

Study on the Performance Characteristics and its Practices of Total Quality Management

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ABSTRACT

The investigation have produced different mixed results, made by various research designs used in different area which used as apparatus to measure TQM and their performance. A collective study was made to recognize the performance study on the impact and non impact of this performance on various stages. Planning study design with the proposed explanation which is evaluated from various employees from different representatives and their data were collected which were gather from the different sources. Structural model with the support of the proposed model gathered from different Sources with the support of the proposed hypotheses. The implications from the study from various researchers and practitioners are discussed and further research directions are offered.

Keywords

Total Quality Managements, Management Commitment, Client Satisfaction, Continuous Improvement, TQM Practices.

INTRODUCTION

TQM can be discuss the ascent holistic management tools and philosophy concept that takes a stab at consistent change in all elements of an association, which is an important and can be obtain if the TQM structure model is employ from the obtained resources to the user service after the sale. TQM practices have been record to a lager detailed in evaluating the studies and have been investigating the rational relationship between TQM practices to various other dependent variable TQM is one of the most important principle and tools which are use for the user benefit and expectation to gain the business profit achievement. The main aims of the study is to statistically examine how the TQM accomplishment within a sole construction and engineering association with different organasiztion has shown an improvement over a span of 14 months time toward enhancing worker states of mind and employment fulfillment.

TQM Practices identified in measurement studies on TQM

Saraph et al (1989)	Description by Saraph et al (1989.p.818)	Flynn et al (1994)	Ahire et al (1996)	Black and Porter(1996)	Malcolm Baldrige Award (Criteria for Performance Excellence.2002)
Management Leadership	Acceptance of quality responsibility by top management. Evaluation of top management on quality. Participation by top management in quality improvement efforts. Specificity of quality goals. Importance attached to quality in relation to cost and schedule. Comprehensive quality planning.	Top management support Quality leadership Quality improvement rewards	Top management commitment	Corporate quality culture Strategic quality management	Leadership strategic planning
Role of the Quality Department	Visibility and autonomy of the quality department. The quality department's access to top management. Use of quality staff for consultation. Co-ordination between quality department and other departments. Effectiveness of the quality department.				
Employee relations	Implementation of employee involvement and quality circles. Open employee participation in quality decisions. Responsibility of employees for quality. Employee recognition for superior quality performance.	Workforce management selection for teamwork potential Teamwork	Employee empowerment Employee involvement	People and customer management Teamwork structures	Human resource focus

	Effectiveness of supervision in handling quality issues. Ongoing quality awareness of all employees.				
Quality data and reporting	Use of quality cost data. Feedback of quality data to employees and managers for problem solving. Timely quality measurement. Evaluation of managers and employees based on quality performance. Availability of quality data.	Quality information process control Feedback	Internal quality information usage	Quality improvement measurement systems	Information and analysis
Supplier quality management	Fewer dependable suppliers. Reliance on supplier process control. Strong interdependence of supplier and customer. Purchasing policy emphasizing quality rather than price. Supplier quality control. Supplier assistance in product development.	Supplier involvement	Supplier quality Supplier performance	Supplier partnerships	
Saraph et al (1989)	Description by Saraph et al (1989.p.818)	Flynn et al (1994)	Ahire et al (1996)	Black and Porter(1996)	Malcolm Baldrige Award (Criteria for Performance Excellence.2002)
Product/service design	Thorough scrub-down process. Involvement of all affected department in design reviews. Emphasis on producibility. Clarity of specifications. Emphasis on quality, not roll-out schedule. Avoidance of frequent redesigns.	Product design New product quality Inter functional design process	Design quality management	External interface management	Process management
Process management	Clarity of process ownership, boundaries, and steps. Less reliance on inspection. Use of statistical process	Process management	Statistical process control usage	Operational quality planning	Process management

	control. Selective automation. Fool-proof process design. Preventive maintenance. Employee self-inspection. Automated testing.				
		Customer involvement	Customer focus Benchmarking	Customer satisfaction orientation Communication of improvement information	Customer and market focus
Powell (1995)	Multidimensional construct Executive commitment Adopting the philosophy Closer to customers Closer to suppliers Benchmarking Training Open organization Employee empowerment Zero-defects mentality Flexible manufacturing Process improvement Measurement	Perceived performance (subjective) Financial performance (total performance) TQM program performance (measured as a mix of operating and financial performance)	Sales growth profitability, revenue growth Productivity competitive position, profitability, revenues, overall performance	Questionnaire Partial correlations	Executive commitment, open organization, and employee empowerment produce significant partial correlations for both total performance and TQM program performance. A zero-defects mentality and closeness to suppliers correlate significantly with TQM performance, but with total performance only marginally.
Hendricks and Singhal (1996, 1997)	Single construct (winning of a quality award is a proxy for the effective implementation of TQM programs)	Secondary data source Financial performance	Market returns, percentage changes in operating income, in sales, in the ratio of sales to assets, in the ratio of sales to number of employee	Studies events in various publications Wilcoxon signed-rank test, Mann-Whitney test	Implementing an effective TQM program improves performance of firms.

			s, in the ratio of total cost to sales, in the ratio of capital expenditure to assets, in number of employees, in assets		
Adam et al. (1997)	Multidimensional construct Employee involvement Senior executive involvement Employee satisfaction Compensation Customers Design and conformance Knowledge Employee selection and development Inventory reduction	Perceived performance (subjective) Financial performance Operating performance	Net profit as percent of sales, ROA, sales growth percent defective s, cost of quality, and customer satisfaction	Questionnaire Stepwise regression	Employee knowledge about quality improvement, what quality customers receive and perceive, employee compensation and recognition and management involvement are significantly and inversely correlated with total cost of quality and average percent of items defective. Financial performance is positively correlated with senior management involvement and employee compensation and recognition.
Chenhall (1997)	Single construct	Perceived performance (subjective) Financial performance	Growth in sales, in ROS, in ROA, overall growth in profitability	Questionnaire Regression, ANOVA	The relation between TQM and performance is stronger when manufacturing performance measures are used as a part of managerial evaluation.
Rungtusanatham et al. (1998)	Multidimensional construct The same dimensions as in Anderson et al. (1995)	Perceived performance (subjective) Operating performance	Customer satisfaction	Same data base as on Forza and Flippini (1998)	Continuous improvement has a positive effect on customer satisfaction Employee fulfillment

	are used			Path analysis	seems to have no effect on customer satisfaction.
Dow et al. (1999) Samson and Terziovski (1999)	Multidimensional construct Leadership Workforce commitment Shared vision Customer focus Use of teams Personnel training Cooperative supplier relations Use of benchmarking Use of advanced Manufacturing systems Use of just-in-time principles	Perceived performance (subjective) and self-reported objective data operating performance	Product quality, customer satisfaction, employee morale, productivity, delivery performance	Questionnaire Structural equation modeling: multiple regression analysis	Employee commitment, shared vision, and customer focus in combination has a positive impact on quality outcomes. Leadership, human resource management and customer focus (soft factors) are significantly positively related to operating performance
Das et al (2000)	Multidimensional construct High involvement work practices Quality practices	Perceived relative performance (subjective) Financial performance Operating performance	Market share, ROA, market share increase Customer satisfaction	Questionnaire Structural equation modeling	High involvement practices are positively correlated with quality practices; quality practices are positively correlated with customer satisfaction; customer satisfaction is positively correlated with firm performance.
Wilson and Collier (2000)	Multidimensional construct Leadership Information and analysis Strategic planning Human resource management Process management	Perceived performance (subjective) Financial performance Operating performance	Market share, market share growth, ROI, growth in ROI, ROS, growth in ROS Customer focus and satisfaction	Questionnaire Structural equation modeling	Process management, and information and analysis have significant and positive direct effects on financial performance.
Douglas and Judge (2001)	Single construct (in this study, various dimensions of TQM)	Perceived performance (subjective)	Growth in earnings,	Questionnaire Hierarchical	The extent to which TQM practices are implemented is

	were examined; however a single TQM construct is used to analyze the relationship between TQM and performance)	and secondary data sources Financial performance	growth in revenue, changes in market share, return of assets long-run level of profitability, industry expert ratings	l regression analysis	positively and significantly related to both the perceived financial performance and industry expert-rated performance.
Ho et al. (2001)	Multidimensional construct Supportive TQM factor (employee relations and training) Core TQM factor (quality data and reporting, supplier quality management)	Perceived performance (subjective) Operating performance	Product quality	Questionnaire Hierarchical regression analysis	Supportive TQM factor has an indirect effect on product quality through core TQM factor.

a. Anderson et al. (1995) operationalized the constructs by using the questionnaire items in the World-Class Manufacturing (WCM) database (first round).

b. Rungtusanatham et al. (1998) operationalized the constructs by selecting the questionnaire items fr

Quality Data collection and presentation

The Effective distributor and quality administration is encouraged by long haul, agreeable associations with as couple of providers as conceivable to acquire quality materials or potentially benefits. With keeping up few providers enhance item quality and efficiency of purchasers by urging upgraded provider responsibility regarding item outline and quality. Along with the extra numerous data which the narrows number that distributor facilitates that quality and delivery problem which user has to pay close attention to each supplier. The effective co-ordination and their effective relationships give support to become direct involves in the commercials buying firm’s design to service to give a change

Management operation activity

The normal approached to the preventive way of quality enhancement like designing processes and continuous assessment that are fail-safe which give steady manufacture program and work allocation to condense process difference by building excellence into the outcome amid the production stage.

Results and Discussion

Execution of the TQM was decided through the presumed testing structural model, which was produced, in light of a collective literature study on different platform and their review, these purposes were accomplished.

1. The excellent Quality administration analyst is the best guess devoid of the evaluation of whichever interdependence of TQM.
2. The action of finding someone present the Assessment of management leader ship is directly related to the employment and obliquely linked to quality statistics and reporting, and process’ management.
3. Convincing organization by organization moreover by suggestion impacts firm execution through the mediating effects of the other six practices of TQM.
4. Inventory and process management, service/ product design performance is optimistically and directly affected by supplier quality management which appears as an vital element of TQM.

5. They infer that most imperative variables of the fruitful TQM usage are, open source association, and representative with the strengthening, yet he neglects a conceivable roundabout impact of closeness to providers on money related execution.

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