

A Study On Effectiveness Of Total Quality Management Towards Aachi Masala Foods Private Ltd., Chennai

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Abstract

Quality management helps companies improve their products' reliability, durability and performance. These factors help differentiate a business from its competitors. Better products equal happier customers and higher revenue. Effective TQM is based on four principles, customer satisfaction, continuous improvement, speaking with facts, and respect for people. The objective of the study is to analyse the study on effectiveness of total quality management towards Aachi Masala Foods Private Ltd., Chennai. The study based only on the opinion and expectation of employees. Total number of sample taken for the study is 120 respondents. Descriptive research design and Convenience sampling techniques were used for the study. Primary data and secondary data have been used in the study. Simple percentage analysis, chi square analysis and correlation analysis have been applied in this study to reach the finding of the study. It is found that there is some impact of educational qualification of the respondents on level of tqm practices in the company and 65.0% of the respondents said that average towards TQM reduces internal and external cost for the organisation. It is suggested that the top level management must contribute their concentration for the successful implementation of TQM in the company. It is concluded that Total Quality Management tends to result in a consistent series of incremental changes; it can lead to creating an unpleasant response from those employees who prefer the existing system, or employees who are afraid of losing their jobs because of it.

Keywords: Continuous Improvement , Cost Reduction , Employee Perception, Organizational Performance, Total Quality Management (TQM)

Total Quality Management

Total Quality management is defined as a continuous effort by the management as well as employees of a particular organization to ensure long term customer loyalty and customer satisfaction. Remember, one happy and satisfied customer brings ten new customers along with him whereas one disappointed individual will spread bad word of mouth and spoil several of your existing as well as potential customers.

Every individual who receives his/her pay check from the organization has to contribute equally to design foolproof processes and systems which would eventually ensure superior quality of products and services. Total Quality management is indeed a joint effort of management, staff members, workforce, suppliers in order to meet and exceed customer satisfaction level. You can't just blame one person for not adhering to quality measures. The responsibility lies on the shoulder of everyone who is even remotely associated with the organization.

W. Edwards Deming, Joseph M. Juran, and Armand V. Feigenbaum jointly developed the concept of total quality management. Total Quality management originated in the manufacturing sector, but can be applied to almost all organizations. Total quality management ensures that every single employee is working towards the improvement of work culture, processes, services, systems and so on to ensure long term success.

Principles of TQM:-

1. Delight the customer
2. Management by fact
3. People based management
4. Continuous improvement

5. Strong leadership
6. Quality system measure& record
7. Team work, Team accountable, correct problem
8. People oriented technology, speed.

TQM categories:

Total Quality management can be divided into four categories. Also referred to as PDCA cycle.

- Plan
- Do
- Check
- Action

Planning Phase

Planning is the most crucial phase of total quality management. In this phase employees have to come up with their problems and queries which need to be addressed. They need to come up with the various challenges they face in their day to day operations and also analyze the problem's root cause. Employees are required to do necessary research and collect relevant data which would help them find solutions to all the problems.

Doing Phase

In the doing phase, employees develop a solution for the problems defined in planning phase. Strategies are devised and implemented to overcome the challenges faced by employees. The effectiveness of solutions and strategies is also measured in this stage.

Checking Phase

Checking phase is the stage where people actually do a comparison analysis of before and after data to confirm the effectiveness of the processes and measure the results.

Acting Phase

In this phase employees document their results and prepare themselves to address other problems

Total Quality Management Models

- Deming Application Prize
- Malcolm Baldrige Criteria for Performance Excellence
- European Foundation for Quality Management, and
- ISO quality management standards.

OBJECTIVES OF THE STUDY

Primary objective

- To study on effectiveness of total quality management towards Aachi Masala Foods Private Ltd., Chennai.

Secondary objectives

- To measure the perception towards TQM in the company
- To assess the level of TQM practices in the company
- To evaluate the impact of TQM on organisational growth
- To understand the barriers in implementing the successful TQM in the company
- To obtain suggestions from the respondents to enhance TQM practices in the organisation.

SCOPE OF THE STUDY

- The scope of the study is limited to Aachi Masala Foods Private Ltd., Chennai.
- It is focused on Total quality management of the company.
- The sample size of the study is 120.
- The survey has been collected only with the employees of Aachi Masala Foods Private Ltd., Chennai.
- The study throws lights on to measure the level of TQM practices in the company.
- The study helps to the researcher to understand the barriers in implementing the successful TQM in the company.

LIMITATIONS OF THE STUDY

- Due to the time constraint the study is made only with limited respondents.

- There is a chance of personal bias which affects the original data.
- As the research is done only in Aachi Masala Foods Private Ltd., Chennai, so it cannot be applicable for other company employees.
- Limited number of respondents has been chosen due to time constraint and this could affect the accuracy of result to certain extent.

RESEARCH METHODOLOGY

Research Meaning

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as “A careful investigation or enquiry especially through search for new fact in any branch of knowledge”.

The purpose of research is as old as the human race. When we began our life on earth, we started the process of researching i.e., researching on finding out something that is new. Research method of the study explains the systematic way of findings to the pre determined objectives. More over this provides the clean path to accomplish and achieve clear solution for the problem stated. The following are the stages through which the research has passed to obtain the conclusions.

Definition of Research

Research is common parlance refer to a research for knowledge. One can also define research as scientific and systematic search for pertinent information on a specific topic. Research is an art of scientific investigation.

Research design

Research design is the specification of the method and procedure for acquiring the information needed to solve the problem. The research design followed for this research study is descriptive research design where we find a solution to an existing problem.

Research Type

In this study Descriptive research is used.

Descriptive research

The researcher has to describe the present situation in order to know the perception of the employees. Hence descriptive research study is used. Descriptive research can only report what has happened and what is happening.

SOURCES OF DATA

The two sources of data collection are namely primary & secondary.

Primary Data:

Primary data are fresh data collected through survey from the employees by using questionnaire.

Secondary Data

Secondary data are collected from books, websites, journals and internet.

SAMPLING DESIGN

Sample size

The number of sampling which we select from the employees for the case of a study is called the size of the sampling. Here sample is taken into 120.

Sampling Design

Here in this study, the simple random sampling design is employed in this method each item has its own chance of being selected.

Convenience sampling technique

A convenience sample is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach

SAMPLE DESIGN

Sample Element	: Employees of Aachi Masala Foods Private Ltd., Chennai.
Sample Size	: 120 samples
Sample Unit	: Chennai
Sample Media	: Questionnaire

Sampling Method : Convenience sampling technique

Hypothesis

H01: There is no significant relationship between gender of the respondents and perception towards TQM in the company

H02: There is no significant relationship between age of the respondents and level of TQM practices in the company

TOOLS FOR ANALYSIS

- Percentage method
- Correlation
- Chi-square Test
- Anova

REVIEW OF LITERATURE

Purcell et al., (2017) in his articles, Of the sample survey, 72 per cent acknowledge that there had been an increase in communication activity recently. The most favourably evaluated method was team briefing, followed by informal communication with individual managers. It was direct, face-to-face, communication, where the worker is allowed to air his mind, as regards operations and how things are done in the organization they work for, thus giving them that sense of 'belonging' to an organization who cares for their input in the day to day running of the organization (internal customers) and this open line of communication was most valued by this segment of employees during the research sample survey. Many proponents of TQM claim that it "empowers" workers.

Stanford, 2018 in his paper, critics equate it with work intensification and stress. The research sample survey result shows that neither picture is accurate. Managements in the organisations surveyed, did not use the language of empowerment and had more pragmatic goals, as one of the managers summarily puts it as "empowerment is not a word used at local level; we can and do involve people more but we need to have constraints". Employees reported greater effort outputs, but most liked the pace at which they worked. Those who were working harder and who were most subject to the measurement of their performance were also the most likely to favour quality strategies like the TQM.

Lewis, 2018 in his articles, one of the major obstacles that have bedeviled the successful implementation of TQM is the non - recognition of quality teams in organizations in the quest for a successful strategy that will lift the organization above its competitors. Team effectiveness is crucial to the implementation of TQM because the development of people and their involvement in the operations of an organization through teamwork is very essential, and for it not to be seen as such, will only ruin the collective effort of inputs towards the actualization of a functional quality delivery strategy like the TQM

Collinson et al. 2018, in his articles, A major function of HRM's expertise is its capability to scrutinize and provide assessment for employee attitudes. This expertise can be significantly essential in driving the process for a proper implementation of TQM, since getting it right from the onset (conceptualization stage) entails having adequate data/information about current performance level. Therefore, a preliminary action is to implement an employee assessment, targeting two prime areas. One requires the identification of the difficult parts of organizations' current operations, where innovations in quality can have the most significant impact on an organizations' performance level. The other part, targets the perceptions and attitudes of employees towards quality as a fundamental issue, so as to ensure that, the implementation of TQM can be revitalized, for better effectiveness and efficiency.

Lewis, 2019, in his research, Total Quality Management (TQM) is a strategy that embodies the belief that the management process must focus on integrating the customer - driven quality throughout an organisation (Stah, 2002). It stresses continuous improvement of product quality and service delivery while taking into cognisance the reality that in order to achieve this goal, employee relations needs to be equally addressed, as the customer cannot get the satisfactory service delivery from ill- motivated employees.

Fran, 2019 in his studies, the philosophy underlying the implementation of a TQM strategy is to see organisational customers and clients as the vital key to organisational success. Organisations with TQM strategy see their business through the eyes of their customers and clients and then measure their

organisations performance against customer/client expectations. It therefore follows that organisations that want to be successful with the implementation of TQM strategy must evaluate its operations through the eyes of its customers by strengthening and exploring all avenues including the people (employees) that make up the organisational structure (Stah, 2002).

Balogun and Hope-Hailey (2020) in his paper, strategy should be seen as a system/process, that should be able to engender in the employees a culture of total commitment to the vision and mission of the organisation, and thus, a functional strategy that embodies the collective contribution of various components that make up the organisational hierarchy should be such that complement each other in the implementation of a strategy. For a strategy to accomplish the desired goals and objectives of an organisation, effective strategy implementation mechanisms should be put in place and one of the most potent ways for achieving this is by exploiting the internal capabilities of the organisation in the form of its employees as a veritable asset while encompassing various HRM initiatives, such as recruitment and selection, training and development, reward systems, performance appraisal, the need for enhanced employee voice systems, employee engagement and greater line manager involvement with management, because they should be seen as a bridge between the employees and management for enhanced psychological contract, which will in turn facilitate greater employee commitment (Murphy et al, 2001).

Carol et al. 2020 in his thesis, for TQM to be effective, managers have to take into proper perspective the relevance of the workforce that make up the organisational structure, as no organisation exists to carry out business operations/activities without employees. People are the effective tools management can readily use in transforming/implementing strategic choices and as Guest (1987) puts it "because they are the most variable, and the least easy to understand and control of all management resources, effective utilisation of human resources is likely to give organisations a significant competitive advantage. The human resources dimension must therefore be fully integrated into the strategic planning process".

The above quote by **Guest 2020** is aptly correct and relevant, if organisations are to attain the goals and objectives required of them, so as to justify the huge financial commitment by owners of business like the investors (shareholders) and even joint stakeholders in the operations of the business, for example the suppliers, regulators, customers, employees and communities they operate, because apart from justifying what is expected of them, TQM as a strategy allows and build in the employees.

Geary 2021, in his research, TQM is only in an atmosphere of camaraderie that trust and confidence can be established, thus, for organizations to succeed with the implementation of TQM strategy, HRM practices and initiatives, that allow for an atmosphere of psychological contract to be entrenched in its body of policies, should be allowed to flourish, so as to facilitate the linkage between psychological contract and the use of discretionary behaviour. An employee that is allowed freedom of choice in using his/her discretionary behaviour as encouraged by the implementation of TQM by seeing the employee as the internal customer, and not necessarily adhering to all rules as directed by management hook-line and sinker, will definitely give his/her best to an organization, because the phobia of high handedness which inevitably leads to human resource capacity under utilization of employees and poor performance from above management when eliminated, will allow for greater performance from employees.

Grant, 2021 in his research, the idea behind TQM and AMO (Ability, Motivation and Opportunity) as postulated would have been achieved, because, within the AMO model lies the desire to see employees not being bossed into a tight corner of having to implement all that management of organisations have to say to their employees but having the freedom to exercise their innate knowledge, which of course can only be demonstrated and made manifest, when given the necessarily opportunity and motivation to do so.

British Steel Shotton Works, in **North Wales 2022** in his studies, Recent research by authors on TQM sees the participative involvement of the employee during the conceptualization stage to the implementation stage of the strategy as crucial. In a survey carried out in six named organizations; the Halifax Building Society; the London Borough of Lewisham; Philips Domestic Appliances (Hastings site, in Sussex); Severn Trent Water; and South Warwickshire NHS Trust. It was based on interviews with managers and trade union representatives and a detailed survey of employee opinions; a total of 280 employee responses was obtained by Collinson, Edwards, and Rees, (2003). Result of the research shows

(a) that employees welcome some but not all features of TQM, (b) that existing accounts have an unduly strict benchmark for the effects of TQM, and (c) that success depends on certain conditions.

Edwards, and Rees, 2022 in his thesis, More than four-fifths of the sample survey revealed that employees saw quality as the crucial issue for their organisations' success, growth and development in order to sustain competitive advantage over competitors and as such, welcome the need for the implementation of TQM. Almost two-thirds of the same sample survey felt that employees had a "great deal" or a "fair amount" of influence over quality, and over 70 per cent of the sample survey acknowledge that their own involvement in problem-solving had increased enormously. Five employees in six identified the presence of meetings designed for problem-solving.

RELATIONSHIP BETWEEN THE GENDER OF THE RESPONDENTS AND TO MEASURE THE PERCEPTION TOWARDS TQM IN THE COMPANY

HYPOTHESIS TESTING

Null hypothesis (Ho):

There is no significant relationship between the gender of the respondents and to measure the perception towards TQM in the company.

Alternative hypothesis (H1):

There is some significant relationship between the gender of the respondents and to measure the perception towards TQM in the company.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
GENDER OF THE RESPONDENTS * TO MEASURE THE PERCEPTION TOWARDS TQM IN THE COMPANY	120	100.0%	0	.0%	120	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.966 ^a	11	.876
Likelihood Ratio	6.499	11	.838
Linear-by-Linear Association	.211	1	.646
N of Valid Cases	120		

a. 15 cells (62.5%) have expected count less than 5. The minimum expected count is .42.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.876; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.42. Thus null hypothesis is accepted and it is found that there is no significant relationship between the gender of the respondents and to measure the perception towards TQM in the compan

CORRELATION ANALYSIS

RELATIONSHIP BETWEEN AGE OF THE RESPONDENTS AND TO EVALUATE THE IMPACT OF TQM ON ORGANISATIONAL GROWTH

Correlations

	AGE OF THE RESPONDENTS	growth
Pearson Correlation	1	-.171
Sig. (2-tailed)		.061
N	120	120
TO EVALUATE THE IMPACT OF TQM ON ORGANISATIONAL GROWTH	Pearson Correlation	-.171
	Sig. (2-tailed)	.061
	N	120

INTERPRETATION:

The Above table indicates that out of 120 respondents, co-efficient of correlation between age of the respondents and to evaluate the impact of TQM on organisational growth is -0.171. It is below 1. So there is negative relationship between age of the respondents and to evaluate the impact of TQM on organisational growth.

ONE WAY ANOVA TEST

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND LEVEL OF TQM PRACTICES IN THE COMPANY

ANOVA

Level of TQM practices in the company

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	172.569	4	43.142	7.150	.000
Within Groups	693.931	115	6.034		
Total	866.500	119			

INTERPRETATION

The table clearly shows that educational qualification of the respondents on level of tqm practices in the company has a figure on 7.150 values and significance around .000 levels, than the sum of squares within group between group's values have 693.931 and 172.569 respectively. Hence, the significant value is less than 0.050 for which the significant percentage is above 95%, hence rejecting null hypothesis. Thus, accepting alternative hypothesis i.e., There is some impact of educational qualification of the respondents on level of TQM practices in the company.

FINDINGS

- 58.3% of the respondents are male.
- 37.5% of the respondents are in the age group of below 30 years.
- 41.7% of the respondents have completed Professional.
- 25.8% of the respondents have 1 to 3 years experience.
- 35.8% of the respondents said that fully aware towards level of awareness in TQM practices in the company.
- 31.7% of the respondents said that good towards top level management contributes for successful implementation of TQM.
- 43.3% of the respondents said that excellent towards proper strategic planning for TQM.
- 32.5% of the respondents said that good towards reduction level in defect in the goods and services.
- 48.3% of the respondents said that excellent towards on time delivery for the customers.
- 65.0% of the respondents said that average towards TQM reduces internal and external cost for the organisation.
- 39.2% of the respondents are highly satisfied towards the commitment to quality in the company.
- 39.2% of the respondents are highly satisfied towards the employee involvement for TQM implementation.
- 29.2% of the respondents are satisfied towards the company ensures for customer centric approach to attain TQM in the organisation.
- 27.5% of the respondents are highly satisfied towards the fact based management for successful TQM implementation.

- 40.0% of the respondents are highly satisfied towards the company focuses continuous improvement based activities for TQM and 36.7% of the respondents said that strongly disagree towards helpful in facing competition.
- 33.3% of the respondents said that strongly agree towards improved organizational culture by the TQM implementation.
- 31.7% of the respondents said that agree towards better customer relationship management in the company.
- 42.5% of the respondents said that neither agree nor disagree towards employee empowerment by the TQM practices and 33.3% of the respondents said that strongly agree towards good work culture has been maintained by effective TQM.
- 34.2% of the respondents said that agree towards ineffective leadership in the organisation and 41.7% of the respondents said that strongly agree towards the contradictory policies in the organization.
- 36.7% of the respondents said that strongly agree towards the inappropriate organizational structure.
- 35.0% of the respondents said that neither agree nor disagree towards the inadequate training of staff.
- 40.8% of the respondents said that agree towards ineffective communication system among the departments.
- There is no significant relationship between the gender of the respondents and to measure the perception towards TQM in the company.
- There is negative relationship between age of the respondents and to evaluate the impact of TQM on organisational growth.
- There is some impact of educational qualification of the respondents on level of tqm practices in the company

SUGGESTIONS

- The company must ensure the employees awareness in TQM adopted in the company.
- The top level management must contribute their concentration for the successful implementation of TQM in the company.
- The company must frame and implement proper strategies for TQM implementation.
- The company has to ensure that reduction in defect in goods and services after the implementation of TQM.
- The company must take care to deliver the goods on time for the customers. There should not be any delay in services.
- The adoption of TQM has to be evaluated whether it decreases the internal and external cost for the organisation.
- The company must facilitate to follow quality commitment in all aspects.
- The employees must be involved in the TQM implementation with proper motivation.
- There must be customer centric approaches for effective TQM implementation.
- The company must allocate proper resources to continuous improvement in the TQM activities to be successful in the industry survival.
- The TQM process in the company must be evaluated whether it helps to attain competitive advantage in the industry.
- The organisational culture must be developed for successful implementation of the TQM.
- The customer relationship must be strengthened to accomplish the successful TQM activities in the work place.
- The employees must be well trained to obtain empowerment to implement the TQM.
- There must be good work culture among the employees in the work place for effective TQM.
- The employees must have the effective leadership ability to prevent strict supervision in all aspects.
- There should not be any contradictory policy in each department and among the employees in the concern.

- There must be proper well framed organisational structure and hierarchy method to be followed for free flow of communication.
- There must be effective communication system to organize the work and to accomplish the work.

CONCLUSION

A successful TQM implementation requires a significant training for the employees involved in it. Since the training program can take employees away from their day to day work, this eventually can have a negative short-term impact. Also, since Total Quality Management tends to result in a consistent series of incremental changes, it can lead to creating an unpleasant response from those employees who prefer the existing system, or employees who are afraid of losing their jobs because of it. Total Quality Management works best in an environment where there is strong support and commitment from the management.

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