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**CONSCIOUSNESS OF EMPLOYEES' TOWARDS TOTAL QUALITY MANAGEMENT – A  
RATIONAL ERUDITION**

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**Keywords:**

**Total Quality Management,  
Quality,  
Employee Commitment.**

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**Abstract**

Quality management is a powerful competitive weapon. It provides greater customer satisfaction which can lead to greater market share, both of which lead to an improved bottom line profit. Quality is highly focused in the industry for its development and long survival in the economy. Although the concept of quality is very old, today it is perhaps the major preoccupation of organizations world-wide. However, in the recent years, Total Quality Management (TQM) has captured the world-wide attention and is being accepted as a management philosophy. Many organizations around the globe are conducting Organizational Development (OD) programmes to enhance quality awareness and change the attitudes of their employees. These efforts towards understanding, adopting and promoting TQM are primarily because of the changes taking place in the global economy, changing market conditions and customer's expectations and increasing competitive pressures. Many large organizations have recognized the important contributions that TQM can make in dealing with these challenges.

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## **INTRODUCTION**

Total Quality Management (TQM) is a participative, systematic approach for planning and implementing a constant organizational improvement process. Its approach is focused on exceeding customers' expectations, identifying problems, building commitment, and promoting open decision-making among workers. Total Quality Management (TQM) refers to management methods used to enhance quality and productivity in business organizations. TQM is a comprehensive management approach that works horizontally across an organization, involving all departments and employees and extending backward and forward to include both suppliers and clients/customers.

## **OBJECTIVES OF THE STUDY**

The main objective of the study is to analyze the employees' level of awareness towards Total Quality Management in their organization.

## **RESEARCH METHODOLOGY**

- ❖ **Area of the study** – Employees from 10 manufacturing companies in Coimbatore district has been considered.
- ❖ **Source of information** – Primary data, through questionnaire.
- ❖ **Sample size** – Total 200, 20 employees from each of 10 manufacturing companies taken for the study.
- ❖ **Sampling technique** – Quota sampling technique has been used to identify the industries with at least 20 years of existence and minimum 5 years ownership of ISO certification. 40 manufacturing companies satisfied these criteria, out of which 25% of the companies are selected based on convenience.
- ❖ **Tools & techniques** – Percentage analysis & Chi – Square test.

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## ANALYSIS & INTERPRETATION

### Personal Profile of the Respondents

Table no 1.1 describes the personal profile of the respondents taken for the study. Out of 200 respondents who were taken for the study: it has been identified that most (57%) of the respondents are male with the (59%) middle level designation, between (49%) the age group of 30 years, who are mostly (44%) under graduates, (34%) with an experience up to 5 years and earns (47%) an income for more than Rs.20,000 in the organization.

**Table No 1.1 – Personal Profiles of the Employees**

Personal profile		No. of respondents	Percentage (%)
Designation	Lower Level	40	20.0
	Middle Level	118	59.0
	Upper Level	42	21.0
	<b>Total</b>	<b>200</b>	<b>100</b>
Gender	Male	114	57.0
	Female	86	43.0
	<b>Total</b>	<b>200</b>	<b>100</b>
Age	Up to 30 years	98	49.0
	31 – 40 years	59	29.5
	41 – 50 years	27	13.5
	More than 51 years	16	8.0
	<b>Total</b>	<b>200</b>	<b>100</b>
Educational qualification	Elementary	5	2.5
	Up to SSLC	20	10.0
	Under graduation	88	44.0
	Post graduation	72	36.0
	Others	15	7.5



	<b>Total</b>	<b>200</b>	<b>100</b>
Experience	Up to 5 years	69	34.5
	6 – 10 years	55	27.5
	11 – 15 years	33	16.5
	16 – 20 years	22	11.0
	More than 21 years	21	10.5
	<b>Total</b>	<b>200</b>	<b>100</b>
Income level	Up to Rs.10000	28	14.0
	Rs.10001 – 15000	40	20.0
	Rs.15001 – 20000	38	19.0
	More than Rs.20001	94	47.0
	<b>Total</b>	<b>200</b>	<b>100</b>

### Awareness Level of the Employees towards Total Quality Management

Table no 1.2 reveals the level of awareness of the employees towards Total Quality Management: Majority of the respondents are moderately aware of the TQM practices such as benchmarking, management commitment, cost effectiveness, customer focus, supplier quality management, employee training, employee involvement, continuous improvement and producing quality products followed in their organization.



**Table No 1.2 - Awareness Level of the Employees**

TQM PRACTICES	HIGHLY AWARE (%)	MODERATELY AWARE (%)	NOT AT ALL AWARE (%)	TOTAL
Bench Marking	45.5	48.5	6.0	100
Management Commitment	41.5	49.0	9.5	100
Cost Effectiveness	39.5	49.0	11.5	100
Customer Focus	63.0	31.0	6.0	100
Supplier Quality Management	40.5	50.0	9.5	100
Employee Training	40.0	53.0	7.0	100
Employee Involvement	53.0	41.0	6.0	100
Continuous Improvement	47.5	43.5	9.0	100
Producing Quality Products	56.0	35.0	9.0	100

**Relationship between designation and awareness level of the employees towards TQM practices**

Table 1.3 depicts the relationship between the demographic profile such as designation, gender, age, educational qualification, experience, and income level and the level of awareness towards various TQM practices:



- ❖ There is a significant relationship between designation & awareness level towards all the TQM practices.
- ❖ There is a significant relationship between gender & benchmarking, employee training, employee involvement, continuous improvement.
- ❖ There is no significant relationship between age & management commitment, employee involvement, producing quality products.
- ❖ There is no significant relationship between qualification & cost effectiveness, supplier quality management.
- ❖ There is no significant relationship between experience & management commitment.
- ❖ There is no significant relationship between income & customer focus, producing quality products

**Table No 1.3 – Relationship between Age and awareness level of employees**

**CHI - SQUARE TESTS**

PARTICULARS		Value	DF	Asymp. Sig. (2 - sided)	Sig or Not Sig
Bench Marking	Designation	36.212 <sup>a</sup>	4	.000	Significant
	Gender	6.162 <sup>a</sup>	2	.046	Significant
	Age	22.901 <sup>a</sup>	6	.001	Significant
	Qualification	31.206 <sup>a</sup>	8	.000	Significant
	Experience	35.564 <sup>a</sup>	8	.000	Significant
	Income	60.856 <sup>a</sup>	6	.000	Significant
Management Commitment	Designation	21.794 <sup>a</sup>	4	.000	Significant
	Gender	2.802 <sup>a</sup>	2	.246	N Significant
	Age	8.570 <sup>a</sup>	6	.199	N Significant
	Qualification	51.090 <sup>a</sup>	8	.000	Significant
	Experience	13.805 <sup>a</sup>	8	.087	N Significant



	Income	21.543 <sup>a</sup>	6	.001	Significant
Cost Effectiveness	Designation	21.455 <sup>a</sup>	4	.000	Significant
	Gender	.407 <sup>a</sup>	2	.816	N Significant
	Age	15.018 <sup>a</sup>	6	.020	Significant
	Qualification	10.599 <sup>a</sup>	8	.225	N Significant
	Experience	25.314 <sup>a</sup>	8	.001	Significant
	Income	20.110 <sup>a</sup>	6	.003	Significant
	Customer Focus	Designation	20.644 <sup>a</sup>	4	.000
Gender		4.554 <sup>a</sup>	2	.103	N Significant
Age		13.576 <sup>a</sup>	6	.035	Significant
Qualification		17.172 <sup>a</sup>	8	.028	Significant
Experience		22.162 <sup>a</sup>	8	.005	Significant
Income		9.600 <sup>a</sup>	6	.143	N Significant
Supplier Quality Management		Designation	40.301 <sup>a</sup>	4	.000
	Gender	2.499 <sup>a</sup>	2	.287	N Significant
	Age	17.073 <sup>a</sup>	6	.009	Significant
	Qualification	14.198 <sup>a</sup>	8	.077	N Significant
	Experience	29.317 <sup>a</sup>	8	.000	Significant
	Income	20.117 <sup>a</sup>	6	.003	Significant
	Employee Training	Designation	16.365 <sup>a</sup>	4	.003
Gender		8.114 <sup>a</sup>	2	.017	Significant
Age		25.074 <sup>a</sup>	6	.000	Significant
Qualification		26.099 <sup>a</sup>	8	.001	Significant
Experience		19.083 <sup>a</sup>	8	.014	Significant



	Income	22.548 <sup>a</sup>	6	.001	Significant
Employee involvement	Designation	21.453 <sup>a</sup>	4	.000	Significant
	Gender	6.335 <sup>a</sup>	2	.042	Significant
	Age	8.060 <sup>a</sup>	6	.234	N Significant
	Qualification	47.363 <sup>a</sup>	8	.000	Significant
	Experience	17.868 <sup>a</sup>	8	.022	Significant
	Income	24.231 <sup>a</sup>	6	.000	Significant
	Continuous Improvement	Designation	14.919 <sup>a</sup>	4	.005
Gender		6.589 <sup>a</sup>	2	.037	Significant
Age		16.275 <sup>a</sup>	6	.012	Significant
Qualification		82.266 <sup>a</sup>	8	.000	Significant
Experience		19.630 <sup>a</sup>	8	.012	Significant
Income		16.561 <sup>a</sup>	6	.011	Significant
Producing Quality Products	Designation	14.530 <sup>a</sup>	4	.006	Significant
	Gender	2.649 <sup>a</sup>	2	.266	N Significant
	Age	12.327 <sup>a</sup>	6	.055	N Significant
	Qualification	25.204 <sup>a</sup>	8	.001	Significant
	Experience	24.264 <sup>a</sup>	8	.002	Significant
	Income	9.726 <sup>a</sup>	6	.137	N Significant

## CONCLUSION

TQM is a holistic and ethical approach of the firms to continuously improve their products/services or processes involving all stakeholders in order to satisfy their customers and to improve performance and sustainability. Based on the results it can be concluded that TQM practices improve various performance measures in the firms. All aspects of TQM practices should





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be effectively managed in a firm because each factor in TQM practices improves different aspects of firm performance. The synergy among the TQM factors brings about exceptional or crucial improvements in the firm performances. Firms should improve employee involvement/skill and firm structure and allocate sufficient resources to implement TQM successfully.

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