprise can achieve a high level of performance, depending on their internal capabilities.

**Ali Akbari (2019)** With the advancement of science and technology, the expectation of consumers of goods and services has increased to receive good services and good commodities. One of the important ways to improve quality is total quality management. Total quality management is a process by which management, with the participation of employees, customers, and creditors, continuously improves quality and this leads to customer satisfaction.

**Wahag Al Mashaer Osman Mahgoub et al., (2007)** The healthcare sector is witnessing remarkable improvement with a noticeable dependency on technology which requires adopting quality standards to monitor, control and enhance the services provided in healthcare organizations. Coping with this technological advancement, Qatar has introduced a Clinical Information System into the Hamad Medical Corporation (HMC).

**Ching-Chow-Wang et al., (2006)** The perceived advantages of the implementation of TQM are generating improved quality and efficiency, increasing customer satisfaction, thus improving competitiveness. However, there is a high failure rate in the implementation of TQM. The key issue in this regard is that companies have devoted relatively little attention to human resources management (HRM).

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## RESEARCH METHODOLOGY

### 3.1 DESCRIPTIVE RESEARCH DESIGN

A descriptive research design is used in total quality management to understand how things are done and where things need to be improved to improve the quality of a company's products and services.

### 3.2 RANDOM SAMPLING METHOD

Random sampling method provides equal chances of being picked for each member of the target population. Random sampling helps reduce bias and ensures that the sample is more likely to reflect the true diversity of the population.

### 3.3 DATA COLLECTION METHOD

- **PRIMARY DATA:** In this study primary data is collected through a survey in the form of a Questionnaire. The results will help us to make decisions and improvements related to Total Quality Management.
- **SECONDARY DATA:** In this study secondary data is incorporated from books, Journals, articles, and reports through various literature reviews. This secondary information provides valuable standards, allowing the company to compare its quality management strategies with industry standards and make decisions for improvement.

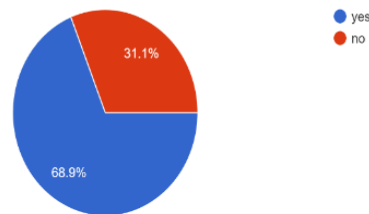
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## DATA ANALYSIS

TABLE 4.1

In your opinion, is there significant difference between customer focus and TQM practices in organization		
Particulars	No of responses	Percentage
Yes	71	69%
No	32	31%
<b>Total</b>	<b>103</b>	<b>100%</b>

In your opinion, is there a significant difference between customer focus and Total Quality Management (TQM) practices in your organization?  
103 responses

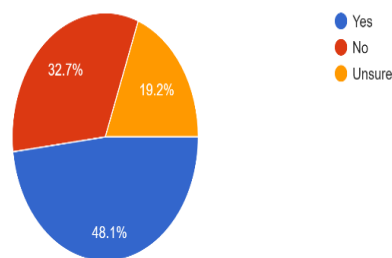


Approximately 69% of respondents believe that there is a significant difference between customer focus and TQM practices in organizations, while 31% do not perceive such a distinction. This suggests that most individuals perceive a clear differentiation between the two concepts, indicating that they view customer focus and TQM practices as distinct aspects of organizational management.

**TABLE 4.2**

Do you believe there is significant difference between product design and process management practices in your organization		
Particulars	No of responses	Percentage
Yes	50	49%
No	33	32%
Unsure	20	19%
<b>Total</b>	<b>103</b>	<b>100%</b>

Do you believe there is a significant difference between product design and process management practices in your organization?  
104 responses



Approximately 49% of respondents perceive a significant difference between product design and process management practices in their organization, indicating a split perception among employees regarding the distinction between these two aspects of organizational operations.

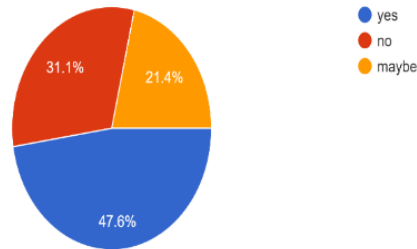
**TABLE 4.3**

Does TQM such as quality, customer focus, product design, and process management have impact on organisation performance?		
Particulars	No of responses	Percentage
Yes	49	48%
No	32	31%
Maybe	22	21%

<b>Total</b>	<b>103</b>	<b>100%</b>
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Does TQM such as quality, customer focus, product design and process management have an impact on organisation performance?

103 responses



Approximately 48% of respondents believe that TQM practices such as quality, customer focus, product design, and process management have a positive impact on organizational performance, suggesting a prevailing perception of their beneficial influence among a significant portion of the surveyed individuals.

#### 4.4 CHI-SQUARE TEST 1:

##### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.764 <sup>a</sup>	6	.015
Likelihood Ratio	16.652	6	.011
N of Valid Cases	104		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .01.

##### Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.389	.015
	Cramer's V	.275	.015
N of Valid Cases		104	

#### RESULT:

Reject the Null hypothesis. Since the calculated value is greater than chi-square table value (15.764 > 12.592). So, Accept the alternative hypothesis that there is a significance difference between customer focus and total quality management towards TQM.

**4.5 CHI-SQUARE TEST 2:****Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.926 <sup>a</sup>	6	.000
Likelihood Ratio	26.135	6	.000
N of Valid Cases	104		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .19.

**Symmetric Measures**

		Value	Approximate Significance
Nominal by Nominal	Phi	.509	.000
	Cramer's V	.360	.000
N of Valid Cases		104	

**RESULT:**

Reject the Null hypothesis. Since the calculated value is greater than chi-square table value ( $26.926 > 12.592$ ). So, Accept the alternative hypothesis that there is a significance difference between customer focus and total quality management towards TQM.

**5.1 FINDINGS:**

- 49.5%-people selected Agree that Total Quality Management (TQM) leads to better customer satisfaction.
- 68.9%-people selected yes that there is a significant difference between customer focus and (TQM) practices in your organization.
- 47.6%-people selected Yes that TQM such as quality, customer focus, product design and process management have an impact on organization performance
- 48.1%-people selected Yes that there is a significant difference between product design and process management practices in your organization.

**5.2 SUGGESTIONS**

- This industry must create a culture that fosters continuous improvement.
- Actively engage with customers through in-depth research, direct feedback channels and regular communications.
- Implementing comprehensive training programs is critical to upskilling employees.
- Regularly evaluates the organization's performance against industry standards and competitors. Identify and implement best practices that improve quality management, operational efficiency, and market competitiveness.

**5.3 CONCLUSION**

In summary, it can be stated that the main areas of development. A focus on continuous quality management, customer satisfaction and efficient processes is essential. The findings highlight the importance of a strong quality culture, workforce considerations and strategic initiatives such as clear communication and leadership support. The study highlights the need for a strong quality culture, employee engagement and top management support. By applying TQM principles, organizations can improve overall quality, ensure customer satisfaction, and create a foundation for long-term success in a competitive business environment. By making these improvements, improve its competitive position, increase customer satisfaction, and effectively navigate the changing quality management environment. Taken together, the recommendations form a strategic framework for achieving total quality management (TQM) excellence in an organization. An emphasis on regular in-depth audits and a culture of continuous learning underlines a commitment to continuous improvement of quality management processes. Training staff in customer service skills and adapting customer-centric

strategies to market dynamics reinforces the centrality of customer satisfaction. Integrating cross-functional teams into product design with a constant focus on using quality materials creates a platform to prevent defects and improve overall product quality. Incorporating TQM principles into process management, promoting employee participation and continuous improvement is the cornerstone of organizational success. By following these recommendations, an organization is poised to foster a culture of excellence, responsiveness, and adaptability that is critical to navigating the evolving landscape of quality management.

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