

REVIEW OF LITERATURE REGARDING TQM METHODS AND ITS IMPLEMENTATION

Saurabh Kumar Soni

Research Scholar, Department of Business Administration, Awadhesh Pratap Singh University, Rewa (MP)

Paper Received On: 25 APR 2022

Peer Reviewed On: 30 APR 2022

Published On: 1 MAY 2022

Abstract

A literature review examines books, academic papers, and any other materials related to certain subjects, study area, or theory and gives a description, summary, and critical assessment of these works in connection to the research problem under consideration. The goal of the study was to look at the methods of overall quality management in the solar energy industry. The review of literature linked to the research has been attempted to be cited in this part. Regarding the effects of TQM methods and implementation, different academics have come to different conclusions. TQM deployment has an impact on a company's business success, according to a number of studies. According to some experts, it does not increase a company's financial success.

Keywords: TQM, Literature, Power Sector, Quality Management



Scholarly Research Journal's is licensed Based on a work at www.srjis.com

Introduction

The purpose of a literature review is to investigate and critically evaluate a wide range of sources, including books, academic papers, and other materials, in relation to a specific research question. An investigation of solar energy sector quality management strategies was the purpose of the project. In this section, references to relevant literature have been made. TQM methodology and execution have been studied by various academics, and their findings have differed. According to a number of studies, the implementation of TQM has an effect on a company's commercial performance. Financial success is not enhanced by the practise, according to some experts.

Those who support TQM as well as those who oppose it are both loud, according to Harnesk and Abrahamsson (2007). However, it's also regarded to empower workers on the flip side of this coin. In addition, some scholars argue that TQM encourages a culture of cooperation rather than a culture of individualism. Today, the majority of research are concentrating on quality management programmes for organisational development and maximising benefits.

There were a number of important changes taking place in the management of corporations in the 1980s and 1990s, including the introduction of Total Quality Management (TQM). As a "social movement," TQM is often described in academic literature (Hackman and Wageman, 1995). The initial inputs to the TQM implementation process are top management commitment, leadership, people management, strategy, policy, collaboration, process management, and resource management.

Research on organisational excellence performance indicators has been done by several academics (such as Ahire et al., 1996) TQM and organisational performance have yet to be linked via the gathering of all possible metrics that may be made.

In a study of three plants, Flynn, Schroeder, and Sakakibara (1995) investigated the impact of quality management methods on performance and competitive advantages and discovered that different core quality management strategies contribute to success in many quality dimensions.

Kim (1992) looked at the relationship between TQM and learning organisations and found findings that were quite consistent. Teams, a comprehensive approach, adaptability to the environment, and the capacity to evolve as an institution are said to be prerequisites for both endeavours.

Practitioners Drensek and Grubb (1995) describe how they implemented TQM successfully at a manufacturing unit. Collman (1995) described how he assisted a distributor with 12 employees embrace TQM. His article was all about the team concept and how it was put into action to cope with the growing workload. According to Kofman and Senge (1993), fragmentation, competition, and the ability to adapt to change are the three most common organisational dysfunctions today.

Bangladesh's power generating industry was examined by Rahman et al. in terms of TQM (2010) The BPDB is Bangladesh's most important and biggest power-related organisation. With TQM in mind, BPDB has made a number of management modifications

and reforms in its power plants. As a result of these difficulties, the TQM programme may be forced to shut down.

TQM principles are explicitly adhered to by businesses in order to serve society with their goods and services. As part of a comparative analysis, a company's vision and operational philosophy, sense of management by objective (MBO), customer satisfaction and getting things right the first time, making everything better, a strong supply chain and a special quality rating system are all taken into consideration (Petrarolo 1998).

The relationship between TQM implementation and customer satisfaction in the construction business was studied by Karna, et al. (2009). TQM helps companies and consumers work together to achieve quality by involving customers early in the project, keeping them informed, and developing an active communication channel with clients, according to their research. Furthermore, giving staff with the necessary training allows them to better understand their jobs, resulting in higher project quality and, as a result, client satisfaction.

TQM assists businesses in establishing a strong internal culture in which all workers work together to achieve organizational goals and deliver a high-quality construction project that satisfies consumers while increasing profits (Limsila and Ogunlana 2008).

Several studies and research in the field of TQM have refuted the link between rising market share and several of TQM's important success characteristics. They claim that while certain CSFs may have a considerable influence on market share, others do not. In their research, Wilson and Collier (2000) discovered that several TQM characteristics, like as leadership, human resource management, and strategic planning, have no effect on market share improvement.

Continuous improvement, according to Mjema et al., (2005), is a critical component of organisational success since it involves removing errors, decreasing waste, controlling production time, and increasing productivity and performance. Nilsson-Witel, et al. (2005) state that it is difficult to generalise certain approaches to continuous improvement in the construction industry because each project is unique and has its own characteristics, but that continuous improvement is driven by knowledge and problem-solving activities in general.

In their study on TQM in Arab oil-producing countries, Al-Khalifa and Aspinwall (2001) state that the majority of these countries are far from maturity in terms of TQM

implementation, citing external culture and climate factors such as poor communication, autocratic management, and a near-nonexistent knowledge of TQM.

Saravanan and Rao (2007) found that implementing TQS effectively improves an organization's quality and performance over time. It has been stated that public sector firms embraced and applied TQM for continuous improvement, Top management commitment, strategic quality planning process, quality information and analysis, HRD, quality assurance, customer focus and satisfaction, public responsibility, and benchmarking are the eight core aspects of TQM that they have identified.

Top management commitment, according to Everett (2002) will help to foster organisational commitment. The ability of quality leaders or managers in terms of teamwork, knowledge, skills, and problem solving will determine the success of a business in a global market.

The strategic planning approach for TQM, according to Sureshchandar et al., (2001), is always beneficial in properly adopting and executing TQM concepts. According to Dervitsiotis (2000), not only consulting firms but also organisations such as the American Productivity and Quality Centre and the European Foundation for Quality Management are actively involved in the promotion and training of benchmarking as a fundamental approach of TQM to achieve business excellence.

Busu (2019) investigated total quality management (TQM) procedures and applications in the renewable energy sector in order to improve management performance (RES). Integrated operational processes, policies, and trade strategies, integrated operational management, business social responsibility, motivated workforce, knowledge, and competences are the most essential qualities of a TQM process for improving management performance, according to the findings. According to the study, management performance is a direct result of the interaction of a number of factors and processes, including integrated operational processes, trade strategies and policies, integrated operational management, corporate social responsibility (CSR), a motivated workforce, knowledge, and competencies.

TQM techniques, according to studies, can affect organisational performance through two major processes: i) enhanced internal performance, resulting in more efficiency, less waste, and a higher return on assets. (ii) increased consumer satisfaction, which leads to increased brand value and loyalty, which leads to increased sales and market share. TQM procedures, according to Sinkovics and Roath (2004), assist to influence performance by influencing the

way normal company activities are handled out and by laying the groundwork for long-term corporate success and overcoming various types of difficulties.

The contrast between hard and soft parts of TQM, according to Rahman and Bullock (2005), is critical because they impact performance differently. Soft TQM characteristics including worker engagement, shared vision, customer focus, teamwork, and cooperative supplier relationships were shown to be substantially connected with organisational success, according to the researchers. They determined that in order for some hard TQM components, such as technology use and continuous improvement enablers, to have an influence on performance, the soft TQM elements must first be in place.

Singh et al. (2018) underlined the necessity of strong leadership in ensuring that an organization's culture is ready to effectively embrace TQM methods to address major obstacles proactively in their research of TQM on a sample of Indian manufacturing enterprises.

A study by Karna, et al. found a correlation between TQM adoption and customer satisfaction in the construction sector (2009). According to their study, TQM helps firms and customers work together to achieve quality by incorporating customers early in the project, keeping them informed, and building an active communication channel with clients. As a consequence, improved project quality and customer satisfaction may be achieved by providing employees with the training they need to do their duties.

TQM aids companies in developing a strong corporate culture in which all employees work together to accomplish organisational objectives and provide a high-quality construction project that pleases customers while improving revenues (Limsila and Ogunlana 2008). Some TQM studies and research have disproved the relationship between increased market share and several major success features of TQM. They assert that although certain CSFs may have a significant impact on market share, others do not. Several TQM features, like as leadership, human resource management, and strategic planning, have little influence on improving market share, according to Wilson and Collier (2000).

An essential part of an organization's success is the elimination of mistakes and waste, management of production time, and an increase in productivity and performance, as stated by Mjema and colleagues (2005). It is difficult to generalise specific ways to continuous improvement in construction since each project is unique and has its own features, but continuous improvement is driven by knowledge and problem-solving activities in general.

An investigation of TQM in Arab oil producing nations by Al-Khalifa and Aspinwall (2001) found that the majority of these countries are not yet mature enough to apply TQM, citing reasons including poor communication, authoritarian management and a lack of awareness of TQM.

Saravanan and Rao (2007) discovered that deploying TQS successfully enhances the quality and performance of an organisation over time. Many public sector companies have adopted and applied TQM to continuously improve their processes and products. The eight core TQM elements identified by these organisations include leadership commitment, strategic quality planning processes, high-quality data analysis, human resources, quality assurance and customer satisfaction, as well as a sense of public responsibility.

According to Everett (2002), a commitment from the top down may assist build a sense of belonging inside an organisation. When it comes to a company's performance in a global marketplace, it is the quality of its executives and managers that will decide its success.

According to Sureshchandar et al., (2001), the strategic planning method for TQM is usually advantageous in correctly adopting and implementing TQM ideas. According to Dervitsiotis (2000), the promotion and training of benchmarking as a fundamental approach to TQM to achieve business excellence is actively involved not only by consulting firms but also by organisations like the American Productivity and Quality Center and the European Foundation for Quality Management.

In an effort to enhance management performance in the renewable energy industry, Busu (2019) studied total quality management (TQM) practises and implementations (RES). A TQM process must include integrated operational procedures, policies, and strategies, as well as a motivated workforce, knowledge, and competencies, in order to improve management performance, according to the research. According to the study, management performance is a direct result of the interplay of a number of factors and processes, including integrated operational processes, trade strategies and policies, integrated operational management, corporate social responsibility (CSR), a motivated workforce, knowledge, and competencies.

There are two key ways that TQM procedures may impact organisational performance, according to studies: increased operational efficiency, reduced waste and increased return on assets as a consequence of the improved internal performance. Customer loyalty and greater sales are two of the most important outcomes of an improved customer experience (ii). According to Sinkovics and Roath (2004), TQM processes help to affect performance by

influencing the way typical business operations are carried out and by setting the foundation for long-term corporate success and the overcoming of diverse problems.

It is crucial, say Rahman and Bullock (2005), to distinguish between TQM's hard and soft components since each has a distinct effect on productivity. Workers' commitment, a shared vision, customer focus, teamwork, and cooperative relationships with suppliers were all found to be significant predictors of an organization's success in soft TQM, the researchers concluded. They concluded that in order for certain hard TQM components, such as technology utilisation and continuous improvement enablers, to have an impact on performance, the soft TQM elements must first be in place.

During their study on TQM in an Indian manufacturing firm sample, Singh et al. (2018) emphasised the significance of strong leadership in ensuring that an organization's culture is suitable for successful adoption of the TQM procedures.

Conclusion

It can be said that different authors have put in their views regarding TQM in various areas of production and operation Management and future researchers can be benefitted by it.

References

- Al-Khalifa, K. & Aspinwall, E. (2001) "Using the competing values framework to investigate the culture of Qatar industries". , Vol. 6 No.3-4, pp.159-68.
- Busu, M. (2019) Applications of TQM processes to Increase the management performance of enterprises in the Romanian renewable energy sector. MDPI Journal Processes.
- Drensek, R.A. & Grubb, F.B. (1995). Quality quits: One company's successful attempt at implementing TQM. *Quality Progress*, 28 (2), 91-95.
- Everett, C. (2002). Penn states commitment to quality improvement. *Quality Progress*, Vol. 35 No. 1, pp. 44-9.
- Kärnä, Sami Juha-Matti Junnonen & Veli-Matti Sorvala (2009) "Modelling structure of customer satisfaction with construction". *Journal of Facilities Management*, Vol. 7, Iss: 2, pp.111 – 127.
- Limsila, K. & Ogunlana, S.O. (2008) "Performance and leadership outcome correlates of leadership styles and subordinate commitment". *Engineering, Construction and Architectural Management*
- Nilsson-Witell, L., Antoni, M. & Dahlgaard, J.J. (2005) "Continuous improvement in product development: Improvement programs and quality principles". *International Journal of Quality and Reliability Management*, 22(8), pp. 753-768.
- Petrarolo, D (1998), "The 20 Keys to Workplace Improvement", *Industrial Management*, Jan-Feb, 1998.
- Rahman, Azizur & Uddin, Md. Kutub. (2012). Implementation of Total Quality Management (TQM) in Bangladesh Power Generating Sector: Progress and Problems. *International Journal of Industrial and Systems Engineering*. 11. 122-136. 10.1504/IJISE.2012.046659.
- Saravanan and Rao. (2007). The impact of total quality service age on quality and operational performance: an empirical study. *The TQM Magazine*. Vol. 19 No. 3, pp. 197-205.

- Singh, V., Kumar, A. and Singh, T. (2018). *Impact of TQM on organisational performance: the case of Indian manufacturing and service industry. Operations Research Perspectives*, 5, 199-217.
- Sinkovics, R.R. and Roath, A.S. (2004). *Strategic orientation, capabilities, and performance in manufacturer-3PL relationships. Journal of Business Logistics*, 25(2), 43-64.
- Sureshchandar, G.S., Rajendran, C. & Kamalanabhan, T.J. (2001) "Customer perceptions of service quality – a critique". , Vol. 17, No.2, pp.168-79.
- Wilson, D.D. & Collier, D.A. (2000) "An empirical investigation of the Malcolm Baldrige National Quality Award causal model". *Decision Science*, Vol. 31, No. 2, pp. 361- 390.