Challenges In Implementing Total Quality Management (TQM)

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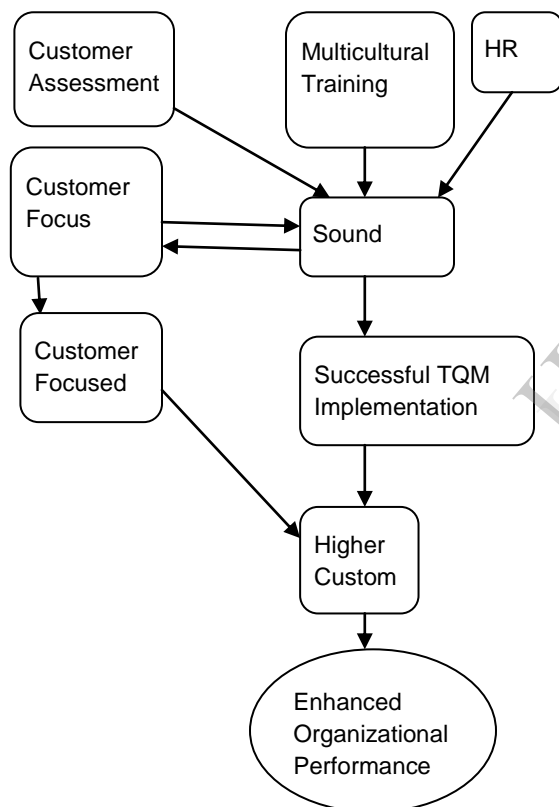*Assistant Professor, Phonics Group of Institutions, Roorkee*

Abstract

To deal with the areas of quality, organizations adopt philosophy named Total Quality Management (TQM) which focuses on continuous improvement in the quality through involvement of all persons working in the organization. The scenario of increasing cut throat competition in present market calls for quality excellence as standard for doing business. But, there are lots many challenges creating hindrance in successful implementation of TQM that needs to be considered by the companies in order to build path for long run survival through enhanced profits and performance.

Key Words: TQM (Total Quality Management), Challenges, Quality

"1. Introduction"

TQM is a way of managing people and business processes to ensure complete customer satisfaction at every stage. It emphasizes on commitment to quality, communication of the quality message and recognition of the need to change the culture of the organization to create total quality.

Levels of TQM

(a) 1-Level-Inspection: Measuring the features of the product and comparing with its standards.

(b) 2-Level-Quality Control: Self assessment by the workers of their performance.

(c) 3-Level- Quality Assurance: Predefined activities necessary to give confidence in the process quality.

(d) 4-Level-Total Quality Management: Management focused on continuous improvement of quality involving everybody which aims at the customer satisfaction.

2. "Challenges in implementing TQM"

Companies are constantly moving ahead towards improving the quality of overall activities so as to prosper and serve the market in a better way. But still there are challenges that halt the purpose of quality management:

1. Constraints imposed by quality culture: The lack of genuine quality culture poses threats in terms of resistance to change as it is reluctant to the accept the techniques that makes a variation in its present style of working.

2. Autocratic style of leadership: If autocratic style of leadership is adopted by the top management, it creates an environment of fear. Because of which employees may not contribute their 1oo% which degrades their productivity ultimately affecting the quality.

3. Lack of employee commitment: As employees are directly related with the production process, a lack of commitment on their part can render the whole process of quality management useless.

4. Improper Channel of communication: For getting the lucrative results of the plans it is necessary that all the information flow in the organization at right time and in right manner. But loop holes in the communication channel act as a barrier in achieving the quality results.

5. Quality certifications-viewed as beaurocratic exercise: Some companies treat quality certification as beaurocratic exercise that enables them to conform to the client requirements or contractual obligations and getting competitive edge in the market.

6. Problems in identifying customer needs: Companies often fail in identifying the needs of customers may be because of inaccurate data, improper survey, and wrong interpretation of facts etc.This may result in supply of unwanted product to the customer and hence defeat the main objective that is customer satisfaction.

Recommendations:

1. The organizations should focus on developing a conducive organizational quality culture that provides a support in improving the quality of the operations or activities.

2. The top management should seek the participation of all the persons working in the organization before taking the final decisions.

3. A sense of belongingness among the employees can motivate that to contribute their best efforts for the results of the business.

4. A proper path for exchange of information should be developed. No piece of information shall be concealed on the part of top management.

5. All the activities in the business are undertaken in the organization to serve the customer in best possible way. The methods of research that can provide maximum information and nearly accurate data about customers taste and preference shall be used.

Conclusion:

There is a wide scope of improvement through the application of quality management philosophies. But the fruit of success can be tasted if the challenges are given due consideration. Steps should be taken to develop favourable quality culture that can enhance the commitment level of the people working in the organization which ultimately results into high productivity and profitability of the business.

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